



USAID
FROM THE AMERICAN PEOPLE

**EGYPT COMBATING VIOLENCE
AGAINST WOMEN AND CHILDREN**

COMBATING VIOLENCE AGAINST WOMEN AND CHILDREN

FIRST ANNUAL WORK PLAN

15 August 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by Prime Contractor Chemonics International with support from Subcontractors BlueLaw International and SPAAC.

COMBATING VIOLENCE AGAINST WOMEN AND CHILDREN

FIRST ANNUAL WORK PLAN

Contract No.263-I-02-06-00018-00

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

Executive Summary	iv
Section I - Introduction	1
Section II – Supporting NCW Efforts to Reduce Violence Against Women	4
Section III – Supporting NCCM Efforts to Reduce Violence Against Children	15
Section IV – Project Grants and Operations	27
Annexes	
Annex A – Life of Project Procurement Plan	39
Annex B – Performance Monitoring Plan	42
Annex C – First Annual Training Plan	48
Annex D – Life of Project Flow Chart	53
Annex E – Life of Project Budget	57

EXECUTIVE SUMMARY

This work plan outlines an ambitious set of proposed activities for the \$18-million Combating Violence Against Women and Children project, funded by the United States Agency for International Development (USAID), from July 2007 through September 2008, the project's first year of operations. The five-year project is managed by prime contractor Chemonics International Inc., in partnership with subcontractors Blue Law LLP and Social Planning, Analysis, and Administration Consultants (SPAAC).

The Combating Violence project is one of USAID's mechanisms for improving the human rights environment in Egypt (USAID Strategic Objective 21, Intermediate Result 4) by increasing protection of women and children against violence. Under this intermediate result, the two project-based results are:

- Improved capacity of the National Council for Women (NCW) and National Council for Childhood and Motherhood (NCCM) to advocate for policy change.
- Improved capacity of NCW, NCCM, and non-governmental organizations (NGOs) to respond to violence against women and children.

This work plan lays a strong foundation for achieving these specific results in the next five years. We developed the extensive list of activities and tasks in partnership with the NCW, NCCM, and USAID, and with input from project team members and external experts from Egyptian civil society. Prior to the publication and delivery of this report, both the NCW and NCCM leaderships provided initial approval of their respective sections of the work plan.

Working closely with the NCW, we will start our activities with a major survey and related studies and recommendations on the types, levels, and perceptions of violence against women in Egypt. We will target women, men, and youths of both sexes with the quantitative portion of the survey, while supplemental research will examine the legal and regulatory environment (*de jure* and *de facto*), services currently available to prevent and/or help victims of gender-based violence, and other related subjects. We will conclude this major initiative with roundtables and a retreat to build consensus around specific recommendations for change among key stakeholders—including the NCW, NGO community, government ministries and institutions, donors, and the legislature. Moving from research to action, the NCW plans to launch advocacy efforts by presenting the results of the survey and recommendations to decision-makers and the general public during a major conference in the first half of 2008.

Based on the survey and recommendations, we will conduct a series of joint initiatives to address violence against women in the second half of the year. We will build the capacity of the NCW and other key stakeholders, helping them advocate for change and start new initiatives to protect women. We will also launch a grants program, helping Egyptian NGOs pilot and extend services for women victims of violence and to lead advocacy and social marketing campaigns. All of these activities will be continued and expanded under our next work plan.

With the NCCM, we have planned a similarly ambitious array of activities for our first year. Since the NCCM has already developed a national strategy for confronting violence against children and implemented a large number of activities, we will focus our energies on three areas of joint priority: street children, children in conflict with the law, and child victims and witnesses. In each area, we will work with the NCCM to examine the current legal structure and practices (*de jure* and *de facto*) and identify concrete interventions.

In the area of children in conflict with the law, we will design and conduct capacity building initiatives targeting various stakeholders, including prosecutors, judges, and social workers. In parallel, we will issue four to six grants to pilot alternatives to detention, programs to reduce the level of juvenile delinquency, and rehabilitation initiatives. With respect to street children, we will also issue four to six grants to pilot new services for these children, as well as to initiatives designed to detect and help children at risk of turning to the street. In accordance with the contract, our program also includes procurement to help refurbish and improve existing reception houses, including houses serving girls and young women.

In relation to both street children and children in conflict with the law, we will help the NCCM strengthen its social marketing and advocacy capabilities in our first year by developing strategies and implementing targeted activities. Finally, we will start helping the NCCM to strengthen mechanisms for increasing the quantity of corporate contributions to help at-risk children and identify methods of improving systems for recruiting, training, and fielding professional volunteers. As with the NCW, we expect that most of our NCCM initiatives will continue into future years of project operation.

Beyond the technical areas, the Combating Violence project team is establishing strong administrative and financial systems and recruiting the remaining members of the professional and non-professional staff. We expect to propose the remaining team members for USAID approval in August. At the same time, we will complete the start-up of project operations by procuring computer equipment, moving into permanent offices, implementing high-quality financial and administrative systems, and receiving delivery of office furniture and two project vehicles. We will also establish a strong administrative and technical system for administering the grants program.

At the end of the work plan year, we will examine our results to date with our partners and USAID, look at lessons learned, and engage in another inclusive work planning process. In all, we expect that a cooperative approach based on true partnership will lead to significant successes, successes that will help Egyptian women and children realize their right to grow up and live free from violence.

SECTION 1 – INTRODUCTION

A. Project Background

This work plan outlines the activities of the \$18-million, USAID-funded Combating Violence Against Women and Children project from July 2007 through September 2008. USAID created and launched the project in May 2007. The five-year project is managed by prime contractor Chemonics International Inc., in partnership with subcontractors Blue Law, LLP and Social Planning, Analysis, and Administration Consultants (SPAAC).

USAID created the Combating Violence project under Strategic Objective 21 –Initiative in Governance and Participation Strengthened,” and Intermediate Result 4, –Improved Human Rights Environment.” More specifically, the project is designed to –Increase Protection of Women and Children Against Violence” during its five years of operations. In accordance with the Chemonics’ contract with USAID, our efforts are designed to achieve two project-level results:

- Improved capacity of the National Council for Women (NCW) and National Council for Childhood and Motherhood (NCCM) to advocate for policy change.
- Improved capacity of NCW, NCCM, and non-governmental organizations (NGOs) to respond to violence against women and children.

All of the specific activities and tasks proposed in this work plan fall under these to project results.

B. Groundwork for Achieving Results

In this work plan, we propose a wide range of activities to establish a solid groundwork for success over the five years of project operations. These activities focus on building the capacity of the NCW and NCCM to comprehensively address violence against women and children, as well as to improve services designed to prevent violence and assist victims.

To establish this groundwork, most of our major activities start with an assessment and recommendations phase. In the case of the NCW, we start with a major survey and recommendations – recommendations that will serve as the basis for the remainder of the project’s activities, as well as a benchmark by which to measure overall project and Government of Egypt (GOE) success.

In the case of violence against children, the NCCM has already developed a national strategy and conducted a significant number of activities in this area. Therefore, our approach will focus initially on two specific issues: street children and children in conflict with the law. In both cases, we will start with an assessment, followed by an ambitious package of activities designed to increase the council’s capacity to advocate for reform in policies, procedures, and services and to help the council, GOE, and Egyptian NGOs improve services and options available for these two groups of

vulnerable children. At the end of the first year, we will start addressing another important issue—the treatment of child victims and witnesses.

As the year moves forward, we will remain flexible to adapt our approach to achieve tangible results within the project’s overall objectives. We realize that there are changing dynamics and priorities, that new opportunities may appear, and that other donors and projects may become involved in certain areas. By remaining flexible, focusing on our overall objectives, cooperating with other projects and donors, and closely coordinating with USAID and the two national councils, we expect to achieve substantial results in our first year and beyond.

C. Consultations with Key Partners and Stakeholders

The work plan was developed based on the scope of work in Chemonics’ contract; extensive discussions with the NCW, NCCM, and USAID; and Chemonics’ winning technical proposal, a proposal that was reviewed and selected by a committee that included representatives from USAID and the two partner institutions.

In the course of work plan development, we conducted extensive meetings with representatives from the councils, including meetings with NCCM Secretary General Ambassador Mushira El-Khattab and NCW Secretary General Dr. Fourkhanda Hassan. Other members of the senior management at each council also provided invaluable input during the work planning process, in particular Ambassador Hussein Al-Sadr and Ms. Omneya Helmy. Because of scheduling difficulties during the summer vacations, as well as busy travel schedules for the two council heads, we did not conduct planning workshops as expected. We hope to conduct such workshops to launch the work plan in the coming months, and then conduct follow-up workshops to review our success at the end of the first year.

In addition to high-level council representatives, we also sought input on the work planning process from a wide range of non-governmental actors, including representatives from NGOs, Egyptian experts, and representatives from other donors and donor-funded projects. The project’s USAID cognizant technical officer (CTO) Naglaa Mostafa and other technical office professionals also provided invaluable input.

D. Critical Assumptions

This is an ambitious work plan that relies on close coordination between USAID, the two councils, and the project team. While we have made allowances for some challenges, other major challenges will require adjustments of timelines and/or tasks. We will keep USAID regularly updated as such challenges arise in regular communications, as well as in our quarterly progress reports. The following are the two most critical assumptions as of the time of writing this report:

- Chemonics International, the NCW, NCCM, and USAID will come to agreement on proposed staffing for the project’s teams and team leaders embedded at the councils. Upon arrival to conduct project start-up, the project team was informed that the two councils would need to provide their consent for staff engaged to work directly in the councils. We assume that Chemonics

will be able to recruit top quality team leaders and other staff members to work with both councils and that the councils and USAID will provide their consent for these individuals in a timely fashion.

- We assume that the two councils will continue to provide their enthusiastic support for the objectives, activities, and tasks outlined in this work plan. We cannot complete the work outlined for our first year without the support of the councils. For example, the NCCM will lead coordination efforts with Egyptian government ministries and other entities on both juvenile justice and street children efforts (Section II, Activities 1 and 2), and the NCW has offered to facilitate approval from the Egyptian Central Authority for Population Mobilization and Statistics (CAPMAS) to conduct the quantitative portion of the survey of violence against women. In discussions about individual tasks in this work plan, the leaderships of both councils have shown their enthusiastic support for our shared objectives and committed themselves to assisting with necessary approvals and coordination on specific tasks.

E. Coordination with Other Donor-Funded Projects and with Regional and International Sister Organizations

The Combating Violence project is committed to coordinating its activities with the many other donor-funded efforts focused on violence against women and children. For example, we attended a meeting, organized by USAID, of donors and projects working on gender issues as part of the start-up and work planning efforts. We also conducted individual coordination meetings with the USAID-funded Family Justice Project, UNIFEM, and UNODC on specific project initiatives. We will continue such coordination efforts over the life of the project.

We will also investigate coordinating with USAID projects working in other related fields. For example, we plan to explore opportunities for cooperation with education-sector projects with respect to providing services for street children and children in conflict with the law. In addition, we will explore cooperation with USAID-funded microfinance efforts, as these projects may also yield points of overlap and assistance with key target groups, including abused women, the families of street children, and children in conflict with the law.

The Combating Violence project will help the NCW and NCCM explore the possibility of creating establishing sister relationships with similar organizations in the U.S. and other countries. Such relationships could include an exchange of expertise and experience that could benefit both organizations. Such connections would need to be carefully weighed in light of the councils' positions as part of the Egyptian government, as opposed to the non-governmental sector, to which most sister organizations in the U.S. belong.

D. Plan is Practical and Meets Contractual Obligations

The work plan is designed to be a guide for our efforts throughout the year. As such, it is broken down by institution and general areas covered by various project teams, as opposed to a division by the project's overall objectives and results. That said, we clearly identify these connections in the introductions to each of major technical

sections (sections II and III), as well as in the performance monitoring plan (Annex C).

The work plan has four sections and five annexes:

- Introduction
- Supporting NCW Efforts to Reduce Violence Against Women
- Supporting NCCM Efforts to Reduce Violence Against Children
- Project Grants and Operations
- Annex A: First Annual Training Plan
- Annex B: Life-of-Project Procurement Plan
- Annex C: Performance Monitoring Plan
- Annex D: Life-of-Project Flow Chart
- Annex E: Life-of-Project Budget

SECTION 2 – SUPPORTING NCW EFFORTS TO REDUCE VIOLENCE AGAINST WOMEN

A. Introduction

Based on the areas of assistance listed in the Combating Violence Against Women and Children project's contract with USAID, the scope of work, and initial discussions with the NCW, we recommend a range of activities in partnership with the NCW between July 2007 and September 2008. These activities and tasks are designed to establish the groundwork for a successful 5-year project supporting the NCW's goal of reducing violence against women in Egypt.

As discussed in Chemonics' proposal for the project, which was selected by a USAID evaluation committee that included a representative from NCW, we propose starting with a survey and recommendations on violence against women in Egypt. Based on the survey results, we will launch capacity building and grant-making activities, activities that will continue for the remainder of the project.

In the course of the first year, we expect to:

- Increase the capacity of NCW to advocate for policy changes by:

Increasing the NCW's ability to advocate for policy, legal, and institutional reforms and lead governmental and non-governmental actors in implementing programs to reduce violence against women by producing a major survey of violence against women in Egypt with comprehensive recommendations and an action plan. Activity 1.

