



**USAID**  
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**EGYPT COMBATING VIOLENCE  
AGAINST WOMEN AND CHILDREN**

# COMBATING VIOLENCE AGAINST WOMEN AND CHILDREN

## SECOND ANNUAL WORK PLAN

AS APPROVED BY THE NATIONAL COUNCIL FOR WOMEN AND  
NATIONAL COUNCIL FOR CHILDHOOD AND MOTHERHOOD

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# COMBATING VIOLENCE AGAINST WOMEN AND CHILDREN

SECOND ANNUAL WORK PLAN

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

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## EXECUTIVE SUMMARY

This work plan covers the activities of the Combating Violence Against Women and Children project from October 1, 2008 through September 30, 2009, the second fiscal year (FY) of the project's operations. The \$18-million Combating Violence project is funded by the United States Agency for International Development (USAID) as a Task Order under the REDI Human Rights Indefinite Quantity Contract. It is managed by prime contractor Chemonics International Inc., in partnership with subcontractors Blue Law LLP and Social Planning, Analysis, and Administration Consultants (SPAAC).

Through the Combating Violence project, USAID's is improving the human rights environment in Egypt (USAID Strategic Objective 21, Intermediate Result 4) by increasing protections 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.

The project's Year 2 activities reflect the needs of Egypt's women and children and the priorities of the NCW and NCCM. The activities build on the project's major achievements in the first year, as well as rapid developments in the fields of children and women's rights in Egypt.

In partnership with the NCW, the Combating Violence project will complete a major, multi-dimensional study of violence against women in Egypt. We completed draft versions of all of the pieces of the study in Year 1. In Year 2, we will edit and finalize each of the pieces, publish the full report, produce shorter policy papers based on these pieces, and conduct a conference to release the findings and recommendations. Expanded in scope and comprehensiveness to meet the NCW's needs, the final study will reflect the knowledge, experiences, and research of some of Egypt's leading activists, journalists, human rights lawyers, academic research institutions, and private-sector research firms on the subject of violence against women. The results will be a powerful tool for the council to formulate policy recommendations and advocate for their adoption, as well as to better target governmental and non-governmental interventions to reduce violence against women in Egypt.

In parallel to editing and publishing the study, the project team plans to launch two major capacity building initiatives to increase the capacity of professionals helping women victims of violence: professionals and managers working in shelters for battered women and community health and social workers. We will provide training programs that increase their understanding the international approaches to violence against women, as well as raising their knowledge of specific legal, counseling, and psychological services to which to refer victims.

We will also launch our violence against women grants program in the coming year, continuing the process that started with the issuance of a Request for Award (RFA) in August 2008 and the receipt of more than 200 concept papers. In the first quarter of FY2009, we will work with the NCW and USAID to review these concept papers, request full proposals from finalist NGOs, and then award grants. We expect to issue 12 to 14 grants valued at approximately \$1 million during the coming year.

With the NCCM, the Combating Violence project will focus activities on implementation of the recently passed amendments to the Egyptian Child Law. The amendments introduced a new, rights-based approach to the treatment of children in Egypt and strengthened child protection mechanisms. We will help the NCCM implement these new systems as they relate to violence against children, particularly regarding street children and children in conflict with the law.

Specific activities under the NCCM Violence Against Children component of our work plan include training programs in the rights of children and the new juvenile justice system for prosecutors, judges, and social workers; training for NCCM staff and NGO in the provisions of the amended law; and awareness raising for the media and other key stakeholders. The project will also take a leading role in the development of the executive regulations to the amended law and in launching district child protection committees in the governorate of Cairo.

We also plan to launch a series of communications efforts targeting both adults and children, including children in conflict with the law and street children, raising awareness of their newly acquired rights. In addition, the project will help the NCCM design a system for monitoring implementation of the law, in particular as it relates to the child protection mechanisms and children in conflict with the law

Finally, we plan to award 10 to 14 grants to Egyptian NGOs valued at \$1 million under the violence against children component of our work plan, completing the very competitive solicitation process started in June. These grants will target both street children and children in conflict with the law, improving services and creating “alternatives” to locked detention facilities. The project will also start refurbishing reception houses for street children and providing needed equipment, and it will improve the infrastructure in two, model juvenile courts.

Our highly qualified long-term team will continue to implement activities with no major staffing changes. We will also engage a wide range of short-term professionals to support the activities in this work plan, almost all of whom will be Egyptian, thereby saving considerable funds and increasing sustainability after the end of the project. Throughout the year, we will maintain our high-level of contract and budget management and compliance, under the leadership of our financial and administration team and the Chemonics home office.

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 October 1, 2008 through September 30, 2009. 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 “Initiatives 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. Focusing Second Year Activities Based on Experience and Current Developments**

During the first year, The Combating Violence Against Women and Children project established strong ties with its Egyptian governmental counterparts and Egyptian civil society. This groundwork and the lessons learned from the first year helped us focus second-year activities.

Also during the first year, we engaged highly professional teams to work closely with both councils. Based in our satellite offices at the councils, these teams are helping the project to respond quickly and effectively to changing needs and priorities, as well as to move work-plan and contractual activities forward. The council teams are supported by a full team of experts providing cross-cutting technical assistance and our very experienced finance, administration, and grants teams. While it took a significant amount of time during the first year to recruit a highly qualified staff, we are now seeing the benefit of these efforts.

We have learned from the first year of operation and adapted our activities to changing developments in the field of women’s and children’s rights, maximizing impact. For example, we learned through discussions with the NCW’s senior management and our own observations that a study on violence against women conducted primarily by foreign experts or by one or two individuals would not

provide the council with a strong tool for policy advocacy. Rather, a broad-based study conducted by a range of mostly Egyptian experts would be more effective, as it would be more palatable in Egypt's internal political environment—an environment where rights initiative driven by external powers are often criticized. As a result of these discussions and with the consent of USAID, we expanded the scope of the original violence against women study and increased the variety of experts and institutions involved. In partnership with the NCW, we engaged experts ranging from noted private-sector consulting firms to NGO activists, university research institutions, and a senior journalist to conduct various parts of this multidimensional study. Many of the consultants, in turn, conducted focus groups with dozens of governmental and non-governmental professionals, academics, and NGO activists working in the field. We expect this strategy to pay off with the publication of a final study that reflects the broad experiences and expertise found in Egypt, laying the foundation for more effective policy advocacy work.

The preliminary results of the study helped the NCW and the project design the activities in this work plan—focusing on training for workers in shelters for battered women and community leaders, two front-line groups in the fight to end violence against women and help its victims. The results of the study also informed the design of the first phase of the violence against women grants program, launched as the first year came to a close.