Increasing the NCW's capacity, as well as that of other key governmental and non-governmental stakeholders, to implement the recommendations identified in the survey, by producing an advocacy strategy and plan for capacity building activities, as well as by implementing initial capacity building initiatives. Activity 2.

- Improve the capacity of the NCW, other GOE institutions, and the NGO community to respond to violence against children by:

Increasing the quantity and quality of programs designed to reduce violence against women, provide services to women victims of violence, and advocate for social and policy reform by issuing grants that allow Egyptian NGOs to pilot new initiatives in partnership with the NCW and project. Activity 3.

B. Activity 1: Survey of Violence Against Women in Egypt

As the groundwork for developing a national strategy to combat violence against women in Egypt, the NCW needs accurate information on the types, levels, and causes of the violence, as well as a better understanding of the perceptions of violence in different social groups, options women currently have and/or would like to have if they are victims of violence, and recommendations about how levels of violence

could be reduced. The survey will build on research conducted previously by the NCW, other Egyptian government agencies, NGOs, and external consultants and experts. It will end with a set of recommendations for implementation by various target groups, including the NCW, government, NGOs, donors, media, and other stakeholders.

NCW to Play Key Coordinating Role

Implementation of the survey's recommendations will require commitments on the part of the NCW, other Egyptian government ministries and authorities, the NGO sector, educational institutions, and many other parties. As such, these groups should all have a voice in the development of the recommendations. Building consensus on the recommendations prior to finalization will be the first step in creating a coalition of forces pushing for implementation. The NCW will play an essential role in coordinating with other Egyptian governmental and non-governmental actors in this regard.

The goal of the survey is to provide accurate qualitative and quantitative *information* on violence against women in Egypt and a set of *recommendations* designed to guide NCW leadership in policy development and support advocacy activities – as well as serve as a basis for specific interventions by the NCW, other government institutions, NGOs and donors—to reduce violence in the lives of Egyptian women.

Egypt has ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), as well as other international conventions on human rights. Based on the definition being used in the *CEDAW general recommendation No. 19, para. 7*, we will define violence as follows for the purposes of our survey: –Gender-based violence against women is “_vidence that is directed against a woman because she is a woman, or violence that affects women disproportionately. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty.”

The survey will have the following major elements, described in more detail in the work plan tasks later in this section:

- Literature review of existing studies of violence against women in Egypt, as well as regional and other international studies of violence against women from the past 10 years.
- Quantitative and qualitative research on experiences and perceptions of women, and perceptions of men on gender-based violence. The research will augment existing data such as the DHS and other relevant research. The national sample size will be adequate to disaggregate data by male/female, urban/rural, youth/married women of reproductive age (MRA)/older, and geographic distribution.
- Examination of current laws, regulations, and procedures related to violence against women in Egypt (de facto and de jure analysis) in relation to relevant UN and other human rights conventions and guidelines. Much of this analysis will be based on existing studies and recommendations, especially those related to CEDAW reporting.
- Inventory of services currently available to women at risk for violence and women victims of violence—including health, psycho-social, protective, legal, and other services—with lessons learned and best practices.

- Shared recommendations—with the NCW, members of the council’s standing committees, external experts, NGO representatives, and representatives from other government institutions—based on the results of the survey and other research.

The recommendations, results, and findings could form the basis for the eventual development of a national strategy and accompanying action plan for combating violence against women in Egypt and will guide the remainder of the project’s work with the NCW. The results may also generate other areas for research later in project implementation.

Task 1.1: Literature Review

Starting in July, we will conduct a literature review of existing Egyptian, regional, and international research on violence against women. The review will focus on current sources (no older than 10 years) of quality research. Egyptian sources will include both English and Arabic language sources, and the non-Egyptian sources will be English language only.

Output. Completed literature review of relevant Egyptian, regional, and international research on violence against women.

Timing. The literature review will be completed during July and August 2007 and presented to the NCW and USAID in September and then updated throughout the survey process.

Resources. SPAAC will provide an annotated bibliography of previous studies of violence against women conducted in Egypt (SPAAC Task Order 1) and relevant results and findings of the research, and short-term consultant Susan Somach (approximately 4 days LOE) will provide a bibliography of relevant regional and international studies of violence against women available in English. As the project’s NCW team is engaged and starts work, they will also take part in these efforts.

Task 1.2: Survey Design

Starting in July, we will work closely with the NCW, expert members of an NCW task force on the study, and other external professionals to design the survey’s scope and proposed methodology, instruments, and implementation plan for approval by the NCW and USAID. As the design is completed, the project will also develop specific scopes of work for all consultants and subcontractor.

Output. Completed survey design approved by the NCW Steering Committee appointed to work with the project and USAID.

Timing. The survey design will be completed during July, August, and September 2007 and presented to the NCW and USAID for approval prior to implementation. We hope that NCW will provide approval of the overall design by the end of July or beginning of August. NCW will be on holiday for

most of August. During that period, we will work on the development of the draft survey instrument. The survey instrument will be finalized and approved in September or early October.

Resources. Short-term consultant Susan Somach (26 days LOE) will lead the design process, in partnership with Chief of Party Garrett Dorer and Research Manager Gihan Abuzeid. They will consult with the NCW and external experts appointed as part of an NCW task force (technical committee) on the topic. SPAAC will provide input on the design of the quantitative portion of the work, as well as the focus groups. As the project's NCW team is engaged and starts work, they will also take part in these efforts.

Task 1.3. Quantitative and Qualitative Survey and Preliminary Findings

We will conduct a series of focus groups in various locations to generate preliminary results and focus the questions on the quantitative survey instrument. After the focus groups, we will finalize the survey instrument, which will be reviewed by the NCW. The NCW will then assist with securing the necessary approvals from CAPMAS. Depending on the approved design, we expect to survey approximately 3,000 women and men in seven to eight regions of Egypt (married women of reproductive age, unmarried women, married men, unmarried men, and older men and women). Within each region, we will select participants from rural and urban communities, as well as from various income brackets. A team engaged through SPAAC will conduct the field work, under the close supervision of the project's long-term team.

Depending on the final survey design, we may also engage one or more university research centers to conduct targeted research in topic areas that are not fully covered by the main survey instrument, for example violence and sexual harassment in the work place. Such research will be outlined in the final survey design (Task 1.2).

Output. Preliminary summary report from focus groups completed.
Quantitative portion of field work completed, data compiled, and results generated.

Timing. We will start the focus groups immediately after the survey design is approved by the NCW (Task 2) in August and the first two weeks of September 2007. At the same time, we will finalize the quantitative survey instrument, and NCW will secure approval from CAPMAS. The quantitative survey will start after Ramadan and *Eid Al-Fitr* and take approximately 2 months (ending in December 2007). SPAAC will enter and compile data in January 2008, producing the report with preliminary analysis in February 2008.

Resources. SPAAC will conduct the focus groups and implement the quantitative portion of the survey under its second task order. We will negotiate the price for the work based on the final survey design. The project long-term team will oversee SPAAC's work, represented by the NCW team leader and project research manager, as assigned by the chief of party. During the initial field work phase (October and/or November 2007), Susan Somach will conduct an oversight and coordination visit to ensure quality control and

adherence to the original design (approximately 14 days LOE). For supplemental research, we may issue up to two additional subcontracts to Egyptian research institutions and think tanks.

Task 1.4: Summary of Previous Studies and Recommendations about the Legal and Law Enforcement Policy, Legislation, and Practice Related to Violence Against Women in Egypt

In parallel to Task 1.3, we will conduct a literature review of previous studies and recommendations related to the legal, regulatory, and law enforcement policies, as well as institutions in Egypt as they pertain to protecting women against violence. This paper will be used to better inform the recommendation in the final stage of this activity (Task 6). To augment the background research, we recommend conducting one to three focus groups with NCW representatives (in particular from the Ombudsman's Office), judges, prosecutors, representatives from the police/Ministry of the Interior, NGOs working in the field, and external experts, possibly including defense attorneys.

Output. A paper (15 to 20 pages) summarizing ways in which the legal and law enforcement policy, legislation and operations related to violence against women in Egypt could be strengthened.

Timing. Research in this area will be conducted in parallel to Task 1.3 during October and November 2007, with a final report due in December 2007.

Resources. The work will be conducted by the project's long-term team, in partnership with a short-term Egyptian legal expert (25 days LOE) or research institution. Susan Somach will provide with regard to report design and presentation (6 days LOE) during her visit for Task 2 in October/November 2007. Other costs include two to three focus group meeting.

Task 1.5. Inventory of Services Currently Available to Women at Risk of Violence and Victims of Violence and Efforts to Reduce Violence Against Women

Before making recommendations for interventions to reduce violence against women in Egypt, it is important to develop a full picture of current and previous efforts in this area. We will examine health, psycho-social, protective, legal, and other services available to women victims of violence provided by governmental and non-governmental entities. We will also examine measures designed to prevent or reduce violence against women. To this end, the project will complete a short survey based on available reports, one-on-one meetings, and/or focus groups to collect and summarize lessons learned. Of these previous efforts, what worked well and what did not? How could future initiatives be designed to capitalize on the successes and failures of other efforts and to avoid overlap? This information will also serve as a baseline for one of the project's performance monitoring indicators (see Annex C).

Output. A paper (15 to 20 pages) on the services currently available to women victims of violence in Egypt and donor-funded, Egyptian government, and other initiatives targeting the issue, including a summary of lessons learned from these efforts.

Timing. This task will be conducted in parallel to Tasks 1.3 and 4 during November and December 2007.

Resources. We will use our long-term team to complete this task, led by the NCW team leader. Depending on need, we may also engage a university research institute and/or national research institution (e.g., the National Institute for Sociological and Criminological Research) to assist with this task or engage an Egyptian short-term consultant (25 days Egyptian short-term LOE). Other costs would include 3 to 4 focus group meetings.

Task 1.6. Shared Recommendations Based on the Results of the Survey and Other Research

With the NCW, we will organize focus groups and/or a retreat with members of the council's standing committees, external experts, NGO representatives, and representatives from other government institutions and research institutes to present the findings of the qualitative and quantitative surveys and background research, then explore recommendations to confront violence against women in Egypt. The final recommendation will be accompanied by an action plan, which will identify responsibilities and, as appropriate, timelines and needed resources.

Output. Shared recommendations based on the results of the survey (Task 1.3) and other background research (Tasks 1.3 and 1.4) and a recommended action plan completed, reviewed in focus group consultative meetings, and presented to the NCW and USAID.

Timing. To be conducted in February and March 2008, after we receive the results from the previous tasks.

Resources. This task will be led by the NCW team leader, with short-term consultant Susan Somach. Ms. Somach will be responsible for compiling the recommendations (26 days LOE). Other short-term consultants engaged to conduct previous tasks will also participate in the discussions and focus groups as needed (up to 20 days of additional Egyptian short-term LOE for various experts). Costs include those related to four to five focus groups and/or a two-day retreat.

Task 1.7. Final Report and Recommendations, Dissemination of Findings Among Stakeholders, and Announcement of Results to the Public

Short-term consultant Susan Somach will draft the final report summarizing the findings and recommendations on violence against women in Egypt, including editing and summarizing data gathered in tasks 1.3 through 1.6. The final report will include a summary table of recommendations and related action plan. When completed, the draft report will be translated into Arabic and presented to the council and USAID for final review and approval. As appropriate and after discussions with the NCW and USAID, we may also print and release other reports produced during the conduct of this activity.

We recommend that the NCW organize a "launch" event for the report and recommendations, or potentially conduct a one-day conference on the subject. Jointly,

we would present the results of the survey, findings, and recommendations. Additional speakers might include political leaders and/or members of the council and NGO community who will champion initiatives moving forward.

Output. Final report and recommendations on violence against women in Egypt completed and presented to the NCW and USAID for final approval, and results and recommendations announced to the public through a conference involving major stakeholders.

Timing. The final report will be written in February and March 2008 and presented to the council for approval. The conference to announce the results would be conducted in April or May, after the report is approved, edited, formatted, and printed for release, including the Arabic version.

Resources. Short-term consultant Susan Somach (20 days LOE) will draft the report and, in partnership with the NCW and other experts involved in various parts of the survey. We will also engage an external graphic artist for layout and professional printing of the report, as well as editors for the English and Arabic versions. Printing of other reports produced during this activity will be conducted using a similar process, as agreed with the NCW and USAID. The process will be led by the NCW team leader, with support from the rest of the project team, including the communications specialist.

C. Activity 2: Increase the Capacity of the NCW to Advocate for a Reduction of Violence Against Women in Egypt

One of the project's objectives is to help the NCW and other stakeholders build their capacity to advocate for policies that reduce violence against women in Egypt. To design our capacity building program, we recommend conducting an assessment of the current capabilities of the organization, including its secretariat and standing committees, as well as other stakeholders, and recommending areas of improvement, training and other capacity building assistance. Capacity building initiatives should be tied to realizing the goals laid out in the violence against women assessment, hence we will start this portion of our assistance as the survey results and recommendations are being generated. Assistance in this area will continue throughout the life of the project.

Task 2.1. Review of the Capacity of the NCW and Other Key Stakeholders to Advocate for Measures to Reduce Violence Against Women and Recommend Ways of Strengthening these Capabilities

As the basis for future capacity building assistance, we will work closely with the council to conduct a gender audit and internal review of its advocacy and project implementation capabilities. These reviews will culminate in an action plan for capacity building assistance over the remainder of the project. NCW could also use the results to help define its own capacity building programs, as well as that of its other donors. The report will consider both the NCW secretariat and standing committees. The methodology will be designed in partnership with the NCW Steering Committee for the project. The report will conclude with an implementation plan for capacity building initiatives over the remainder of the first year of the project and beyond.