At the NCCM, we also adapted our approach to adjust to rapid developments in the field of children's rights, most importantly, the passage of extensive amendments to the Egyptian Child Law in June 2008. The amended Child Law brings Egypt further in line with international standards and establishes a new, integrated system to protect children from danger, most importantly by creating child protection committees and reforming the juvenile justice system. Roundtables on reforming the juvenile justice system, conducted in March 2009, helped contribute some ideas that were included in the amendments, including strengthening provisions related to public benefit work as an alternative to detention. After passage of the amendments, we immediately conducted a series of forums to launch the general committees for child protection established under the new law, of which there is one for each governorate in Egypt.

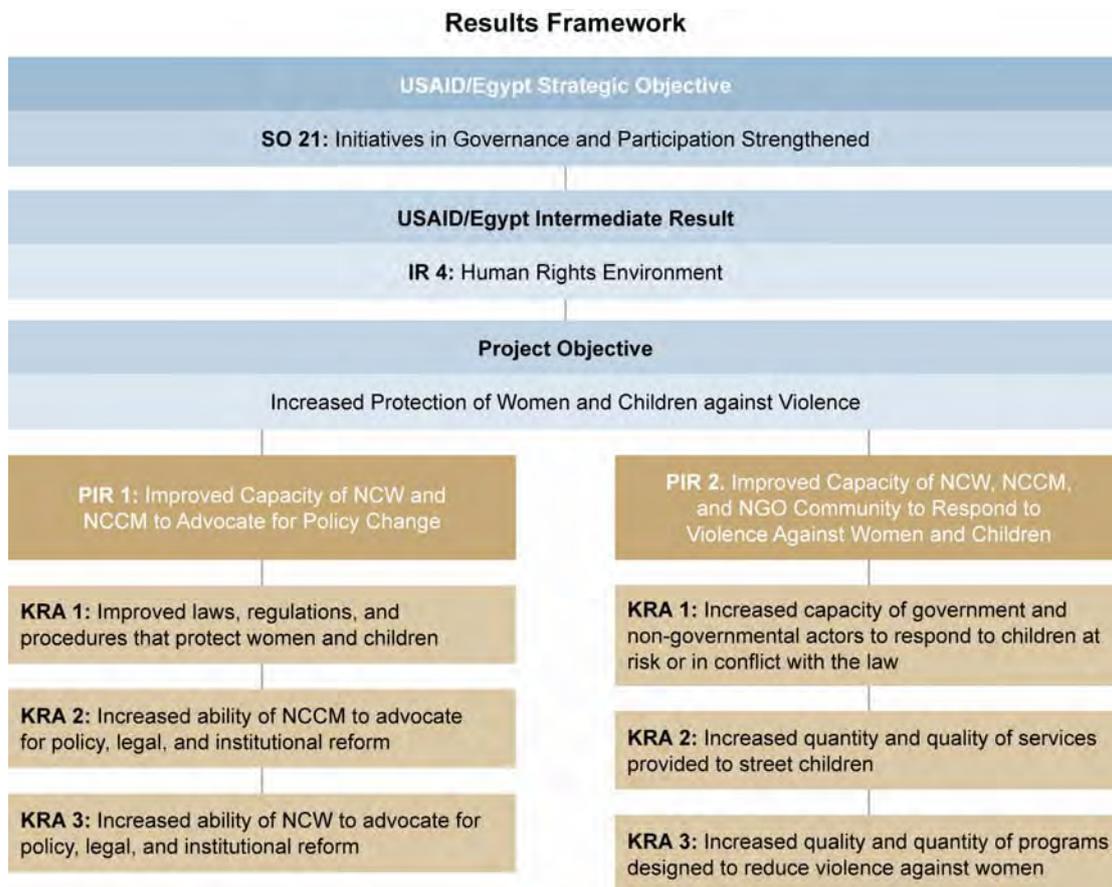
Assisting NCCM in the implementation of the amended Child Law as it relates to street children and children in conflict with the law will be the focus of our activities in the coming year. We will help train prosecutors, judges, and social workers in the new approach to juvenile justice, support the drafting of executive regulations to the new amendments, and help launch district child protection committees, continuing our pioneering work from the previous year. Our communications and awareness efforts will also concentrate on the successful implementation of the law, both in terms of its provisions and in generating overall awareness and support for the new, rights-based approach to the treatment of children, an approach that aligns with the Convention on the Rights of the Child and other international guidelines and standards to which Egypt has agreed.

In the coming year, we remain committed to working closely with our council partners, the NCW and NCCM. Within the scope of work of the project and mandate provided by USAID, our objective is to increase their capacity to reduce violence against women and children in Egypt. We will also continue to analyze rapidly

changing dynamics, learn from successes and challenges, and adapt our activities, as needed, to achieve the goals for which the project was designed.

**C. Focus on Results**

Based on the objectives in the Task Order issued by USAID, Chemonics technical proposal, and experiences from the first year, the Combating Violence project will continue to focus on results under the two key objectives presented at the beginning of this section. The figure below presents a modified results framework to guide our efforts in the coming year and throughout the life of the project. All of the activities in this work plan fall under these key results areas. The project monitoring plan (PMP), included in Annex B, is our strategy for measuring the achievement of these results over the life of the project. The results framework, PMP, and specific milestones and outcomes in the work plan constitute a unified system for planning project activities and monitoring and evaluating success.



**D. Consultations with Key Partners and Stakeholders**

The work plan was developed based on the scope of work in Chemonics’ contract; extensive discussions with NCW, NCCM, and USAID.

In the course of developing the work plan, we conducted meetings with representatives from the councils, including meetings and telephone conversations with NCCM Secretary General Ambassador Moushira El-Khattab. We also received input from NCW Secretary General Dr. Farkhonda Hassan during meetings in the

lead-up to the work planning process, but, because of other unresolved issues related to the text of the scope of work in the grant agreement between Egypt and the United States, we have yet to hear her input on the final version of the work plan section for the NCW. Other members of the senior management at each council also provided valuable input during the work planning process, in particular Ambassador Hussein Al-Sadr and Ms. Omneya Helmy.

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 Democracy and Governance Specialist Salwa Tobbala also provided valuable input.

### **E. Critical Assumptions**

This is an ambitious work plan that relies on close coordination between USAID, the two councils, and the project team. By design, the project does not conduct activities alone; rather, it conducts activities that support the objectives of USAID and the Egyptian government counterparts. This approach increases ownership, helps build the capacity of the two councils, and enables the project access to governmental and non-governmental information, resources, and political backing that increase the chance for long-term success, especially at the level of policy change. That said, nurturing these relationships also increases the time required to implement some activities as the project conducts necessary consultations and waits to receive necessary approvals. These required processes increased in speed over the course of the first year and we expect further improvement in fiscal year 2009.

While we have made allowances for some challenges, other major challenges will require adjustments of timelines and/or tasks. We will update USAID regularly as such challenges arise. The following are the two most critical assumptions as of the time of writing this report:

- Chemonics International, the NCW, NCCM, and USAID will continue to work in close partnership to implement the project, with the councils providing timely input, feedback, and approval where necessary to pursue activities. We have allowed reasonable times for review and approval processes in the work plan, but long approval times will require adjustments to activities.
- The NCW, NCCM, and USAID will remain relatively consistent in their support of the activities specified in this work plan and will not request significant changes over the course of the year. In this regard, we also assume that other key stakeholders and beneficiaries for training activities, for example the Office of the General Prosecutor and Ministry of Justice, will continue their support for the assistance proposed by the NCCM and project team.

## **F. 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 partner institution and general areas covered by various project teams, as opposed to a division by the project's overall objectives and results. Nonetheless, we clearly identify these connections in the introductions to each of the major technical sections (sections II and III), as well as in the performance monitoring plan (Annex C).

Fulfilling the requirements of the Task Order, 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 Operations and Cross-cutting Initiatives

Annex A — Life of Project Procurement Plan  
 Annex B — Performance Monitoring Plan  
 Annex C — Second Annual Training Plan  
 Annex D — Life of Project Flow Chart  
 Annex F — Life of Project Budget

## SECTION 2 – SUPPORTING NCW EFFORTS TO REDUCE VIOLENCE AGAINST WOMEN

### Introduction

Working in close partnership with the National Council for Women (NCW), the Combating Violence Against Women and Children project will continue to support the Council's major goals with respect to strengthening policies and services aimed at reducing violence against women in Egypt and helping its victims. With the Council, the project will complete and publish all pieces of one of the most comprehensive studies of violence against women in Egypt. We will also push forward on new initiatives, including engaging parliamentarians in policy development related to violence against women and capacity building for shelters for battered women and community leaders.

The initiatives proposed under this work plan were developed in close consultation with the NCW. Under this work plan, which covers the period October 1, 2009 through September 29, 2009, we propose the following initiatives, subject to approval of the NCW and USAID. The activities are divided by the two major objectives in the project's scope of work:

- Support the NCW's ongoing efforts to advocate for policy change by:

Expanding the NCW's efforts to advocate for policy, legal, and institutional reforms by completing and distributing a major study of violence against women, including the distribution of the study results and policy recommendations at a major conference. Activity 1.

Engaging parliamentarians in the development of policy alternatives and advocating for legal amendments related to violence against women, working under the close direction of the NCW senior management. Activity 2.

Introducing new ideas for integrated efforts and services to confront violence against women by conducting a study tour for Egyptian decision makers to the United States to learn about a range of efforts to both prevent violence against women and assist its victims. Activity 7.

- Support the NCW's efforts to increase the capacity of line GOE ministries and the NGO community to respond to violence against women by:

Introducing new management techniques and recommending improvements in knowledge, attitudes, and practices of professional staff and managers in the eight shelters serving battered women in Egypt. Activity 3.

Training "community leaders" (*ra'idat al rifeeya*) from the Ministry of Health and Ministry of Social Solidarity in how to effectively address violence against women, helping them better intervene in cases where women are victims of violence and work to reduce such violence. Activity 4.

Under the direction of the NCW and through grants to Egyptian NGOs, increase the quality and quantity of services to help victims of violence, help NGOs raise awareness of violence against women and its solutions, and conduct focused legal research and studies to support the NCW's policy making efforts. Activity 6.

Throughout the year, the Bureau of the Steering Committee (two members of the Steering Committee and the Secretary General) and Combating Violence project management will closely monitor the implementation of these activities, and identify additional areas for assistance. In particular, we will search for possible follow-up work to the publication of the Violence Against Women Study, including assistance with the development of a national strategy to reduce violence against women.

### **Implementation guiding principles**

Under the leadership of the Secretary General, the Combating Violence Against Women project will work in close collaboration and partnership with the National Council for Women (NCW) to ensure the timely and satisfactory achievement of project results. From Chemonics' side, our joint efforts are led by the Combating Violence Against Women team leader and team, located in offices graciously provided by the NCW at no cost to the project, under the supervision and with the full participation of the Chief of Party.

In the context of NCW's ownership of the project, we propose the following to strengthen our coordination of activities:

- We would like to establish a monthly meeting with the Bureau of the Steering Committee chaired by the Secretary General to update them on the progress of activities to date and upcoming initiatives. In advance of the meeting, we will deliver a monthly report on activities completed and upcoming plans, including a list of events and meetings. It is suggested that we establish a fixed date each month for this meeting (e.g., the first Monday of the month). A USAID representative will attend this meeting.
- We would like to continue the quarterly meetings of the full Steering Committee. As in the past year, we will prepare a full package for Steering Committee members, including an update on progress, upcoming activities, and issues for discussion and decision by the committee. This package will be distributed in advance of the meeting, after it is approved by the NCW management.
- Strengthening our coordination in hiring from the first year, all consultants and permanent staff members will continue to be selected in partnership with the NCW, but we will also ask for the NCW's recommendations on candidates and formal approval. The project will develop scopes of work for specific assignments, and then the NCW and project could both propose candidates. The final selection will be made in agreement between the NCW and project, subject to formal USAID approval. We will endeavor to sign contracts and conduct other administrative tasks at the NCW premises and ensure that all

consultants understand that the project is an NCW initiative funded through USAID.

- We will continue to conduct meetings, roundtables, workshops, and other events related to violence against women at the NCW premises. NCW will be fully informed of the meeting schedule on a monthly basis, with updates as appropriate, allowing NCW representatives adequate lead time to participate fully in all events. If because of logistical considerations or location (e.g., an activity outside of Cairo) cannot be conducted in the NCW premises, we will discuss this possibility with the NCW prior to making the arrangements.
- We will develop draft articles on project activities for approval by the NCW Secretary General and eventual distribution by her staff. These articles will emphasize the leadership role of the NCW in all activities, as well as the support provided by USAID. As remains our policy, project team, management, and staff will have no contact with the press or other media without the expressed permission of the Secretary General.
- All events will be branded with both the NCW and USAID logos. We will clearly identify activities as conducted by NCW with assistance from USAID through the Combating Violence project.
- All grantees and prospective grantees will be required to prepare “branding plans” in which they spell out how they will identify their activities as conducted under the auspices of the NCW and funded through the USAID Combating Violence project. All printed materials will be required to include the NCW and USAID logos.

### **Activity 1. Completion and Publication of a Major Study of Violence Against Women in Egypt**

In FY2008, the NCW and Combating Violence project designed and launched the process of studying violence against women in Egypt along multiple dimensions. The study, the first comprehensive work of its kind in Egypt examining violence against women from multiple angles, will help the NCW design a national strategy, play a part in raising concern about the issue in Egypt, and build coalitions for positive change and the level of policy and services.