Output. Internal report reviewing the NCW's capacity to advocate for measures to reduce violence against women and recommendations for strengthening these capabilities delivered to the NCW management for review.

Timing. This task will be conducted in parallel to the recommendations part of the study (Activity 1, Task 6), in March and April 2008.

Resources. Jerome Gallagher, our institutional development expert, will lead this task upon his arrival, in partnership with the project's NCW team. Depending on resources and needs, we may also consider engaging a noted expert in think tanks and advocacy groups to assist with the design and implementation of the assessment and recommendations (up to 20 days expatriate short-term LOE). Susan Somach will support the gender audit during one of her field visits for the survey (6 days LOE).

Task 2.2. Design and Implement Training Programs for Different Target Groups at the Policy and Executive Level that Address Issues Related to Violence Against Women

Based on the results of the survey of violence against women and its recommendations, as well as on the capacity building needs assessment conducted in Task 2.1 above, we will design and launch specific training and capacity building initiatives. These initiatives will fall into five general classifications:

- Training programs for the NCW secretariat, standing committees, and branch offices. Illustrative training activities may include: policy research, formulation, and advocacy; social marketing strategies and techniques; strategic planning; monitoring and evaluation; and related topics. To the extent possible, we will connect training activities directly linked to the work of the council, both current and anticipated.
- Training and capacity building initiatives targeting the media—print and television journalists, as well as others working in the media (e.g., producers and directors of television series and movies). Such training programs would work to increase awareness of the issue of violence against women, ways of covering such violence, and ways in which the media could help address the issue in positive ways. In these endeavors, we will coordinate with other USAID-funded media initiatives.
- Awareness training and capacity building for governmental and non-governmental entities in areas related to violence against women. Such training may include programs on international conventions and guidelines related to violence against women, protection and support services for victims of violence, procedures for prosecuting instances of violence against women, and other related topics. Target groups could include judges, defense attorneys, prosecutors, social and health workers, educational institutions, religious leaders, and representatives from NGOs and community based organizations that are working in partnership with the NCW and project (for example, as part of the grant program).

- Targeted capacity building assistance. Such assistance may include activities like developing an advocacy and communications strategy to implement the recommendations in the violence against women survey, creation of a monitoring and evaluation system to track progress, and other activities. As opposed to formal training, these activities would involve one-on-one technical assistance from consultants engaged by the project, as well as from the project's long-term team.
- Overseas study tours to define new policies and establish the basis for advocacy coalitions. We have the ability to organize a maximum of one overseas study tour per year on a subject related to violence against women. We recommend that these resources be used judiciously to build knowledge of a range of options and policy choices, as well as to establish the groundwork for advocacy work. Therefore, we suggest that participants be drawn from representatives of the NCW, other government institutions such as the Ministry of Justice and Ministry of Social Solidarity, legislative bodies, the NGO community, leading research institutions, and possibly the media.

Output. Two training/capacity building initiatives designed to increase the NCW's ability to combat violence against women delivered. Training initiatives could also target other governmental and non-governmental entities based on the results of the violence against women survey (Activity 1) and capacity needs assessment (Task 1, above). Once developed, multiple iterations of each specific training/capacity building initiative could be implemented with different target groups and/or in different locations throughout Egypt.

Timing. From April through September, we plan to conduct two in-country training and/or capacity building programs as defined with the NCW and USAID. If we choose to conduct a study tour, we will begin planning in April and May, for execution in July and/or early August.

Resources. We will engage two consultants (international and/or local, depending on need) to conduct in-country training programs, in partnership with the NCW and our long-term team (40 days expatriate short-term LOE and 40 days Egyptian short-term LOE). For the study tour, resources are accounted for in our budget. Chemonics International will make arrangements for meetings and hosting the participants in the US.

D. Activity 3: Support NGO Initiatives to Increase and Enhance Preventative Measures for Women at Risk of Violence and Services to Victims of Violence and Reduce the Level of Violence Against Women in Egypt

As discussed in Scope of Work for the project, we plan to issue a limited number of grants in partnership with the NCW to address issues of violence against women in Egypt. The grants program will be designed on the basis of the recommendations in the survey (Activity 1) and continue over the life of the project.

Task 3.1. Develop and Issue a Solicitation

In consultation with the NCW and USAID, we will develop and issue a solicitation for grant applications from Egyptian NGOs to address issues related to violence against women. The content of the solicitation will be defined based on the results of the violence against women survey (Activity 1). The types of initiatives funded under the grants program may include, but not be limited to:

- Piloting new services for women victims of violence
- Building awareness in target locations about violence against women and possible services available to women victims (social marketing campaigns)
- Piloting initiatives that target various types of violence against women, for example in the home, at work, at school, with respect to domestic servants, and other locations of harassment and violence
- Advocacy initiatives designed to bring about policy and procedural change at multiple levels of government and in society
- Further targeted research efforts on the subject of violence against women

In accordance with our contract with USAID, we will publicize the solicitation widely and accept 3 to 5 page concept papers, which will then be reviewed and scored by the project team, NCW representative, and USAID cognizant technical officer (CTO) before NGOs develop full grant applications.

Output. Solicitation developed, reviewed by NCW and USAID, and issued to Egyptian NGOs.

Timing. We will develop and release the solicitation in May 2008, with initial concept papers due in June.

Resources. On the technical side, the solicitation and grant development process will be led by the project's NCW team, and the Grant Management team will oversee the non-technical aspects of grant management to ensure compliance with USAID, US Government, and Chemonics rules, regulations, and procedures.

Task 3.2. Select Final Concept Papers and Develop Full Proposals for Approval by the Grant Evaluation Committee

After the initial concept papers are approved by the GEC, the project team will work closely with NGOs to develop full grant applications. We will also conduct required pre-award assessments of potential grantees during this period. The GEC will be composed of one representative each from project, NCW, and USAID, as voting members, with other members from the project team participating as observers. After NGOs develop applications meeting the project's rigorous requirements, they will be presented to the GEC for final approval before grants are awarded. In the first year, we expect to issue five to seven grants with an average value of \$50,000 to \$70,000

and durations of 9 to 12 months¹ (or perhaps longer and/or renewable based on success).

Output. Five to seven grants approved by the project's GEC for grants in partnership with the NCW.

Timing. We expect to award the first grants starting in August 2008, after applications are fully developed and approved by the GEC. After grant award, it will take up to 60 days for NGOs to receive approval from the Ministry of Social Solidarity to approve the receipt of funds from an international donor (and/or tacitly agree by not responding to the NGOs request). Therefore, the effective start dates of most will be in September and October, after Ramadan.

Resources. The project's NCW team will work with NGOs on the development of the technical aspects of the grants applications, and the Grant Management team will take the lead in conducting pre-award assessments and overseeing the development of financial and contractual aspects of the grants.

Task 3.3. Monitoring Grant Implementation

As NGOs start implementing grants, we will conduct technical and financial oversight visits to ensure compliance with the terms and conditions of the grant agreements, as well as with applicable US Government and USAID regulations. This process will extend into the FY2008/9 work plan period. Technical oversight involves a whole range of activities conducted by our long-term technical team to ensure that the quality of grant activities is maintained. The team may also provide targeted training in specific areas related to the grants and supply technical assistance (e.g., in conducting training activities, social marketing, monitoring and evaluation and other areas). On the financial and administrative side, we will use a series of mechanisms to ensure compliance with relevant US Government, USAID, and project-specific rules, regulations, and procedures. Full procedures for monitoring grant implementation will be included in the project's grant manual, scheduled for completion in September 2007.

Output. Implementation of five to seven grants with the NCW proceeding successfully in compliance with the terms of the grant agreements, and applicable US Government and USAID rules, regulations, and procedures.

Timing. Grants issued in July, August, and September and continuing into the project's second year of operations. Actual start dates could be delayed while grantees seek approval from the Ministry of Social Solidarity.

Resources. The project's NCW team will take the lead in the technical oversight of the grants, and the Grant Management team will take the lead in financial and administrative oversight. Cross-cutting institutional development team members may be asked to assist grantees in their specific areas of

¹ Time allotted for programmatic activities. If the start of programmatic activities is delayed while the grantee secures approval from the Ministry of Social Solidarity, the project will extend the end-date of the grant. More details on this process will be included in the project's grants manual.

technical expertise, e.g., implementing communications and social marketing initiatives.

SECTION 3 – SUPPORTING NCCM EFFORTS TO REDUCE VIOLENCE AGAINST CHILDREN

A. Introduction

During our first year, we will support NCCM as it addresses three major issues related to violence against children: street children, children in conflict with the law, and child victims and witnesses. We will also work with the NCCM to define and implement social marketing, advocacy, and communications initiatives targeting these issues and to strengthen methods of recruiting, fielding, referring, and monitoring volunteers. Through our grants program, we will work in partnership with the NCCM and Egyptian NGOs on issues related to juvenile justice and children in conflict with the law.

In the course of the first year, we expect to:

- Increase the capacity of NCCM to advocate for policy changes by:

Developing recommendations for changes to laws, regulations, and procedures to better protect street children, children in conflict with the law, and child victims and witnesses. The recommendations will be designed to help the NCCM increase Egypt's adherence to relevant international treaties, guidelines, and standards. Activity 1, Task 1; Activity 2, Task 1; and Activity 3, Task 1.

Increasing the NCCM's capacity to develop and implement advocacy and social marketing campaigns targeting the issues of street children and children in conflict with the law, with the ultimate goal of securing passage and implementation of legal, regulatory, and procedural changes that increase Egypt's adherence to international treaties, guidelines, and standards in both areas. Activity 4, Task 1.

- Improve the capacity of the NCCM, other GOE institutions, and NGO community to respond to violence against children by:

Increasing the capacity of judges, prosecutors, social workers, and other key stakeholders to understand and implement international guidelines for working with children in conflict with the law. Activity 1, Task 2.

Piloting alternatives to detention, programs targeting children at-risk of coming into contact with the law, and rehabilitation initiatives targeting children in conflict with the law. Activity 1, Task 3.

Increasing the overall quality and number of services provided to street children, including services specifically design to encourage the reintegration of street children into their families. Activity 2, Task 2.

Recommending improved mechanisms to increase the quantity of corporate contributions to help street children and other at-risk children. Activity 2, Task 3.

Strengthening the NCCM's ability to recruit, train, monitor, and refer professionals willing to volunteer their time to help street children. Activity 4, Task 2.

The remainder of this section presents each of the specific tasks in detail, with proposed timing and resource requirements. Each task is designed to establish a strong groundwork for activities over the remainder of the life of the project. During the first year and beyond, we will also remain flexible and adapt our plans to respond quickly to opportunities as they emerge.

B. Activity 1: Children in Conflict with the Law

The project will assist the NCCM with implementing guidelines contained in the General Comment Number 10 on Children's Rights in Juvenile Justice of the Convention on Child Rights (CRC). If successful, the initial steps outlined below could be continued over the remainder of the life of the project. We will take an action-oriented approach to increasing implementation of the guidelines, included in General Comment Number 10, starting with an analysis of the current juvenile justice situation, building consensus among stakeholders for an action plan, and the development of training materials for various target groups working with children in conflict with the law. In partnership with the NCCM, we will also pilot a limited number of grants to Egyptian NGOs to create new services for children who are at high risk in this area, including rehabilitation programs, preventative services, and alternatives to state detention facilities. As many street children also have interaction with law enforcement and judicial authorities, this task is closely related to our efforts in Activity 2 (Section C below).

During our first year, we propose three tasks to assist the NCCM in this area.

Task 1.1: Develop an Action Plan for Implementing General Comment No. 10 in Egypt

We will conduct a rapid, gap analysis of the Egyptian legal structure related to children in conflict with the law (including the pending amendments to the Child Law). Moving beyond the law itself, the analysis will include an examination of how Egyptian government institutions and NGOs might improve adherence to the guidelines presented in General Comment Number 10, including potential new services for these children, alternatives to detention, and enhanced rehabilitation services. Various other donors, including UNICEF and UNODC have already completed substantial research and recommendations on the legal structure, and we do not intend to recreate their work. They have also examined and made recommendations related to current practices in the police and judicial systems. We will build on their work in order to frame the remaining areas of intervention by the project team. We will also examine some of the regulatory and procedural steps that will be needed to implement amendments to the Egyptian Child Law, amendments that are currently being considered by the People's Assembly. For example, the amendments include provisions that will allow juveniles to be assigned community

service. If passed, a system for administering the community service program would be required, possibly including new procedures, regulations, and mechanisms for monitoring the compliance of juveniles with the terms of the community service program. New procedures and potentially new regulations may also be needed to implement other “alternatives to detention” (see below, Task 3).

The report will conclude with an action plan developed in partnership with the NCCM and input from other relevant Egyptian government institutions and non-governmental stakeholders. We will make the recommendations specific, tangible, and suited to the Egyptian environment, with a list of responsibilities for implementation. After agreement by the NCCM, the action plan will help guide the remainder of the project’s efforts in this area, and the report will serve as a baseline for one of the project’s performance monitoring indicators (see Annex C).

Output. Report and action plan for increasing Egypt’s adherence to international guidelines for the treatment of children in conflict with the law.

Timing. To be conducted from September and October 2007, with roundtables conducted on the specific recommendations and the final action plan completed for approval by the NCCM in November 2007.

Resources. This activity will be led by our NCCM team, with input from other staff members. We will engage a short-term expatriate consultant with expertise in juvenile justice to provide assistance with the recommendations, in partnership with the Egyptian team (20-26 days LOE). We may also engage an Egyptian juvenile justice expert, in particular someone with high level of knowledge of the functioning of the justice and police systems in Egypt (15 to 20 days LOE).

Task 1.2: Develop and Pilot Training Programs for Key Target Groups Working with Children in Conflict with the Law

Initial discussions with the NCCM and other stakeholders indicate that understanding of international conventions, guidelines, and techniques for working with children in conflict with the law is weak in some key target groups in Egypt. Target groups working with children in conflict with the law include prosecutors, judges, police officers,² social workers, and selected NGOs representatives. Under this task, we propose developing an initial set of training materials on international conventions and practices, specifically adapted to various target groups.

As materials are developed, we will work with the NCCM to pilot them with the target groups. As the pilot training programs come to an end, we will evaluate the materials and impact, modifying the program accordingly prior to expanding the number of individuals trained. Ideally, we would work toward institutionalizing the program in standardized training for each target group by working directly with the training institutes associated with each relevant government institution. For example,

² USAID regulations require special permission and approvals from the US government and congressional notification for the project to directly train police officers, or provide direct assistance to police or prison authorities generally. As we develop the work plan, this is an important area of discussion between the project, NCCM, and USAID.

we would work to eventually include modules on the international standards, guidelines, and practices in training programs for new judges and prosecutors working in the juvenile court system. To facilitate this process, we would engage a team of expatriate and Egyptian specialists to launch the program, with training-of-trainers elements that eventually allow all aspects of the program to be taught without the need for expatriate expertise.

We plan to coordinate with UNODC in this activity, which has already piloted training for police officers, judges, prosecutors, and social workers. The UNODC is currently working with workers in detention facilities. Continued funding of UNODC efforts in this area is pending; therefore, we will remain ready to adapt this task in coordination with the UNODC depending on the scope of its activities over the coming year. We will also make use of materials developed by the U.N. High Commission for Human Rights to avoid duplication of effort, as well as the Danish Institute for Human Rights and other institutions that are working in the area of juvenile justice.

Depending on the progress of initial training programs and NCCM priorities, we have the ability to design and conduct a study tour for representatives from specific target groups to learn about systems for juvenile courts, police procedures, detention, and rehabilitation in the United States. If the NCCM chooses to conduct a study tour, we recommend that the 8 to 10 participants be selected to represent a range of government and non-governmental institutions and possibly the media. This core group could travel together; learn about services, systems, and procedures; and then work to champion changes in their respective institutions. As such, the study tour would be both a capacity building and advocacy initiative.

Output. Creation of training materials on dealing with children in conflict with the law for two target groups; delivery of one pilot training program (could include multiple iterations of the same training program for a larger group of beneficiaries); conduct of study tour.

Timing. Starting materials development in November 2007; pilot trainings starting in December 2007 and/or January 2008 and continuing throughout the year. If NCCM chooses to conduct a study tour, this activity would be scheduled or design in March 2008, followed by implementation June/July 2008.

Resources. The activity will be led by the juvenile justice specialist on our NCCM team. As needed, we will engage expatriate and Egyptian short-term consultants to develop and pilot training materials throughout the year (40 to 60 days short-term Egyptian LOE, and 40 to 60 days short-term expatriate LOE). The expatriate consultant(s) will provide initial guidance on international standards and practices, working with and transferring knowledge to their Egyptian counterparts. After the initial development of materials and pilot training programs, expatriate consultants will no longer be required (e.g., to provide further iterations of each training program later in the life of the project). The Chemonics home-office team will help coordinate the study tour and accompany participants while in the US.

Task 1.3. Pilot Alternative Methods of Detention and Rehabilitation for Children in Conflict with the Law

To pilot alternative methods of detention and services to rehabilitate children in conflict with the law and/or children at risk of coming into conflict with the law, we will conduct a transparent process of soliciting grant applications from Egyptian NGOs. The solicitation will be developed with the NCCM and USAID, and in accord with USAID rules and regulations for providing grants under a US Government contract. Solicitation and award of grants in this technical area will be conducted in parallel to the solicitation for grants to serve the needs of street children (see Activity 2, Task 2). In response to this first solicitation, we plan to award 3 to 5 initial grants to NGOs to conduct activities targeting children in conflict with the law. We anticipate an average grant value of \$50,000 (range between \$25,000 up to approximately \$100,000), with durations of 9 to 12 months, possibly longer depending on the types of activities proposed.³

Illustrative activities that could be conducted under these grants include, but are not limited to, the following:

- Mechanisms of alternative detention (residential services), similar to the program established by Al Houriya in Alexandria
- Pilot rehabilitation and family reintegration programs related to children in conflict with the law (non-residential services).
- Preventative services targeting children who have had initial confrontations with the law and/or are in target groups that are highly likely to have conflicts with the law.
- Initiatives designed to increase awareness of the needs of children in conflict with the law, help parents and teachers detect warning signs, and other awareness/social marketing initiatives related to the overall goals of this activity.

We will evaluate the impact and lessons learned from these grants, using the lesson learned to develop subsequent rounds of grants in this areas.

In parallel to the development of the solicitation, we will work with the NCCM, Ministry of Justice, Ministry of Interior, and Ministry of Social Solidarity to determine the legal, regulatory, and procedural changes needed to successfully implement these alternatives to detention, as well as to raise awareness among judges, prosecutors, and social workers about these possibilities.

Output. Start of at least four different grants piloting alternative means of detention and/or rehabilitation and preventative programs targeting children in conflict with the law.

³ Time allocated for programmatic activities. If grantees encounter delays in securing Ministry of Social Solidarity approval, grant end-dates will also be extended. More discussion of these issues is included in the Section IV and in our forthcoming grants manual.

Timing. We will develop and issue the solicitation in November and December 2007, with applications due in January 2008. The first grants would be awarded starting in April 2008 and be active for 9 to 12 months. While grants may be signed in April or even March, the effective start dates of activities could be up to 60 days after signature after NGOs receive approval from the Ministry of Social Solidarity to receive funds from an international donor (or the ministry fails to respond after 60 days, indicating tacit approval). If successful, these initial grants could be renewed.

Resources. The grant process will be led by our NCCM and Grants Management teams, in partnership with the NCCM management. Our NCCM juvenile justice specialist will lead the project's efforts to coordinate with the other relevant ministries, again in partnership with the NCCM. Subject to change, we do not anticipate engaging external short-term assistance on this initiative.

C. Activity 2: Improve and Expand Services Available to Street Children

The agreement between the Egyptian government and USAID that created the Combating Violence project, as well as Chemonics International's contract with USAID, states that the project will work to improve services available to street children in Egypt, with the goal of encouraging these children to leave the street and reintegrate with their families. If reintegration with families is not possible, then the goal should be to locate alternative services for these children, allowing them to enjoy their childhood and grow up to become productive members of society. Aside from capacity building assistance, the project has funds available to procure materials to refurbish and/or add services to existing facilities serving street children (primarily reception houses) and funds to issue grants to NGOs to improve services and/or conduct other activities in this area. We understand that the Egyptian government had made great strides with respect to street children and that there is a new inter-ministerial agreement in this area. Therefore, we stand ready to adapt the tasks outlined below to best help the NCCM achieve the Egyptian government's priorities in this area.

During the first year, we propose three task targeting street children.

Task 2.1: Rapid Inventory and Needs Analysis of Support and Preventative Services Currently Available to Street Children

Before providing funds to improve services for street children (either in the form of the procurement of goods or grant to NGOs), we believe it is necessary to conduct a rapid inventory of services currently available and an accompanying needs analysis. This process would include consultation with the NCCM, NGO community serving street children, and external experts. It would generate specific recommendations for areas to target with the project's grant and procurement funds. In addition to services for children on the street, the assessment should include preventative services and programs, as well as programs to follow up with and support children who have returned to their families. This information will serve as a baseline for one of the project's performance indicators (see Annex C).

Output. Inventory of services available to street children and accompanying needs analysis.

Timing. The inventory and needs analysis would be conducted from August through September 2007.

Resources. The inventory and needs analysis will be conducted by our NCCM street children specialist, in partnership with the NCCM and other members of the project team. Subject to change, we do not anticipate engaging external short-term consultants for this task.

Task 2.2: Issue Pilot Grants and Provide Materials and other Assistance to Improve Support and Preventive Services for Street Children and their Families

Based on the inventory and needs analysis, the project will work with USAID and NCCM to develop and issue a solicitation for grant applications to pilot initiatives targeting street children and their families. In partnership with the NCCM and USAID, we will select the 4 to 6 grants using clear and transparent procedures that adhere to USAID and US Government rules and regulations.

Areas covered by the grants might include, but not be limited to,

- Strengthening services for street children, including services designed to encourage reintegration into their families.
- Programs for early detection and intervention for children who are likely to leave their families and turn to the streets. Such programs might include working with education and other authorities to increase awareness of the problem, identify at-risk children, and provide them with assistance.
- Programs that facilitate the reintegration of street children into their families, provide alternative living arrangements, or follow up with these children to help prevent them from returning to the street.

In all of the grants, our concern will be sustainability. For this reason, we believe sustainability plans should be considered during the grant development and selection phase. Our project can only provide temporary funding for new initiatives. For them to be successful, NGOs will need to raise money to fund new services after the conclusion of the grants. The private sector is one source of such funding (see Task 3 below).

In addition to providing grants, the project also has the ability to provide equipment and fund the refurbishment of existing facilities serving street children, including facilities serving girls and young women. Over the life of the project, the total value of such assistance is budgeted at approximately \$2 million. As with the grants, we believe that the process for selecting which organizations receive funding should be conducted transparently, based on the best applications and sustainability plans. We will design the selection process in partnership with the NCCM and USAID.

Output. Start of at least four pilot initiatives targeting street children (including preventative measures and measures designed to reintegrate these children into their families), and the refurbishment and/or improvement of at least four reception centers serving street children. At least two of these facilities will serve girls and/or young women in accordance with the scope of work in the project contract.

Timing. We will develop and issue the solicitation in November/December 2007, with applications due in January 2008 and the first grants awarded starting in March 2008. Grants would have durations of 6 to 12 months and values of \$50,000 to \$100,000. If successful, grant initiatives could be renewed. The development of a selection process for the direct procurement program will take place in parallel to the grants program.

Resources. The project's NCCM street children specialists in partnership with the Grants Management team will lead the grant making process, in partnership with the NCCM's management. For the refurbishment/procurement, we will engage Egyptian specialists to draft specifications, oversee bidding processes, and monitor refurbishment activities.

Task 2.3: Conduct a Market Survey of Potential Private-sector Donors and Mechanisms to Increasing their Level of Support

Corporate donors have shown an initial willingness to fund services targeting street children, as well as other at-risk children, in Egypt. We recommend conducting a market survey to determine how this level of support might be increased and made more sustainable. The market survey would include focus groups with major Egyptian companies, as well as subsidiaries of major international corporations doing business in Egypt. We might also expand the survey to include major private-sector donors in the United States. We would investigate the willingness of these donors to contribute, preferred mechanisms for providing funds (e.g. to individual NGOs, directly to the NCCM, or to another mechanisms like a fund), requirements in terms of accountability and reporting, and other factors. The results of the survey would be used to recommend new initiatives and mechanisms to increase contributions, initiatives and mechanisms that could be implemented by the NCCM and other institutions with project assistance later in the year and beyond. We will also examine the current capabilities of NGOs to attract this type of funding.

Output. Report and recommendations on increasing the level of corporate contributions, mechanisms for managing and distributing such funds, and ways of monitoring the effectiveness of the programs that are implemented.

Timing. We will start the market survey in February 2008, with the results due in March 2008. Implementation of specific initiatives would be scheduled for after that point.

Resources. We will engage an expatriate consultant to conduct the study, in partnership with an Egyptian consultant. The expatriate consultant will provide expertise in fund-raising, compliance, and corporate responsibility

systems generally from an international perspective, while the Egyptian consultant (or subcontractor) will provide knowledge of the local environment and conduct the survey portion of this activity, using a design developed with the NCCM and project team (14 to 20 days expatriate LOE; 20 to 25 days Egyptian LOE).

D. Activity 3. Increase Adherence to International Guidelines Regarding Child Victims and Witnesses

After our initial work on children in conflict with the law and street children has started, we suggest that the project's activities turn toward the issue of child victims and witnesses, starting with a gap analysis. The gap analysis will help define future activities over the life of the project.

Task 3.1. Conduct a Gap Analysis of Egyptian Adherence to International Standards for Child Victims and Witnesses

At the end of the first year, we will conduct a gap analysis of current Egyptian law, regulations, procedures, and practices against UN guidelines (as adopted by the UN Economic and Social Council in July 2005) for children in conflict with the law. This information will serve as a baseline for one of the project's performance indicators. In such an analysis, we will cooperate with other potential donors working in this area, including International Bureau for Children's Rights, which is currently starting a global project on the guidelines with UN funding. The objective of the gap analysis would be to develop specific list of recommendations to improve systems for dealing with child victims and witnesses in Egypt, including recommended changes to existing law and procedures. Representatives from the NCCM, police, judiciary, legal community, and external experts should be involved in the analysis and in developing and agreeing on the recommendations.

Output. Gap analysis comparing Egyptian law, regulations, procedures, and practices with international guidelines, including recommendations for future initiatives in this area.