With leading consultants representing the Egyptian private sector, academic institutions, NGOs, individual local and international experts, and members of the project team, we completed draft versions of all of the major parts of the study during FY2008. Below is the outline of the study finding’s content.

### Planned Outline of the Violence Against Women Study

1. **Preface.** By H.E. Dr. Farkhonda Hassan
2. **Introduction and Methodology.** By Susan Somach and Gihan Abu Zeid.
3. **Overview of literature on violence against women in Egypt and internationally.** By Gihan Abu Zeid and Susan Somach
4. **Knowledge, attitudes, and practices related to violence against women in Seven Egyptian Governorates:** Results of a survey of 4,000 married men and women, and unmarried men and women. By SPAAC.
5. **Basic evidence on violence against women in Egypt:** Secondary analysis of violence against women panels in Egypt's Demographic Health Surveys in 1995 and 2005. By Fatima Zinaty & Associates.
6. **What can we know about the connection between violence against women and women's empowerment?** Secondary analysis of data on women's empowerment from three governorates in Egypt. By the Social Research Center, American University in Cairo.
7. **An analysis of the de jure and de facto legal structure to protect women from violence in Egypt.** By Nihad Abul Komsan.
8. **Empirical evidence about how violence against women portrayed in the visual and audio media in Egypt.** Secondary analysis of the data on the portrayal of women in print and broadcast media conducted by the NCW Media Watch Unit. By the Women and Media Center, Cairo University.
9. **Coverage of violence against women in the print and broadcast media and portrayal of violence against women in television serials and movies.** The results of focus groups with journalists, editors, media personalities, drama writers, and producers. By Amina Shafeek, with Dr. Adel Abdel Ghafar and Mahfouz Abdel Rahman.
10. **Services available to prevent violence against women in Egypt and assist its victims:** What can be done for improvement? By the Samah Said, with Amal Zaki, Mozn Hassan, Ashgan Farag, and Hala Abdel Kader.
11. **What can be done to reduce violence against women in Egypt and better protect its victims?** Recommendations from a retreat with the NCW, external experts, NGO leaders, and government policy makers, and officials.
12. **Annexes 1.** List of existing services to assist women victims of violence.

Under the FY2009 work plan, we will finalize, edit, and translate the study elements, develop report summarizing the findings of each of the pieces in an easy-to-understand format, conduct a retreat to develop consensus on the recommendations, and, with the NCW, conduct a major, public conference on the findings. Finally, we will print the full and summary reports for distribution to a wide audience.

**Activity Leader:** Gihan Abu Zeid

**Reports to:** Samah Said (coordination and communication with NCW) and Garrett Dorer (content and process)

#### Objective:

To complete and publish a high-quality and multifaceted study of violence against women in Egypt, with recommendations for specific actions that are agreed upon by key stakeholders.

#### Expected outputs and results:

- Completion of all parts of the violence against women study in Arabic and English.
- Completion of recommendations reviewed and agreed upon by NCW, external experts, NGO representatives, government representatives, and other key stakeholders.

- Completion of a stand-alone summary report on the results of the study and recommendations.
- Publication and distribution of the full study and summary report.

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Complete draft of the findings of the quantitative survey conducted by SPAAC.  Task leader: Gihan Abu Zeid	<ul style="list-style-type: none"> <li>• SPAAC writes full, draft report on the findings of the quantitative survey</li> <li>• Project returns comments and provides editing assistance to SPAAC to finalize report</li> </ul>	Draft report from SPAAC completed (in English).	Due by September 30
2. Compile preliminary recommendations for each piece into the draft of a recommendations chapter  Task leader: Gihan Abu Zeid	<ul style="list-style-type: none"> <li>• Compile preliminary recommendations for each piece of the VAW study into a draft recommendations chapter (Susah Somach, Gihan Abu Zeid)</li> <li>• Draft recommendations will be used in the retreat (see Sub-Task 8)</li> </ul>	Draft recommendations chapter completed (in English) and ready for distribution during workshops on the study findings	October/ November
3. Review and finalize the report on the findings of the quantitative survey.  Task leader: Gihan Abu Zeid	<ul style="list-style-type: none"> <li>• Conduct an extensive review of the draft report from SPAAC</li> <li>• Work with SPAAC to produce final version of the report, including editing (Jerome Gallagher)</li> </ul>	Final version of SPAAC report completed in English.	October/ November
4. Write introduction to the report  Task leader: Gihan Abu Zeid	<ul style="list-style-type: none"> <li>• Write introduction to the report. (Susan Somach, Gihan Abu Zeid)</li> <li>• Review and finalize (VAW/NCW Team)</li> </ul>	Completed draft introduction to full report	December
5. Conduct retreat on findings and recommendations  Task leader: Samah Said (retreat); Gihan Abu Zeid (final version of recommendations chapter)	<ul style="list-style-type: none"> <li>• Conduct two-day retreat for VAW/NCW Team members, invited experts, and others on recommendations from the report.</li> </ul> <p>The purpose of the retreat will be to establish consensus on the recommendations prior to finalization of the report.</p>	Retreat conducted and recommendations finalized.	Retreat scheduled January
6. Conduct final read-through of all report pieces in preparation for publication.  Task leader: Gihan	<ul style="list-style-type: none"> <li>• Conduct a full read-through of English version of report at the end of October</li> <li>• Conduct a final edit of the documents.</li> <li>• Complete translation of the remaining pieces (as well as update previous</li> </ul>	Final version of English report (all pieces) completed and edited; final version of Arabic report completed	December/ January

Abu Zeid	Arabic drafts to match the English).	and edited.	
7. Draft 20 to 30 page summary report on findings of all parts of the study.  Task leader: Gihan Abu Zeid	<ul style="list-style-type: none"> <li>Draft a 20 to 30 page stand-alone summary of findings and recommendations from all parts of the study in Arabic and English (Susan Somach, Gihan Abu Zeid)</li> <li>Document reviewed by the NCW and project team prior to finalization.</li> </ul>	Final version of summary report prepared in English, and then translated into Arabic	December/January
8. Contract with designer and printing house and publish the final report  Task leader: Lisa Marie Chavez	<ul style="list-style-type: none"> <li>Contact a graphic designer (for cover and internal layout) and a printing house to publish the report. (Lisa Marie Chavez)</li> <li>Request cover design approval by the NCW. (November)</li> <li>Contact Arabic and English copy editors (may use Chemonics HO for copy edit of English).</li> <li>Publish final report (end of December)</li> </ul>	Publication of the final report	January/February
9. Publish Summary Report  Task Leader Lisa Marie Chavez	<ul style="list-style-type: none"> <li>Contact designers to design, layout, and print summary report (Lisa Marie Chavez).</li> </ul>	Publication of summary report	February
10. Conduct conference or other major event to release the final, printed report  Task leader: Samah Said	<ul style="list-style-type: none"> <li>Plan and conduct a conference with NCW to release the findings of the study.  The exact timing and structure of the conference will be specified in discussions with the NCW.</li> </ul>	Conference to release the final report to the public and key decision makers.	February/March