Timing. Starting in June and July 2008, with implementation of recommendations continuing for the remainder of 2008.

Resources. We will engage a short-term consultant to conduct this task. The consultant could be either Egyptian or expatriate, depending on the capabilities of individuals identified, with a preference for engaging an Egyptian professional (25 to 35 days LOE, either expatriate or Egyptian). The consultants will work under the direction of the NCCM team.

E. Activity 4: Cross-Cutting Initiatives at the NCCM

A number of planned initiatives address both the issues of street children and juvenile justice, as well as the overall institutional capacity of the NCCM. These initiatives are targeted at building strategies to increase overall public awareness, improve advocacy initiatives for passage of new amendments to the law to better protect children, and institutionalize systems for recruiting, referring, and tracking volunteers. In these areas, we recommend starting with an initial assessment and action plan, then

implementing targeted initiatives. These initiatives will most likely be continued and even expanded in subsequent years of project operation.

Task 4.1: Develop Advocacy, Social Marketing, and Communications Strategies for the Issues of Street Children and Children in Conflict with the Law

The street children and juvenile justice issues will require the development of advocacy, social marketing, and communications strategies. On the one level, these strategies might include tools for changing laws, policies, and procedures. On another level, the strategies may include specific initiatives to increase awareness of the community and change behavior, including recommendations on ways to increase awareness of prevention and early detection methods for parents, children, teachers, and other target groups. As the project moves toward implementation of specific initiatives based on the initial analysis and action plans (Activity 1, Task 1 and Activity 2, Task 2), social marketing, advocacy, and public awareness will take center stage. The report could also include specific recommendations for advocacy activities related to passage of new amendments to the law designed to better protect children.

For this task, we propose engaging an international expert to work in partnership with the NCCM and project teams to develop two overall strategies for advocacy and social marketing: one for street children and the other for juvenile justice. The strategy would be building upon NCCM's already significant work in this area, recommending next steps and areas for improvement. Each strategy will include recommended interventions at multiple levels, including but not limited to:

- Advocacy initiatives targeting specific groups, including government policy makers, members of the legislature, and other influential people, including journalists, academics, religious leaders, and other opinion leaders.
- Use of the media to change public impressions of key target groups and establish a basis for policy change.

In addition to strategies, the consultant will identify areas where the project could help improve the capacity of the NCCM to implement communications, social marketing, and advocacy initiatives. The two strategies will cover the entire range of activities that could be implemented by the NCCM, NGOs working in the field, Egyptian government ministries, and other stakeholders.

As a project, we have the capability to develop the strategies, provide capacity building assistance to the NCCM staff, and engage short-term Egyptian and international consultants to develop messages, materials, and other media initiatives. Unfortunately, we do not have funds allocated in our contractual budget to buy airtime on either television or radio, as the costs of such airtime is very high.⁴ We may be able to fund some awareness and social marketing initiatives through the project's grants program (see Activity 1, Task 3 and Activity 2, Task 2). We could also direct

⁴ The project's contract with USAID reflects the content of the original request for proposals issued by USAID for the project, which was agreed upon by NCW and NCCM representatives. Based on the scope of work, Chemonics negotiated a budget with USAID for the costs of the project. Changes to the major elements of the budget would require USAID approval and may impact on the project's ability to achieve certain tasks as specified in the contract's scope of work and in this work plan.

some of the corporate social responsibility activities specifically toward raising private sector funding for the use of media to pursue objectives identified by the advocacy and social marketing strategies.

Beyond radio and television, we are able to conduct targeted activities related to key stakeholders and decision makers (as per the second bullet point above). Such activities might include production of newspaper inserts and other initiatives, depending on overall costs and available funds in the contract. Again, such activities would be specified in the advocacy and social marketing strategies for the two key issues.

Output. Two communication and advocacy strategies, one targeting issues related to street children and the other juvenile justice and the development of two to three social marketing and/or advocacy programs targeting decision makers and opinion leaders. Examples of targeted initiatives might include roundtables and workshops for religious leaders, political leaders, and/or senior ministry officials in international standards and interventions, including required changes to Egyptian law, procedures, and practices.

Timing. Initial recommendations to be produced in parallel to the completion of recommendations in the two initial rapid assessments (Activity 1, Task 1 and Activity 2, Task 2). We expect to produce preliminary recommendations in November 2007, with final recommendation in December 2007, after receiving feedback from the NCCM and USAID. As prioritized with the NCCM, we will implement targeted initiatives as identified in two strategies and agreed upon by USAID and NCCM, starting in January 2008 and continuing throughout the remainder of the first year and beyond.

Resources. We will engage an expatriate consultant to lead the development of advocacy and social marketing strategies, in partnership with a local expert or consulting firm (26 days expatriate LOE; 40 days Egyptian LOE). The expatriate will provide international experiences and examples, transferring his or her knowledge the Egyptian consultant or consulting firm.

Task 4.2: Strengthen Systems for Recruiting, Fielding, and Monitoring Volunteers

Street children and children in conflict with the law are two areas where people may be willing to volunteer their time, especially professionals. The NCCM Hot Line System includes referrals to professional willing to volunteer their services. The NCCM has indicated that this system could be improved. In the second half of the first year of the project, we will work with the NCCM to identify and implement specific actions to increase the effectiveness of the referral system. Such assistance may include database development, marketing plans to encourage volunteerism, and designs for monitoring/feedback systems to ensure that volunteers are both competent and take the best interests of the children into account. Types of volunteers who may be best able to contribute to the success of project and NCCM initiatives include, but are not limited to: lawyers, doctors, dentists, psychologists, social workers, and teachers. One might also investigate whether university students could offer a good source of volunteers to assist at-risk children.

Output. Design of an improved system for recruiting, fielding, referring, and monitoring professional volunteers.

Timing. We will work with the NCCM to design a better system starting in April 2008, and then implement targeted activities over the remainder of year and beyond.

Resources. We recommend engaging a short-term expatriate consultant for a short period to provide recommendations on best practices for establishing a professional referral service for volunteers. Such systems are very well developed in the US and other countries, and Egypt could benefit from international knowledge and experiences in this area (20 days expatriate LOE). After the initial recommendations, most of the implementation steps can and should be conducted using Egyptian expertise. To implement initiatives generated by the report, we will set aside approximately 40 days of Egyptian LOE during the project's first year. In this task, we may seek to engage Egyptian NGO, ACT, which has been active in recruiting volunteers for some years. Additional resources could be devoted to this task during future years of the project's operations.

SECTION 4 – GRANTS MANAGEMENT AND PROJECT OPERATIONS

During this first year of the Combating Violence Against Women and Children project, the project team will focus on establishing efficient systems and transparent procedures that will allow for flexible and rapid technical responses while ensuring that all activities are conducted in full compliance with US Government rules and regulations and the standard internal policies and procedures that Chemonics requires from all of its projects.

A well-developed, transparent, and efficient grants management system is a key tool for delivering flexible and rapid technical support to the sector. While the programmatic focus of the grants program has been discussed in Sections 2 and 3 of the work plan, this section will focus on the grants management and compliance systems. It will also detail the establishment of internal project operations, including human resources, financial and administrative components, and cross-cutting activities. Project operations are highly linked to an effective grants program and will serve as the backbone for the overall technical assistance and capacity building components of the project.

Specifically this section will:

- Describe the grants program and procedures as well as the projected disbursement of grant funds for Year 1.
- Detail the setup of project operations including staffing, administration, finance and compliance, and cross-cutting activities.

A. Grants Program: Objectives and Results

The main objective of the Combating Violence Against Women and Children project's grants program is to assist the non-governmental organizations working with the NCW and the NCCM to systematically, strategically, and effectively advance the objectives of increasing the services and responsiveness of NGOs that help prevent violence against women and children and treat victims of such violence.

This section outlines the policies and procedures of the grants program, the disbursement plans for awarding grants in Year 1, and the timing and resources required to start the program. Given the different nature of the counterparts, we will divide the grant program into two separate funds, one for the NCW and one for the NCCM, each with parallel grant procedures and policies.

A1. Grant Award Types and Eligibility

Types of grants and thresholds. The grants program will issue up to \$4 million in grants over the life of the project. Grants will range in size from \$5,000 to no more than \$250,000 per grant with the majority of grants ranging from \$50,000 to \$115,000 per grant. Individual grants will range from 6 to 24 months.⁵

⁵ Most grants will have durations of 12 to 18 months.

The project will use two main types of grants:

- 1) Fixed Obligation Grants – payment will be based on the achievement of verified deliverables.
- 2) Standard Grants – funds will be pre-paid and liquidated based on provision of receipts.

Eligible Organizations. Organizations that will be eligible to receive funds under this grants program include official NGOs registered with the Egyptian Ministry of Social Solidarity whose objectives are consistent with the project's objectives. Ineligible organizations include individuals, political organizations, foreign-owned or organizations barred by the US Government, and government institutions.

Grant Selection Criteria. Grantees will be selected based on both the sustainability of their proposed activities and their inclusion of our program objectives and goals in their efforts. All grants will be vetted against the specific criteria outlined below, but supplementary criteria may be added to specific solicitations when relevant:

- 1) Is the purpose of the activity consistent with the project objectives?
- 2) Does the activity show innovation and potential for success in a new area?
- 3) Does the activity include areas consistent with the specific solicitation and the overall goals of the councils, USAID, and project's scope of work?
- 4) Is the grantee proposing to cost-share a portion of the overall budget?
- 5) Is the activity realistic within the timeframe, measurable, and does it represent the highest objective that the recipient can expect to materially affect and for which it will be held accountable?
- 6) How does the total expenditure compare with the number of direct and indirect beneficiaries?

A2. Grant Roles and Responsibilities

To ensure the effective operations and management of the grants program, we have outlined clear roles and responsibilities for project staff, USAID, and GOE counterparts.

Chief of Party. The COP will be responsible for overseeing the grants program on a strategic level. He will serve as a voting member of the GEC to ensure that all grants support overall programmatic goals.

USAID CTO. The USAID CTO will serve as a voting member of the Grants Evaluation Committee to ensure that all grants further the goals and objectives of USAID and the Combating Violence project.

Institutional Representatives. For each fund, an institutional representative from the counterpart (NCW or NCCM) will serve as a voting member of the Grants Evaluation Committee to ensure that the grants issued support the overall goals and objectives of their respective council.

Project Grants Management Team. The grants management team, led by the grants manager, will oversee the grants program's non-technical content. The grants

manager will serve as a non-voting member of the Grants Evaluation Committee to ensure compliance with overall grant procedures and guarantee administrative, contractual, and financial accountability.

Council Team Leader or designee. The team leader based at the counterpart institution or his/her designee will oversee the development of grant solicitations, supporting the development of the technical grantee applications, and providing oversight of technical activities. This non-voting member will serve to ensure that the grant being considered supports both the technical objectives of the project and the council. This individual will present the grant request to the GEC for its consideration.

Project Operations Manager and Financial Team. The operations manager will serve as a non-voting member of the Grants Evaluation Committee to ensure that the grants program is conducted in accordance with US Government Rules and Regulations and Chemonics internal grants policies. The finance team will provide support as needed to the grants management team in determining grantee pre-award capacity and financial monitoring and capacity building for NGOs during grant implementation.

A3. Grant Life-Cycle

The three stages in the life-cycle of the grants program address the critical stages of transparency, due diligence, and capacity building:

- 1) Grant solicitation/ concept paper development and review
- 2) Grant application development and review
- 3) Grant implementation, monitoring, and reporting

Table 4-1 illustrates the crucial tasks at each stage and identifies the person/team with responsibility.

A4. Grants Manual

During the first month of project start-up, Chemonics grants specialist, Rebecca Sherwood, conceptualized the grants program as described above. The project team is now meeting with the GOE councils to clarify their priorities and objectives related to the programmatic areas of the grants, as well as solicit the council's buy-in on the proposed grant processes and procedures to ensure an effective and smooth grants program. Ms. Sherwood will return to Cairo in early August and work closely with the project's grants manager, Sahar Mourad, to finalize the grants manual and formally present the manual to USAID, the councils, and the project team.

The grants manual will expand on the information above to provide a clear and transparent explanation of the grants processes and procedures from beginning to end. It will provide guidance to staff, counterparts, and grantees on how to develop solicitations, prepare concept papers and applications, select grant awards according to consistent criteria, monitor programmatic results, ensure financial and contractual compliance, and report on the impact and sustainability of the grant activity.

Output. Project grants manual for NCCM and NCW grants.

Timing. The grants manual will be developed during August. It will be finalized and submitted to USAID for formal approval during the first week of September.

Resources. The grants management team will work closely with short-term Chemonics grants expert, Rebecca Sherwood (14 days of LOE) to develop and finalize the grants manual.

Table. 4-1 Grant Development and Implementation Process

Stage	Task	Responsibility	
Stage 1: Grant solicitation/ concept paper review and development			
	Development of Solicitation	Team leader working with grants management team	1-2 weeks
1.2	Approval of Solicitation	COP, USAID, Official Council Representative	2 weeks
1.3	Possible solicitation workshop	Grants management team with support from team leader	1-2 days
1.4	Internal concept paper review	Team leader working with grants management team	3-5 days
1.5	Formal concept paper review	COP, USAID, Official Council Representative	1 day
Stage 2: Grant application development and review			
2.1	Application development	Team leader with support from grants management team	6-8 weeks
2.2	Pre-award certification and reference checks	Grants management team with support from project financial team as needed	2-4 weeks
2.3	Preparation of application for GEC review	Grants management team	1 week
2.4	GEC formal application review	COP, USAID, Official Council Representative (voting members); grants manager and operations manager (non-voting members)	1 day
Stage 3: Grant implementation, monitoring, and reporting			
3.1	Grantee signs grant agreement, certifications, and attends a general orientation regarding expectations, etc.	Grants management team with support from team leader	1 week
3.2	Grantee applies for GOE/Ministry of Social Solidarity approval	Grantee with support from grants management team	Up to 60 days
3.3	Conducting field site visits, attending grantee events and activities	Team leader with support from other project staff when relevant	Life of grant
3.4	Reviewing all financial liquidation reports and payments	Grants manager with support from grants bookkeeper	Life of grant
3.5	Conduct initial financial site visit after first payment request/ liquidation report	Grants management team with support from project financial team as needed	1-2 days
3.6	Conduct audits of grants over \$100,000 or high-risk grants	External audit firm	6 weeks
3.7	Review and approval of technical reports and deliverables	Team leader	Life of grant
3.8	Ensure all M&E data is collected and reported	Team leader	Life of grant
3.9	Conduct final close-out and approval	Grants management team	2 weeks

A5. Projected Year 1 Disbursements

We will stagger the development and award of grants between the two councils. For the NCCM grants program, we will develop the first grant solicitations in November

and December 2007 and issue the first grant awards around March 2008. The core grants from the first two solicitations will be standard grants with an average size of \$50,000. These grants will focus on establishing alternative detention centers for children in conflict with the law (NCCM Task 1.3) and improving services for street children and enhancing reception houses (NCCM Task 2.2). These grants may be supplemented by smaller, targeted fixed obligation grants.

For the NCW program, many of the grants we fund will draw on the recommendations of the violence against women survey. We plan to develop the grant solicitation in the spring of 2008 after the survey's findings are released. We anticipate awarding 5-7 grants ranging in size from \$50,000-\$70,000 focused on providing services and advocacy activities related to women victims of violence as (NCW Activity 3). As with the NCCM grants program, these core grants may be supplemented by smaller, targeted fixed obligation grants.

For all grants, a minimum cost-share of 10% will be recommended for each award.

Type of Grant	2008				Est. Total Value
	Q1	Q2	Q3	Q4	
NCCM – Projected Grant Disbursements					
Standard Grants (\$50,000 - \$100,000 per grant)			9-12		\$500,000
Fixed Obligation Grants (\$5,000 - \$45,000 per grant)				3-4	\$25,000
NCW – Projected Grant Disbursements					
Standard Grants (\$50,000 - \$70,000 per grant)				5-7	\$360,000
Fixed Obligation Grants (\$5,000 - \$45,000 per grant)				3-4	\$25,000
Grand Total					\$910,000

A6. Financial Monitoring and Compliance

Chemonics recognizes the importance of both programmatic and financial oversight of grants issued by the project, both for sophisticated NGOs as well as high-risk and nascent organizations. The various components of our comprehensive financial monitoring and compliance system are implemented at the different stages of the grant-making process. This approach will limit potential financial mismanagement and misuse of US government funds, and ensure that each dollar of grant funding is efficiently and effectively used to further the programmatic objectives of the program.

Pre-award capacity survey. Using a standard pre-award capacity survey developed by Chemonics, the program staff will work with each potential grantee to determine their capacity to manage the grants in question on both a programmatic and a financial level. The survey will not only inform us whether or not the organization should be awarded the grant, but it also will identify any pre-award conditions that might be needed for high-risk grantees, additional capacity building support required by grantees, and highlight possible areas of concern to monitor during grant implementation. The survey will be conducted by our grants management staff in partnership with the NGO, creating a cooperative relationship with the project and the grantee from the very beginning of the grant. Given the estimated number of grants we anticipate to award, we will provide internal training on how to properly conduct the pre-award survey to the staff in the grants management component, the team leaders from the relevant council components, and the financial management staff.

Output. Pre-award capacity surveys conducted for all potential grantees with approved concept papers, distinguishing between high-, medium-, and low-risk grantees.

Timing. The surveys will begin after the first round of concept papers are received (estimated October 2007) and approved, and will continue throughout the year as additional solicitations are issued.

Resources. The grants management team will lead this activity, supported by the financial management team and team leaders as necessary.

Documentation review and site visits. Chemonics standard grant-making practice is to review copies of all financial back-up documentation before liquidating grant payments. After receiving the documentation from the grantee for the first financial report, a member of the grant team will conduct a site-visit to meet with the financial officer from the grantee to discuss any weaknesses in documentation and provide standard capacity building support on proper financial management for the grant. This practice will ensure proper financial monitoring of project grants as well as targeted capacity building support for the grantees. For high-risk grantees, the project will conduct more frequent financial site visits, examining both documentation and evaluating internal controls and financial processes.

Output. Financial site visits with capacity building components conducted for all grantees.

Timing. The site visits and documentation review process will start after the first round of grants are awarded (estimated January 2008) and continue throughout the year during grant implementation.

Resources. The grants management team will lead this activity, supported by the financial management team as necessary.

Audit program. Given the relatively nascent financial and internal control systems of the potential grantees combined with the usage of standard grants, the program will implement a rigorous external audit program to ensure the proper financial management of grants. The project plans to issue indefinite quantity subcontracts to four to five certified audit firms, who will then be called upon to conduct audits of all grants exceeding \$100,000 or grants that are deemed high risk by the project (determined through our pre-award survey). These audits will examine on the use of project grant funds with an assessment of the grantees accounting system and internal controls.

Output. Audits for all grants exceeding \$100,000 or deemed to be high risk grantees by the project.

Timing. Subcontracts for audits will be issued starting in January 2008. Audits will start mid-summer depending on the size and types of grants awarded and will continue throughout the year as needed.

Resources. The grants management team will identify grants requiring external audits, and will issue RFPs and manage the task orders. The financial management team will support the process as needed. We anticipate issuing 5 IQCs to audit firms and single task orders for each audit. Once we receive grant applications, we will be able to determine the estimated number of audits for Year 1.

A7. Technical Monitoring and Oversight

The technical component of the grants program will be managed within each respective council team with support from the grants team. The team leader for the grants program will depend on programmatic focus of the grant solicitation, and may be the VAW specialist, social services/reception house specialist, or the juvenile justice specialist.

Drafting solicitations. It is the role of the team leader to draft the specific solicitation for the grants program. Solicitations will be developed in coordination with the council counterparts and after focus groups and workshops with relevant NGOs to determine general interest, capacity, and priority. Once the scope of work for the solicitation has been drafted and vetted with the COP, the council, and USAID, the team leader will work with the grants team to finalize the document and ensure its compliance with relevant US Rules and Regulations and internal project standards.

Output. Grant solicitations drafted for the following programmatic areas: street children/reception house grants, alternative detention centers and children in conflict with the law, and violence against women.

Timing. Grant solicitations for street children and children in conflict with the law will be issued during November/December 2008, and solicitations for violence against women activities will be issued in May 2008.

Resources. The team leader will draft the scopes of work for the solicitation and vet them with the rest of the technical team, the chief of party, the council, and finally USAID. After technical sign-off is received, the team leader will work with the grants manager to ensure that the solicitation complies with US rules and regulations and internal policy.

Application development. Once the grant concept papers are received and approved by the Grants Evaluation Committee, the team leader will work with the grantee to develop a full grant application which includes the grant objective, results, and implementation plan, which will include tasks, timing, and resources. They will also support the grantee in developing plans for monitoring and evaluation and sustainability, which will also be a part of the application. The team leader and a member from the grants management team will work together with the grantee to review and provide support on developing the cost application. The cost application should reflect realistic costs necessary for implementing the technical activities. Once the application is finalized, the team leader will present the application to the Grants Evaluation Committee.

Output. Technical and cost applications for grantees that meet grant program requirements.

Timing. After grant concept papers are approved, we estimate that the application development process will take approximately five to eight weeks.

Resources. The team leader will take the lead on working with the grantee to develop the grant application. S/he may be supported by other members of the council team. The grants management team will also support the application process particularly related to the development and review of the cost application.

Grant implementation. The team leader will be responsible for monitoring the grantees implementation of technical activities, including conducting quarterly site visits, attending major events and workshops whenever possible, and reviewing all reports and deliverables. In instances where the team leader cannot attend a specific grantee event due to scheduling constraints, other project staff members will attend as necessary and provide a written summary. Before the final grantee payment is issued, the team leader must provide in writing that all technical reports and deliverables have been completed and approved by the project. The monitoring of technical activities will ensure that the grantee meets the objectives and results of the grant agreement and that activities are conducted in accordance with the policies and standard of the project's grants program.

Output. Grant technical activities are conducted in accordance with grant agreement and standards of the project's grants program.

Timing. Monitoring of grant implementation will begin with signing of the grant agreement and continue through the life of the grant.

Resources. The team leader will be responsible for monitoring all grantee technical activities, including conducting quarterly site visits, reviewing all grantee reports, and attending major events. Other members of the project staff, such as the council team, the grants management team, or institutional development team may provide support in attending grantee events and activities.

Grantee capacity building. Based on initial discussions with donors, grantees, and others, we anticipate the need to supplement the grant-giving process with targeted capacity building activities to improve the impact and performance of the grants. At the solicitation process, we will provide targeted trainings to potential grantees on application development including both technical implementation and budgeting. We also anticipate providing targeted trainings on monitoring and evaluation, including setting up systems, analyzing data, and reporting.

Output. Targeted grant trainings developed and conducted for potential and active grantees.

Timing. First solicitation workshops focused on application development will be developed and conducted during November and December 2007. Training

will be refined and conducted for subsequent grant rounds. Training for monitoring and evaluation will be conducted around the time of the first grant awards around April 2008.

Resources. The grants management team will lead the development of these trainings supplemented by either short-term local consultants (up to 25 days for curriculum development and training delivery) or a subcontract with a local firm.

B. Project Operations

During the Year 1 of the Combating Violence Against Women and Children project, the project operations' focus will be on hiring high quality, experienced staff and establishing clear processes, procedures, and systems for overall project management. Each system will be engineered to effectively support technical activities related to supporting the NCW and NCCM, as well as providing grants to local NGOs, while at the same time ensuring full compliance with US Government rules and regulations and internal Chemonics policies and practices.

B1. Staffing

The Combating Violence project is in the process of filling positions across all components. Since the project was awarded in May 2007, we have undertaken an extensive recruit effort to fill each position with experienced, motivated, and flexible professionals. We have tentatively identified candidates for most positions, and are in the process of finalizing negotiations and initiating the approval process with USAID and the respective councils.

NCW Team. Our NCW team will consist of a team leader, a violence against women specialist, and a program coordinator. All three staff members will be seated permanently in offices at the NCW. Although we have identified potential staff for the team leader and VAW specialist position, additional recruitment efforts and negotiations are still ongoing.

NCCM Team. We are still recruiting for an NCCM team leader since the candidate from the proposal stage left Egypt for a job outside of the country. Our social services/reception house specialist, Ashraf Monem, will join the team officially on August 1, 2007. Given the emphasis by the NCCM on juvenile justice, we also plan to recruit a full-time technical expert in this area.

Grants Management Team. NGO Specialist/Grants Manager Sahar Mourad will join the project full-time on August 1, 2007. We are still recruiting for an NGO coordinator and grants assistant to assist her with the administration of the grants program and coordinate NGO capacity building activities.

Institutional Development Team. Institutional Development Advisor Jerome Gallagher will be arriving in-country in March 2008 to lead the institutional development team. Prior to his arrival, the team will be led by Research Manager Gihan Abouzeid. We have identified a public outreach and media relations specialist

and finalizing the hiring process. We will also hire a training coordinator to provide cross-cutting support to the NCW, NCCM, and Grants Teams.

Operations Team. Most of the professional staff on the operations component have officially joined the team, and we are finalizing the hiring process for the remainder of the support staff.

B2. Office Administration

As we complete the project staffing, we will finalize the lines of authority and job descriptions for each position. A home-office support visit towards the end of the third quarter will help us in establishing streamlined administration procedures related to human resources and personnel policies, job descriptions and lines of authority, filing systems, project inventory, procurement policies, and local subcontract management.

The Chemonics home-office project management unit (PMU) will work with the project throughout the first year to provide backstopping support and assist with financial/administrative training initiatives and grant-compliance functions as needed.

Output. Finalize operations manual and complete job descriptions for all staff.

Timing. The process of establishing office policies and procedures was initiated during the first two months of start-up. The formal policy manuals will be completed in mid-September with updates as needed throughout the year.

Resources. The operations team in coordination with the chief of party will oversee this activity. A Chemonics home-office PMU member will spend two weeks to formalize manuals, systems, and job descriptions (14 days of LOE).

B3. Finance and Compliance

Establishing finance and compliance systems. Setting up solid monitoring and compliance systems for finance and accounting during the first year of the project is a crucial management step that will enable us to work at maximum efficiency for the remaining years of the project. During the middle of August, we propose to have a Chemonics home-office field accountant travel to the project to provide training to the finance manager and accountant on Chemonics accounting software program, ABACUS, and work with the finance team to establish proper accounting systems and internal controls.

Output. Training for financial staff and internal systems and controls established.

Timing. Overall systems will be finalized during a one-week field accountant visit during August 2007.