**Supported by long-term team members:**

- Review team: Samah Said, Garrett Dorer, Jerome Gallagher, and VAW/NCW Team
- Design and printing (subcontracting lead by Lisa Marie Chavez)
- Gihan Iskander (conference and workshop organization)

**Short-term Resources Required:**

- Short-term violence against women advisor Susan Somach, up to 70 days LOE between September 2008 and February 2009, with at least two assignments in Egypt (second half of October for the retreat and February 2009 for the conference). Ms. Somach will also conduct considerable work remotely from the U.S. making final edits to the study pieces and other assistance with finalizing recommendations and introductory material. With Ms. Abuzeid, Ms. Somach will also draft the summary report (see Task 7).

**Other Direct Costs:**

- Printing costs for full report and summary report (up to 100 copies of the full report and 1,000 copies of the summary report). Exact numbers to be agreed upon with the NCW.
- Arabic and English language editing and proofreading (cost TBD)
- Cost of a two day retreat inside Cairo for 40 to 50 participants.
- Cost of a one-day conference on the study findings for 100 to 200 participants.

## **Activity 2. Engaging Members of Parliament in Development of Policy Alternatives and Advocacy**

As the violence against women study is completed and the NCW focuses on the implementation of the policy recommendations, including amendments to the law, we will be engaging male and female members of parliament. Working closely under the guidance of the NCW Secretary General, the project will support these efforts, helping to generate increased sensitivity to gender issues among a core group of parliamentarians, with special emphasis on policy issues related to violence against women.

The Secretary General will take a direct leadership role in this activity, supported by the Combating Violence team. With Dr. Hassan, the team will develop a list of topics and schedule for a series of four to five roundtable sessions with members of parliament, perhaps members of the key committees in the *Maglis Al Sha'ab* and *Maglis Shura*. The discussions will be designed to generate discussion around issues related to violence against women in Egypt and legal changes in this regard. The pieces of the study of violence against women could be used as a basis for these discussions, with the goal of developing an understanding of and agreement on needed legal amendments. If successful, the program could be continued after the initial series of roundtable discussions throughout the life of the project.

In addition to the roundtable discussions outlined below, we could, subject to NCW approval, also engage selected members of parliament in other activities, including the regional roundtables on violence against women (Activity 5) and the study tour (Activity 7).

**Activity Leader:** Her Excellency the Secretary General

**Supported by:** Violence Against Women Team Leader Samah Said and Chief of Party Garrett Dorer

### **Objective:**

- To develop consensus among members of parliament about policy initiatives and legal changes to reduce violence against women and better assist victims of violence by creating a core working group of parliamentarians with increased awareness of the issues and proposed solutions.

### **Expected outputs and results:**

- A document outlining proposed amendments to the law.

**Tasks and Timing:<sup>1</sup>**

<b>Task/Title</b>	<b>Description</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Program planning and development	<ul style="list-style-type: none"> <li>Identify and engage senior advisor nominated by the NCW to coordinate the program</li> <li>Develop detailed schedule of roundtables and topics for approval by the Secretary General</li> <li>Secretary General to nominate members of the roundtable group from among members of parliament and send invitations</li> </ul>	Program outline and schedule approved by the Secretary General and invitations sent to participants	December/January
2. Conduct 4 to 5 roundtable discussions with parliamentarians	<ul style="list-style-type: none"> <li>Conduct roundtable discussions with Egyptian parliamentarians selected by the NCW. Topics could include (subject to NCW approval), but not be limited to, <ul style="list-style-type: none"> <li>Overview of the findings of the VAW study</li> <li>Recommendations for legal amendments related to violence against women</li> <li>Violence against women and parliamentary initiatives in other parts of the world (regional and international experiences)</li> <li>Leadership and advocacy strategies, framing the policy message</li> </ul> </li> <li>Each session will be from one half to one full day, conducted at the NCW premises</li> </ul>	Roundtables conducted and documented	February through June
3. Document findings of roundtable sessions	<ul style="list-style-type: none"> <li>At the end of each roundtable session, the project team will document the results and recommendations for distribution to the participants. It will also produce a final report on the initiative, which will include participants' recommendations for next steps. No reports will be released until after they are approved by the Secretary General.</li> </ul>	Final report on program	March through July

**Supported by long-term team members:**

- Violence against women team (based at NCW)
- Training coordinator Gihan Iskander (logistics)

<sup>1</sup> These tasks are illustrative. The exact schedule and topics for the roundtable sessions and other initiatives under this activity will be specified by the Secretary General during the first Task ("program planning and development") and may be adjusted over the course of the work plan year.

**Short-term expertise required:**

- Short-term Egyptian program assistant to support Dr. Hassan and the rest of the team in this effort, 50 days LOE
- Short-term experts (from the study process and others) for specific presentations and sessions, total of 10 to 20 days LOE over course of program.

**Other direct costs:**

- Minimal costs of hosting roundtable sessions.

**Activity 3. Building the Capacity of Shelters for Battered Women**

While conducting the inventory and assessment of services portion of the violence against women study, the project team visited all eight shelters for battered women operating in Egypt, seven of which are operated by NGOs with government funding and under the authority of the Ministry of Social Solidarity. The eighth shelter is operated independently by an Egyptian NGO. During these visits, shelter managers and staff members asked for help in improving their skills and abilities to help women in need.

In particular, the project will help the shelter staff and management, as well as Ministry of Social Solidarity officials responsible for supervising shelters, improve their:

- Knowledge of violence against women in its various forms and manifestations
- Approach and attitudes when dealing with women victims of violence in line with human rights standards and state-of-the art social-psychological standards and practices
- Job-specific skills to better respond to needs of women victims of violence
- Abilities to better run an effective shelter and shelter system

During FY2009, we will develop and conduct initial training programs for approximately 30 staff members (social workers and psychologists) in the eight shelters. Modules will include an introduction to gender-based violence, communicating with women victims, women's legal rights, and listening and counseling skills. We will also provide a program for shelter managers and supervisors from the Ministry of Social Solidarity on the management of shelters and shelter systems to protect women from violence

**Activity Leader:** Ashgan Farag (will also lead all tasks and supervise short-term consultants with Samah Said)

**Reports to:** Samah Said

**Objective:**

- To improve the technical skills and approaches used by psychological and social work specialists working in shelters for battered women, allowing them to more effectively respond to the needs of women victims of violence.