Resources. The finance team will lead this effort under the guidance of a Chemonics home-office field accountant who will provide in-country training

during the middle of August (8 days of LOE).

B4. Staff Teambuilding

We plan to hold an initial two-day, all-staff retreat at the beginning of September to serve as a teambuilding activity, orient all staff to the project goals, objectives, and internal policies, and develop the implementation plan for the final approved work plan. We will invite USAID and the core government counterparts to participate in one day of the retreat focused technical activities. The retreat will provide an opportunity for project staff to understand their roles in the scheme of the project and identify areas for contribution beyond their standard job descriptions. We anticipate holding the retreat in Cairo.

Output. Team-building retreat.

Timing. The two-day retreat is scheduled for the beginning of September 2007.

Resources. The operations team and the chief of party will make arrangements and develop the retreat agenda. We anticipate one day of attendance by USAID and government counterparts. We also expect the Chemonics Home Office director and another PMU member to attend the retreat (3 days of LOE each), as well as representatives from our subcontractors, BlueLaw International and SPAAC.

B5. Cross-Cutting Support

Training system. Annex A describes the project's approach to training and estimated Year 1 training activities. To support the activities and approach described in this annex, the project will utilize an event management tracking software (EMS) to plan, manage, and archive all project events and training activities (ranging from small meetings to large conferences and study tours). The software also includes a budgeting and financial reporting tool. We propose that Rami Khyami, currently a Chemonics home office employee who previously worked implementing this software on a USAID-funded project in Jordan, travel to Cairo to adapt EMS to the Combating Violence project and then provide training for all relevant staff.

Output. Training and implementation of EMS system.

Timing. The EMS system will be installed and staff will be trained in early November 2007.

Resources. Relevant operations staff and training support staff will receive training and implement the EMS system for the project. A Chemonics home office training software specialist will spend two weeks setting up the system and providing training on the software (14 days of LOE).

Monitoring and evaluation. The project's initial outline of the performance monitoring plan (PMP) is set forth in Annex C. During September 2007, the project will design a full PMP to measure project impact and progress within the technical

areas. Upon receiving approval for the PMP from USAID, the project will initiate baseline data collection and verification procedures as described in Sections 2 and 3 of the work plan. Where necessary, the project will utilize local short-term consultancy support to supplement data collected by the project staff and provided by partners. During October 2007, the long-term M&E specialist in coordination with the NCCM and NCW teams will conduct an initial data quality assessment for each indicator. Subsequent assessments will be conducted at mid- and end-project.

Output. Establish PMP system with baseline data.

Timing. The project will develop a full PMP in September 2007. Baseline data collection and verification will be conducted at the beginning of each technical activity as described in Sections 2 and 3 of the work plan. An internal data quality assessment for each indicator will occur in late October 2007.

Resources. The M&E specialist will take the lead role in this activity, with support from NCCM, NCW, and grant teams. Up to 10 days of short-term local expertise may be used to collect baseline data if needed.

Media monitoring. The project team will regularly monitor local media (in both Arabic and English) for stories, articles, and press releases related to children and women's rights issues. The team will compile a summary and submit a monthly report to USAID.

Output. Monthly media monitoring report on issues related to women's and children's rights.

Timing. This task will be on-going throughout the project, starting in October 2007.

Resources. The public outreach specialist will oversee this activity with support from the administrative and cross-cutting teams.

ANNEX A – LIFE OF PROJECT PROCUREMENT PLAN

The Combating Violence Against Women and Children project, through prime contractor Chemonics International, will have two procurement funds. One programmatic procurement fund will be used for the refurbishment and improvements to select reception houses in the Cairo and Alexandria area. The second fund will be used to procure commodities and basic equipment for standard project operations during the life of the project. This life-of-project procurement plan outlines the procurement system and processes, procurement timeline and key milestones, and procurement budget for these two funds. This procurement plan will be reviewed and updated annually as part of the annual work planning process.

A. Reception House Improvement Procurement Fund

The project’s programmatic procurement system is based on adherence to FAR and AIDAR procurement rules, Chemonics corporate policies, and sound business practices.

Assessment of needs. Using an external consultant under the supervision and participation of the reception house specialist, the project will conduct a rapid needs assessment of existing reception houses within the Cairo and Alexandria area. The assessment will review the physical infrastructure of the reception houses, the types of services being provided by reception houses, the average number of users per day, and priorities and needs of both reception house managers and end-users. Based on the results of this needs assessment, the project team will invite a number of reception houses to submit applications for assistance. Each year, the project expects to select four to six reception houses for refurbishment and improvement. A committee made up of the project team, USAID, and the NCCM, will select the beneficiaries through a transparent process based on detailed selection criteria, with special attention given to adequately cover those Reception House targeted specifically to girls.

Equipment and refurbishment specifications for reception houses. The project expects that the procurements for reception houses will include infrastructural improvements as well as IT and audio/visual (A/V) equipment. Other particular needs may arise in the course of the assessment and application process for assistance. Ahmed Abdalgawad, project IT specialist, will prepare specifications for lists of equipment to be purchased, ensuring that the items are in compliance with USAID regulations and funding limitations. Refurbishment and other non-IT specifications will be drawn up by appropriate local experts.

Equipment List Specifications

- Available in the market or accessible on short notice
- Compliant with project source/origin designations
- Not on USAID’s restricted list
- Costs within allocated funding
- Clearly written in English

Solicitation/RFPs. Using equipment lists and other specifications, the project will develop scopes of work for the tasks to be addressed, design solicitation parameters, prepare solicitation documents and organize the solicitation process. The project will design a solicitation in accordance with applicable USAID rules and regulations using

an open and competitive process. The project will also follow the applicable USAID rules regarding refurbishment of physical space, including conducting environment impact assessments where required, and seeking the necessary approvals. The project will coordinate closely with the selected reception houses at each stage of the process, but all procurement and refurbishment activities will be conducted by the project on behalf of the NGO using short-term local expertise and subcontracts as necessary.

Awards will be made to the supplier(s) whose offer provides the best value for the procurement. The selected supplier will be offered a detailed contract with a carefully negotiated cost structure. The Combating Violence project and Chemonics International will oversee procurement to ensure full compliance with regulatory requirements. The project will seek to limit waivers to the extent possible through responsible and knowledgeable procurement planning. Exceptional waiver requests may include Source/Origin Waivers, Advertising Waivers, or Sole Source Authorizations.

Timeline and milestones. We have developed a preliminary procurement timeline with associated milestones for the equipment for renovated reception houses (chosen based on agreed-upon criteria). The timing below is approximate and will change based on the findings during the initial assessment.

Equipment Solicitation	
Milestone	Timeline
Specification list developed and approved	Y1-Q3
Solicitation document prepared and published	Y1-Q3
Offers/bids received and evaluated	Y1-Q4
Awards made	Y1-Q4
Equipment delivered and refurbishment carried out	Y1-Q4 to Y2-Q1

This process will be carried out a continual and annual basis during the life of the project.

Procurement Budget. The life-of-project programmatic procurement budget for equipment is estimated at \$2,000,000. Upon development of the equipment lists and other procurement specifications, this figure may be adjusted.

B. Standard Project Procurement Process and Systems

The project’s second procurement fund will be used for internal procurement such as project office equipment. Procurement will be based on the same adherence to the FAR and AIDAR, Chemonics corporate policies, and sound business practices as in the programmatic procurement fund.

Assessment of needs. During project start-up, Mr. Abdalgawad assessed the needs of the project office and the area for the project staff within the council offices to equip the offices in a cost-effective and expedient manner. Upon completion of the initial assessment, Mr. Abdalgawad worked closely with the Chemonics home office procurement department and the Operations Manager, Amy Lawrence, to finalize specifications within the allotted budget.

Solicitation/RFPs. The project procurement system will follow the same principles for equipment solicitation and awards as under the programmatic procurement plan described above. Clear solicitations will be designed in accordance with applicable USAID rules and regulations using an open and competitive process, and awards will be made to the supplier(s) whose offer provides the best value for the procurement. The IT component of the project office procurement to be purchased in the U.S. is estimated at \$80,000. We have submitted this procurement for ADS 548 Information Technology Review (formerly known as an IRM review), as we expect future IT purchases, including those for the reception houses, to bring the total life of project IT purchases over \$100,000. We expect local procurement for the office to come to approximately \$125,000 (including furniture, A/V equipment and software). We have also purchased two project vehicles in the U.S. that should be arriving in Egypt by the end of August, and should be cleared for use by the project during September. The cost for the two vehicles, including shipping, comes to approximately \$52,000.

Timeline and milestones. For project procurement, we plan to develop the equipment lists, prepare and publish solicitation documents, and evaluate offers and bids for all equipment by the end of August 2007. We anticipate that awards will be made and equipment will be delivered and installed no later than the end of October 2007. Hardware and software may be purchased through the project's life as needed.

Procurement Budget. The life-of-project procurement budget for project equipment, commodities and vehicles is estimated at \$325,000. During the course of the project, this figure may be adjusted as actual needs are refined and real prices are obtained.

ANNEX B – PERFORMANCE MONITORING PLAN

In this annex, we present our approach for the performance monitoring of the Combating Violence Against Women and Children project, including how we select indicators, collect baseline data, set targets, and the roles of each team member in collecting, verifying, and analyzing data to inform management decisions and communicate results. The annex also sets forth proposed life-of-project indicators which will be the basis for our full performance monitoring plan to be finalized at the end of September 2007.

A. M&E System Design

The Combating Violence project employs an integrated work plan/performance monitoring plan centered on the project results framework. The M&E system tracks the delivery of outputs and quantitative and qualitative impacts.

The M&E system is designed to involve the NCW and NCCM technical team members as well as project counterparts in collecting and analyzing M&E information. This approach will ensure that the data collected is relevant and consistent with the interests of the project, and will enable the staff and the counterpart to use the M&E information to guide project implementation.

We will collect M&E data from various administrative and technical records of the projects, specially-designed surveys, focus groups, and expert analyses. We will also consult records, statistics, surveys, and databases maintained by the GOE, USAID/Egypt, other donors, and NGOs as additional sources of data.

B. Indicators

Using the contract requirements, we have identified life-of-project indicators for activities. These indicators are designed to:

- capture and communicate major project achievements;
- track implementation progress against targets;
- supply information concerning major project activities; and
- contribute to USAID's own performance management and reporting needs.

The M&E system will track performance indicators necessary for project progress review, troubleshooting, and other management tasks. Performance indicators track the immediate inputs and outputs of the project. They also provide feedback to managers on project performance and help identify areas where implementation strategies may need adjustment. Performance indicators closely reflect the work plan, capturing the main activities of the project.

B1. Baseline and Target

Upon finalization of the PMP, the M&E specialist will work with project staff to ensure that baseline data is collected for the specific indicators according to the work plan schedule. Once the baseline data is complete, the project team will analyze the baseline information for the indicators and work with the counterparts to set aggressive but realistic life-of-project targets for each. We will review the targets

during the first year of project operations to determine if they are realistic, and if not, propose adjustments accordingly.

B2. Data Collection, Analysis, and Reporting

Roles and responsibilities. The M&E specialist will be responsible for organizing the processes surrounding data collection. S/he will ensure project team members have the necessary tools to collect data and that they collect data consistently and at the appropriate frequency. S/he will verify data quality and analyze and report trends. Semi-annually, s/he will review the appropriateness of the PMP and make necessary additions or adjustments to the existing indicators. The COP will supervise the overall M&E system.

The team leaders, the public outreach specialist, and the training coordinator will be responsible for managing the process of primary data collection and entry in his/her technical area. After analysis and quality control by the M&E specialist, the team leaders – with the partners and the COP – will use the information to make management decisions about implementation of activities and communicate progress to stakeholders to help them make decisions about necessary and priority reforms.

Data elements and collection. Some of the project's proposed indicators are aggregate indicators, made up of various data elements. The M&E specialist will work with each team leader and the respective councils to design database spreadsheets, forms, and surveys to capture and manage these data elements. Short-term technical assistance may be used to conduct qualitative assessments for the performance monitoring plan.

Ensuring data quality. Each team leader will provide initial quality control for the various M&E raw data elements. They will examine the data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors so that they can be immediately addressed.

The project M&E specialist will ensure data quality control after data entry. S/he will perform basic data analysis and tabulation to identify potential erroneous data. To further ensure M&E data is of the utmost quality, the M&E specialist, in conjunction with the technical teams, will conduct an internal data quality assessment during the first three months of start-up. This internal assessment will examine the validity, integrity, precision, reliability, and timeliness of each indicator. Subsequent data quality assessments will occur on an annual basis, with periodic spot checks for data coming from secondary sources.

Reporting. We will provide summary updates on our performance indicators in our quarterly reports, including an evaluation of activity progress and impact within the context of the project indicators and milestones. Our reports will also provide contextual analysis when factors beyond the project's control affect M&E information.

C. Indicators

In this section, we present 12 indicators selected for primary monitoring under the Combating Violence M&E system. These indicators were selected after careful consideration of the project objectives and the activities and tasks within the contract scope of work. The indicators below are intended to measure the results over the life of the project. Annually, we will review the PMP in coordination with USAID and modify indicators as necessary.

C1. Assumptions

In designing the M&E system for the Combating Violence project, we focused on indicators within the manageable interest of the activity. This approach allows the project to measure impacts that can be directly attributed to the project. The project's ability to demonstrate improvement in these measures assumes the following basic assumptions:

- Absence of socio-political instabilities, including national and regional political and civil instabilities.
- Willingness on the part of the NCW, NCCM, and other targeted governmental and non-governmental stakeholders to carefully consider project recommendations, implement reforms, and carry out training programs.
- Access to available statistics and cooperation in conducting surveys.