- To build the capacity of shelter managers and supervisors from the Ministry of Social Solidarity to more effectively manage shelters and networks of shelters for battered women.

**Expected outputs and results:**

- 30 shelter staff demonstrate improved knowledge of women’s legal and human rights, gender-based and domestic violence, advanced communications skills, and counseling and listening skills.
- 15 shelter management and government supervisors demonstrate improved skills in the management of shelters and shelter systems.
- Supervisors of shelter system at the Ministry of Social Solidarity, NCW management, and the managers and workers in individual shelters receive recommendations on improving the shelter system in Egypt, including recommendations for additional training and management improvements.

**Tasks and Timing:**

Task/Title	Description	Milestone achieved	Timing
1. Develop training modules	<p>Develop three training modules, including trainer and trainee manuals, in the following areas:</p> <ul style="list-style-type: none"> <li>• Gender-based violence and advanced communications skills/leadership</li> <li>• Women’s legal rights</li> <li>• Counseling and listening skills specifically tailored to women victims of violence</li> </ul> <p>[These training modules will also be used as part of the training program specified in Activity 3.]</p>	Three training manuals and lesson plans developed	December/January
2. Deliver training for shelter staff in gender-based violence and advanced communications skills	<ul style="list-style-type: none"> <li>• Deliver a 3-day workshop on gender-based violence, communications skills, and leadership (30 staff members drawn eight shelters)</li> </ul> <p>The training will be conducted in Cairo.</p>	Gender-based violence and communications skills training delivered to 30 staff members (two iterations for approximately 15 participants each).	February/March
3. Deliver training for shelter staff on women’s legal rights	<ul style="list-style-type: none"> <li>• Develop a program module on women’s legal rights as it pertains to women victims of violence</li> <li>• Deliver a 3-day training to 30 shelter personnel.</li> </ul>	Program on women’s legal rights delivered to 30 shelter personnel (two iterations for approximately 15	February/March

	The program will introduce relevant international conventions, Egyptian laws, and legal options available to women victims, including referral methods and choices.	participants each).	
4. Deliver training to shelter staff on listening and counseling skills	<ul style="list-style-type: none"> <li>Develop and deliver a 3-4 day module on listening and counseling skills specifically tailored to women victims of violence (35 staff members from shelters, and/or staff members from selected NGO counseling and listening centers).</li> </ul> <p>We will include a discussion of referral systems and techniques in this training module.</p>	Delivery of training to 35 shelter personnel and other key stakeholders in listening and counseling skills (two iterations for approximately 15 to 20 participants each).	March/ April
5. Conduct workshop on improving shelter management and supervision in Egypt	<ul style="list-style-type: none"> <li>Conduct a workshop for shelter managers, representatives from the Ministry of Social Solidarity, and external experts to examine the current shelter operation and management system and develop recommendations for improvements. Workshops to include: <ul style="list-style-type: none"> <li>Presentation of management techniques for shelters</li> <li>Examination of the current rules and regulations governing the shelters.</li> <li>Modules on the roles and responsibilities of staff members, entry and exit policies, stress management, and other issues.</li> </ul> </li> <li>Develop recommendations document for presentation to the NCW and other key stakeholders.</li> </ul>	2-3-day workshop on shelter operation and management conducted and recommendations document written, reviewed, and disseminated.	April/ May

**Supported by long-term team members:**

- Violence Against Women Team (based at the NCW)
- Gihan Iskander and Mariam Fahmy (conference and workshop organization)

**Short-term expertise required:<sup>2</sup>**

- Azza Kamel, development and delivery of training module on gender-based violence and communications and leadership skills (Task 2), 36 to 40 days LOE.
- Hala Abdel Kader (Task 3), development and delivery of training module on women’s legal rights, 33 to 35 days LOE.

<sup>2</sup> Consultants recommended by the project, but we will also ask the NCW for suggested consultants based on the scopes of work for the activity. No consultants will be engaged without the approval of the NCW and USAID. Scopes of work and LOE estimates will be combined between Activities 3 and 4 for the three consultants.

- Dr. Mohammed Khalil and Dr. Adel Madani (Task 4), development and delivery of training module on counseling and listening skills, 45 to 50 days of LOE each.

**Other direct costs:**

- Cost of six, three-day workshops for approximately 15 participants each (Tasks 2, 3, and 4).
- Cost of two, two-day workshops on shelter management for approximately 40 participants each (Task 5).
- Cost of one, 3 days workshop to discuss and agree upon recommendations for improvements to the management of shelters for approximately 20 participants (Task 6).

**Activity 4. Building the Capacity of MOH and MOSS Community Leaders**

While conducting interviews and focus groups for the service inventory piece of the violence against women study, as well as in examining the preliminary results of the survey portion of the study, we noted that rural and urban poor women do not regularly turn to the police or NGOs for help when they are victims of violence. When they do not turn to their families (the most common “help seeking” behavior), they most commonly turn to primary care health providers and other grassroots health and community professionals. In other development efforts, the Ministry of Health and the Ministry of Social Solidarity have recruited and trained “community leaders” (*ra'idat al-reefiya*) throughout Egypt.

As an initial effort, the project will train approximately 100 community leaders in Greater Cairo and two other locations in Egypt. We will also conduct a training-of-trainers program for the best 30 participants, allowing us to engage them to train other community leaders after the conclusion of the pilot program and implement a separate, tailored program to raise the awareness of male community leaders from the Ministry of Health on issues related to gender-based violence and domestic violence.

**Activity Leader:** Mozn Hassan to oversee implementation of activities and coordinate with consultants.

**Reports to:** Samah Said

**Objective:**

- To improve the knowledge and approaches to violence against women used by community leaders from the Ministry of Health and Ministry of Social Solidarity.
- To create a core group of trainers within the MOH and MOSS to conduct train other community leaders on topics related to violence against women.
- To pilot initiatives to increase awareness of violence against women and domestic violence among male community leaders.

**Expected outputs and results:**

- 100 Community leaders from the Ministry of Health and the Ministry of Social Solidarity demonstrate improved knowledge of violence against women, ways of listening and counseling women victims of violence, women’s legal rights, and other related topics.
- 30 community leaders qualified as trainers in topics related to violence against women.
- Awareness of 90 male community leaders raised on issues related to violence against women and domestic violence.