C2. Project Indicators

Indicator 1: Overall change in the laws, regulations, and procedures related to: 1) street children, 2) children in conflict with the law, and 3) child victims and witnesses

Indicator 2: Number of public advocacy campaigns on human rights supported by the project (Operating Program Indicator)

Indicator 3: Number of implemented policy recommendations from VAW study

Indicator 4: Number of people trained related to violence against women⁶

Indicator 5: Number of human rights NGOs receiving project assistance (Operating Program Indicator)

Indicator 6: Number of alternative detention programs available for children in conflict with the law

Indicator 7: Number of people trained related to violence against children⁷

Indicator 8: Quality of services provided to street children with project assistance

Indicator 9: Number of children served by targeted reception houses

⁶ In addition to tracking the number of people trained, the project will also conduct pre- and post-testing as well as impact.

⁷ See footnote above.

Indicator 10: Quality of services for women victims of violence with project assistance

Indicator 12: Number of women served through project-funded services

Life of Project Results	Year 1 Milestone	Life of Project Indicator (frequency of data collection)	Baseline	End of Project Target
Project Objective 1: Increased protection of women and children from violence				
Component 1: Increase capacity of NCW and NCCM to advocate for policy changes				
Develop recommendations for changes to laws, regulations, and procedures to better protect street children, children in conflict with the law, and child victims and witnesses.	Legal gap analysis Action plan for increasing Egypt's adherence to international guidelines (NCCM Activity 1.1, 2.1, and 3.1)	1. Overall change in the laws, regulations, and procedures related to: 1) street children, 2) children in conflict with the law, and 3) child victims and witnesses (Mid and Final Year Qualitative Assessment)	TBD <i>See NCCM Activities 1.1, 2.1, 3.1 for timing for baseline data collection</i>	TBD (based on baseline data results)
Increase the NCCM's capacity to develop and implement advocacy and social marketing campaigns targeting the issues of street children and children in conflict with the law, to secure passage and implementation of relevant laws, regulations, and procedures.	2 communication and advocacy strategies on street children and juvenile justice 2-3 targeted awareness building and advocacy programs (NCCM Activity 4.1)	2. Number of public advocacy campaigns on human rights supported by the project (Operating Program Indicator) (Quarterly)	0	TBD
Increase the NCW's ability to advocate for policy, legal, and institutional reforms and lead governmental and non-governmental actors in implementing programs to reduce violence against women.	Comprehensive national study on violence against women (NCW Activity 1)	3. Number of implemented policy recommendations from VAW study (Quarterly)	0	TBD
Increase the NCW's capacity, as well as that of other key governmental and non-governmental stakeholders, to implement the recommendations identified in the survey.	Needs assessment of NCW advocacy capacity 2-3 training/capacity building initiatives (NCW Activity 2)	4. Number of people trained related to violence against women (Quarterly)	0	

Life of Project Results	Year 1 Milestone	Life of Project Indicator (frequency of data collection)	Baseline	End of Project Target
Component 2: Improve the capacity of the NCCM, NCW, other GOE institutions, and NGO community to respond to violence against women and children.		5. Number of human rights NGOs receiving project assistance (Operating Program Indicator) (Quarterly)	0	TBD
Reduce the level of juvenile delinquency and increase rehabilitation initiatives targeting children in conflict with the law through pilot alternatives to detention programs.	4 pilot grants on children in conflict with the law (NCCM Activity 1.3)	6. Number of alternative detention programs available for children in conflict with the law (Annual Assessment)	TBD <i>See NCCM Activity 1.3 for timing for baseline data collection</i>	TBD
Increase the capacity of judges, prosecutors, social workers, and other key stakeholders to understand and implement international guidelines for working with children in conflict with the law.	Training materials for at least two target groups Delivery of 1 pilot training program One overseas study tour (NCCM Activity 1.2)	7. Number of people trained related to violence against children (Quarterly)	0	TBD
Increase the overall quality of services provided to street children, including services specifically design to encourage the reintegration of street children into their families.	Inventory of services available to street children 4 pilot initiatives targeting street children (NCCM Activity 2.2)	8. Quality of services provided to street children with project assistance (Annual) 9. Number of children served by targeted reception houses (Quarterly)	TBD <i>See NCCM Activity 2.1 for timing for baseline data collection</i> 0	TBD TBD

Life of Project Results	Year 1 Milestone	Life of Project Indicator (frequency of data collection)	Baseline	End of Project Target
Increasing the quantity and quality of programs designed to reduce violence against women, provide services to women victims of violence, and advocacy for social and policy reform	5-7 grant initiatives (NCW Activity 3)	10. Quality of services provided to women victims of violence with project assistance (Annual)	TBD <i>See NCW Activity 1.5 for timing for baseline data collection</i>	TBD
		12. Number of women served through project-funded services (Quarterly)	0	TBD

ANNEX C – FIRST ANNUAL TRAINING PLAN

The Combating Violence Against Women and Children project’s first year training plan outlines how the project will implement our proposed training activities. The attached Training Matrix represents the expected needs based on the first year work plans for both the NCW and NCCM. We plan to refine the relevant sections of the training matrix, particularly the institutional training, based on training needs assessments that occur in the context of specific activities with the NCW and NCCM during the first and second quarter of the year as described in Sections 2 and 3 of the work plan.

A. Approach to Training

We propose an integrated approach to training that enhances institutional capacity of the project counterparts through programmatic activities. First year activities will focus on identifying the core needs of the councils according to the planned activities and then subsequently of identifying the needs of their partner NGOs.

Training Standards
<ul style="list-style-type: none">• Needs-based• Results-oriented• Supported by comprehensive written materials• Evaluated thoroughly

For each programmatic activity with a training component, the NCCM and NCW team in coordination with the institutional development team will conduct a training needs assessment based on formal and informal meetings with relevant council staff and other stakeholders. The results of this assessment will determine the specific level of support needed and create the foundation for the training plan. We will refine our training needs assessment tools to ensure that we have a holistic and comprehensive understanding of the council’s needs and priorities related to the planned tasks. The assessment will entail levels of effort from both long-term staff and short-term training experts. Wherever relevant and possible, we will work with the institutionally-designated training school for government counterparts to ensure sustainability of our efforts.

Upon analyzing the results of these assessments, we will prepare workshops and targeted technical assistance to respond to the needs from highest priority to lowest priority. In addition to these trainings and events, we will also plan for longer term activities such as third-country and US study tours to participate and share knowledge with other models around the world.

As counterparts training needs become clear, the results will be incorporated into a revised training plan (and accompanying matrix). In subsequent years, we will increasingly focus on capacity building to ensure sustainability beyond the life of the project.

For our work involving the NCW, we will train our counterparts in the latest international standards involving violence against women, including best practices in preventative measures and preferred services. The training curricula will flow from both the findings and recommendations of our survey on violence against women as

well as the training needs assessments. These activities are described in additional detail in NCW Activity 2 of the work plan.

For our work involving the NCCM, we will similarly train counterparts in the latest standards of juvenile justice, such General Comment 10 on the Convention on the Rights of the Child. With regard to street children, we will conduct training based on lessons learned throughout the region and world on how best to provide these children at risk with a safe and secure haven, and promote the rehabilitation into productive young members of society. In the case of both children in conflict with the law, and for street children, we will develop training materials to be used with all the relevant actors and stakeholders, such as prosecutors, judges, lawyers, social workers as detailed in NCCM Task 1.2 of the work plan. Subject to USAID approval, we will also include police. As with the NCW, the specific curricula and selection of target audiences will be shaped by training needs assessments.

Our training will not be limited to just government counterparts, but will include NGOs as well. NGOs will be trained not only in the technical areas of the project (violence against women and children), but also in application development and grant project implementation, including ensuring adequate monitoring and evaluation systems (NCW Activity 3 and NCCM Tasks 1.3 and 2.2). Finally, we expect to include journalists in our training plan, as an important aspect of our advocacy efforts with both councils.

B. Using Established Training Systems

USAID ADS 253 and TraiNet. The Combating Violence project will implement all training activities in compliance with the USAID ADS 253 participant training regulations and USAID/Cairo Mission guidelines. The training team will post all necessary information regarding trainees and programs into the TraiNet database. Chemonics International's home-office International Training Department, which has substantial experience in Egypt, will support the project as needed. Any training course models that may be replicated by NCW and NCCM will be documented and shared with the Councils and USAID. The projects' quarterly progress report will include a gender disaggregated training report, TraiNet reporting, and an updated list of Individual Taxpayer Identification Numbers (ITIN) for all participants in U.S. study tours when applicable. TraiNet will enable the project to produce training reports, showing results disaggregated by gender or other needed variables.

Event management software (EMS). To facilitate the planning, execution, and tracking of training events, the Combating Violence project will use event management software (EMS). This free database software provides many tools and templates for organizing training, tracking participants and attendance information, and generating training reports (such as financial information) that will supplement the TraiNet system. EMS will be used to track all events ranging from small, informal trainings to major training events, such as overseas study tours.

C. Estimated Training Costs

The estimated training costs for Year 1 of the project are \$160,000. This figure will be adjusted as training activities are developed in coordination with counterparts.

D. Estimation of Annual Training Events and Invitees

Over the life of the project, we envision holding both in-country trainings and events such as conferences and workshops as well as one or more study tours each year. The target audience for these events will be based on the type of event and its content. It is envisioned that the audience will be comprised of council staff, NGO partner representatives, other government officials, and other participants such as journalists. These events will be coordinated by project staff with relevant government and non-government counterparts. The estimate of trainees by type and category of training, training programs and potential training institutions, proposed timing for training, an implementation schedule, and estimated costs will be determined with more precision during the work-planning with the councils. An approximate projection is included in the attached Training Matrix.

Combating Violence Training Matrix

Training Description							Participants		
Training Activity Title	Training Type	Planned Date	Location	Days	Events	Participants	Number	Total	
Work with National Council for Women (NCW)									
Activity 1	Survey of Violence Against Women								
Task 6	Final Report Announced to Public								
	Presentation of of survey, findings, and recommendations	Conference	April - May 2008	Cairo	1	1	GOE officials, Egyptian NGOs, donors, etc.	250	250
Activity 2	Increased Capacity of NCW to Advocate on Violence Against Women Issues								
Task 2	Training Programs Addressing Violence Against Women Issues								
	Training for NCW (secretariat, standing committees, branch offices)	Course	April 08 to Sept 08	Cairo, possibly regions	1	3	NCW staff, technical committee members	15	45
	Training for other governmental agencies on violence against women issues	Course	April 08 to Sept 08	Cairo	1	1	Members of other GOE agencies such as the MOJ, MOI, MSS, MOHP, etc.	15	15
	Training for NGOs on violence against women issues	Workshop	April 08 to Sept 08	Cairo and regions	1	3	NGOs dealing with women's issues, human rights, family issues, etc.	30	90
	Targeted capacity-building assistance	One-on-one TA	April 08 to Sept 08	Cairo	TBD	TBD	NCW staff	TBD	TBD
	Overseas study tours	Study Tour	July - August 08	TBD	14	1	NCW staff, other selected GOE representatives, journalists, NGO representatives.	15	15
	Training for journalists	Course	April 08 to Sept 08	Cairo	1	3	Egyptian journalists	15	45
Task 3	Support NGO Initiatives								
	Proposal writing and budget preparation	Workshop	June 08	Cairo	1	3	NGOs dealing with women's issues, human rights, family issues, etc.	25	75
	Monitoring and Evaluation	Workshop	August 08	Cairo	1	2	NGOs receiving project-funded grants	25	50

Work with National Council for Childhood and Motherhood (NCCM)									
Activity 1	Children in Conflict with the Law								
Task 2	Develop Pilot Training Programs for Key Target Groups								
	Pilot courses on international juvenile justice standards, guideline and practices	Course	Dec 07 - July 08	Cairo	2	2	NCCM staff, GOE officials from MOJ, MOI, etc., NGOs working in related areas	25	50
	Study tour to examine juvenile justice systems in the US	Study Tour	June - July 08	US	14	1	NCCM staff, other selected GOE representatives, journalists, NGO representatives.	15	15
Task 3	Alternative Methods of Detention (via grants to NGO Community)								
	Proposal writing and budget preparation	Workshop	Jan 08	Cairo	1	3	NGOs dealing with children's issues, including juvenile justice	25	75
	Monitoring and Evaluation	Workshop	March 08	Cairo	1	2	NGOs receiving project-funded grants	25	50
Activity 2	Improve and Expand Services to Street Children								
Task 2	Pilot Grants to NGOs to Improve Services to Street Children								
	Proposal writing and M&E courses conducted jointly with those in Activity 2, Task 3 above	Course	Jan-March 08	Cairo	N/A	N/A	N/A	N/A	N/A
Activity 4	Cross-Cutting Initiatives at the NCCM								
Task 1	Develop Advocacy, Social Marketing and Communications Strategies								
	Training for journalists on both juvenile justice and street children issues	Seminar	Jan 08-July 08	Cairo	2	1	Journalists	25	25
Task 2	Strengthen Systems for Recruitment and Fielding of Volunteers								
	Orientation/Training for volunteers who are referred cases from the Hot Line	Course	June 08-Sept 08	Cairo	1	3	NCCM volunteers interested in supporting the NCCM.	30	90