**Tasks and Timing:**

Task/Title	Description	Milestone achieved	Timing
1. Develop training modules (same as Activity 2, Task 1)	Develop three training modules, including trainer and trainee manuals, in the following areas: <ul style="list-style-type: none"> <li>• Gender-based violence and advanced communications skills/leadership</li> <li>• Women’s legal rights</li> <li>• Counseling and listening skills specifically tailored to women victims of violence</li> </ul>	Three training manuals and lesson plans developed	December/ January
2. Train community leaders in gender-based violence and advanced communications skills	<ul style="list-style-type: none"> <li>• Train approximately 100 community leaders from the MOH and MOSS in gender-based violence and advanced communications skills.</li> <li>• Conduct approximately four, four-day workshops in two different pilot locations.</li> </ul>	100 community leaders receive training in gender-based violence and communications skills	January/ February/ March
3. Train community leaders in listening and counseling skills	<ul style="list-style-type: none"> <li>• Train approximately 100 community leaders from the MOH and MOSS in listening and counseling skills.</li> <li>• Conduct approximately four, four-day workshops in two different pilot locations.</li> </ul>	100 community leaders receive training in listening and counseling skills.	January/ February/ March
4. Train community leaders in women’s legal rights.	<ul style="list-style-type: none"> <li>• Train approximately 100 community leaders from the MOH and MOSS in women’s legal rights and referring cases of violence against women for legal assistance.</li> <li>• Conduct approximately four, two to three-day workshops in two different pilot locations.</li> </ul>	100 community leaders receive training in women’s legal rights.	March/ April

<p>5. Conduct training of trainers program for 30 best participants in previous program</p>	<ul style="list-style-type: none"> <li>Conduct a training-of-trainers five-day program for the 30 best participants, selected by the training team in partnership with the MOH and MOSS to include practical teaching experiences for the participants.</li> </ul> <p>Program conducted after the initial phase of all three modules of training for community leaders</p>	<p>30 community leaders receive training-of-trainers program in violence against women topics.</p>	<p>May through July</p>
<p>6. Plan expansion of the program using trainers from the MOH and MOSS</p>	<ul style="list-style-type: none"> <li>Plan the expansion and roll-out of the program to greater numbers of community leaders, coordinating closely with the NCW, MOH, and MOSS utilizing the community leaders who successfully passed the training of training module.</li> </ul>	<p>Plan for expanding the training agreed upon by key stakeholders</p>	<p>July/ August</p>
<p>7. Conduct training program for male community leaders</p>	<ul style="list-style-type: none"> <li>Provide three, three -day workshops to males in gender-based violence and domestic violence, teaching them how to convey positive messages to reduce violence against women. (30 participants each)</li> </ul>	<p>Three, three-day workshops for male community leaders conducted</p>	<p>May through July</p>

**Supported by long-term team members:**

- Gihan Iskander and Mariam Fahmy (logistics and workshop organization)

**Short-term expertise required:<sup>3</sup>**

- Hala Abdel Kader, Azza Kamel, Dr. Mohammed Khalil, and Dr. Adel Madani, LOE estimates included in Activity 2.
- Two short-term consultants for training of male community leaders, 18 to 20 days LOE each.

**Other direct costs:**

- Cost of twelve, three to four -day workshops for approximately 25 participants each (Tasks 2, 3, and 4).
- Cost of one, five-day training of trainers workshop for approximately 30 participants (Task 5).
- Cost of three, three-day training programs for approximately 90 male community leaders (30 in each workshop).

**Activity 5. Sharing Regional Experiences on Violence Against Women**

<sup>3</sup> Consultants recommended by the project, but we will also ask the NCW for suggested consultants based on the scopes of work for the activity. No consultants will be engaged without the approval of the NCW and USAID. Scopes of work and LOE estimates will be combined between Activities 3 and 4 for the three consultants.

Egypt shares many issues related to violence against women with other countries in the world, especially in the Middle East. To learn from these experiences, as well as to share the many advances made in Egypt in recent years, we plan to create a “regional working group” (including NGOs, MOSS, community leaders, shelter staff, and members from the NCW standing committees), on violence against women and host two roundtable discussions during this work plan period. The 3-day roundtables will bring together experts in specific areas related to violence against women in the region to discuss their successes, experiences, and lessons learned. We will relate these roundtables to the project’s ongoing activities related to violence against women. Possible topics include:

- The role of shelters in protecting women from violence and how these shelters can most effectively assist victims of violence
- Effective strategies for confronting and reducing domestic violence, including legal, social, and awareness programs.
- The interlinking roles of civil society and government in confronting the reducing violence against women.

We plan to host the regional experts, practitioners, and activists who attend these roundtables by providing for travel, per diem, and lodging costs. For each roundtable, we may engage one of the regional experts to develop and provide a more extensive presentation on their experiences to the group. The project team will document the results of each of the roundtables and collect any papers and information presented for future use.

**Activity Leader:** Samah Said

**Reports to:** Garrett Dorer

**Objective:**

- To increase the interaction and knowledge sharing between experts, practitioners, and activists in countries throughout the Middle East on the topic of violence against women and ways of confronting this shared problem.

**Expected outputs and results:**

- Knowledge shared between regional participants; increased knowledge and understanding of methods and lessons learned for confronting violence against women in Egypt.

**Tasks and Timing:**

Task/Title	Description	Milestone achieved	Timing
1. Plan First Regional Roundtable	<ul style="list-style-type: none"> <li>• Propose topic and recommend participants.</li> <li>• Receive approval from NCW.</li> <li>• Develop agenda for roundtable and</li> </ul>	Roundtable topic, agenda, and participants approved by	January

	make logistical arrangements	NCW	
2. Conduct first roundtable	<ul style="list-style-type: none"> <li>• Make all logistical arrangements for visiting participants.</li> <li>• Send invitations and plan venue</li> <li>• Host three-day roundtable</li> </ul>	3-day roundtable conducted	March
3. Document findings of roundtable	<ul style="list-style-type: none"> <li>• Collect notes from roundtable sessions and tapes.</li> <li>• Write report on the results of the roundtable</li> </ul>	Roundtable report completed and delivered	April
4. Plan Second Regional Roundtable	<ul style="list-style-type: none"> <li>• Propose topic and recommend participants.</li> <li>• Receive approval from NCW.</li> <li>• Develop agenda for roundtable and make logistical arrangements</li> </ul>	Roundtable topic, agenda, and participants approved by NCW	April
5. Conduct Second Roundtable	<ul style="list-style-type: none"> <li>• Make all logistical arrangements for visiting participants.</li> <li>• Send invitations and plan venue</li> <li>• Host three-day roundtable</li> </ul>	3-day roundtable conducted	June
6. Document findings of roundtable	<ul style="list-style-type: none"> <li>• Collect notes from roundtable sessions and tapes.</li> <li>• Write report on the results of the roundtable</li> </ul>	Roundtable report completed and delivered	July

**Supported by long-term team members:**

- NCW/VAW technical team
- Lisa Marie Chavez and Chemonics home office (logistics and travel arrangements)
- Gihan Iskander (roundtable logistics)

**Short-term expertise required:**

- Three regional experts (one for each roundtable), approximately 5 days LOE each
- Three Egyptian roundtable facilitators/reporters to lead sessions and write report on findings (10 days each)

**Other direct costs:**

- Costs of travel and per diem for regional experts
- Cost of hosting three, three-day roundtables for 30 participants each.

**Activity 6. Improving Services for Women Victims of Violence and to Prevent Violence Against Women: Grants to NGOs**

The main objective of the project's grants program is to assist the non-governmental organizations working with the NCW to systematically, strategically, and effectively advance the objectives of increasing the services and responsiveness of NGOs that help prevent violence against women and treat victims of such violence. This will be implemented through providing grants totaling around \$2 million during the remaining four years of the project.

In FY2008, the NCW helped the project develop and the Secretary General approved three themes on combating violence against women to start our grants program:

1. Reviewing legislations and laws related to VAW and recommend changes if applicable
2. Raise awareness on issues related to VAW and
3. Provide integrated services (legal, social, psychological, etc.) for battered women

We advertised for the first round of the grants, issued RFA document, and provided training workshops on concept paper development to all NGO that requested a copy of the RFA document.

The first round of the grants program will issue up to \$1 million in grants during this year. Grants value will vary from \$50,000 up to \$100,000 each, with durations of up to 18 months. Our target number of grantees is about 9-12 NGOs

After receiving concept papers from prospective grantees in October, finalists will be presented to the Grants Evaluation Committee (GEC) for review and approval. The GEC composed of representatives from the NCW, USAID, and project team. After the winning concept papers are chosen, the project will provide technical assistance to NGO on the development of their full proposals in workshops and one-on-one training. Finally, the best proposals will be presented to the GEC for review and approval prior to the signing of any grant awards. Finally, we will issue grant agreements and closely manage and monitor grantee activities throughout the remainder of the year.

**Activity leader:** Sahar Mourad (grant program management), Samah Said (grant program technical content)

**Report to:** Garrett Dorer

**Objective:**

- Assist the non-governmental organizations working in the field of VAW to systematically, strategically, and effectively advance the objectives of increasing the services and responsiveness of NGOs that help prevent violence against women and treat victims of such violence

**Expected outputs and results:**

- Issuing 7-12 grant agreements on reducing violence against women for duration of 18 months each for a total of approximately \$1 million

**Task and Timing:**

<b>Task/Title</b>	<b>Description</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Receipt of concept papers (CPs)	<ul style="list-style-type: none"> <li>NGOs submit CPs within timeframe stated in the RFA document</li> </ul>	CPs received	Due October 8
2. Review and selection of CPs	<ul style="list-style-type: none"> <li>Grants team will review CP and submit shortlisted to GEC (NCW, USAID, and Chemonics) for review and approval</li> </ul>	GEC approves potential grantees	October/ November
3. Assessments of NGOs	<ul style="list-style-type: none"> <li>Grants team will visit all potential grantees to assess their capacity</li> </ul>	Assessment reports issued	November/ December
4. Proposal development workshops	<ul style="list-style-type: none"> <li>NCW &amp; Grants teams conduct workshops to NGOs</li> </ul>	Workshops completed	December/ January
5. Selection of final proposals	<ul style="list-style-type: none"> <li>NGOs submit proposals as per RFA document and GEC selects final NGOs</li> </ul>	GEC approves final grantees	March
6. Issuing grant agreements	<ul style="list-style-type: none"> <li>Grants manager will issue grant agreements and a ceremony will be made for all selected NGOs to receive their grant agreements</li> </ul>	Agreements issued	March/ April
7. Managing all active grants	<ul style="list-style-type: none"> <li>Grants team together with the VAW/NCW Team will follow up on the grants implementation all through the year</li> </ul>	Activities are accomplished and reports are delivered on time	May and ongoing

**Supported by long-term team members:**

- Technical direction of grants program and capacity building for grantee NGOs: Violence Against Women Team (based at the NCW)
- Programmatic, financial, and administrative implementation of grants program: Combating Violence grants team
- Guidance on regulations for grants issued under USAID contracts and Chemonics home office procedures: Lisa Chavez, Operations Manager

**Other direct costs:**

- Printing and reproduction of at least 300 RFA documents
- Printing and reproduction of around 300 binders for trainings and workshops
- Conducting Concept Paper Workshops for Violence against Women NGO: 10, one-day workshops for 22 participants each
- Conducting Proposal Development Workshops for Violence against Women NGOs: Two, two-day workshops for 12 participants each

- Travel and per-diem for long-term members within the Governorates of Egypt during grant proposal development and to oversee grant implementation
- Capacity-building workshops on gender-based violence, domestic violence, counseling and listening skills, among other themes as deemed necessary to help in raising concern about the issue.

**Activity 7. Improving Policy Development: Violence Against Women Study Tour for Key Decision Makers**

During early 2009, we plan to send eight to 12 Egyptian leaders nominated by the NCW, project team, and USAID on a study tour to learn about how integrated mechanisms have helped reduce the level of violence against women in the United States and help rehabilitate its victims. This will be the first of approximately three study tours over the life of the project.

Under the theme, “Integrated Services to Protect Women from Violence”, the project team and Chemonics home office will schedule visits to key locations in the United States, starting in the Washington, DC. area, but also including services in at least one more rural location, possibly in the southern United States. During 10 days to two weeks, participants will visit government agencies, police departments, prosecution divisions, private and government social services, and NGOs active in confronting violence against women in the United States. The goal will be to see a variety of agencies and organizations, and to examine how the system works, bringing lessons learned and new ideas back to Egypt.

**Activity Leader:** Samah Said

**Reports to:** Garrett Dorer

**Objective:**

- To improve the knowledge of a core group of Egyptian leaders about integrated services available in the United States to prevent violence against women and help its victims.

**Expected outputs and results:**

- Knowledge of varied and integrated services, programs, and efforts to confront the problem of violence against women in the United States, as well as conclusions about the applicability of these services and programs in Egypt.

**Tasks and Timing:**

Task/Title	Description	Milestone achieved	Timing
1. Design study tour and selection criteria for participants	<ul style="list-style-type: none"> <li>• Design a 10-to-14-day study tour for Egyptian leaders to the United States incorporating USAID Trainet and processes. (NCW, Chemonics home office, Susan Somach)</li> </ul>	Program and selection criteria designed and approved by NCW.	December

	<ul style="list-style-type: none"> <li>Select the proposed participants in the program drawn from the NCW Standing Committees, other government agencies, parliamentarians, the NGO sector, the media, and/or from the NCW Secretariat.</li> </ul>		
2. Develop/schedule program, arrange all logistics, and complete all required procedures for participants.	<ul style="list-style-type: none"> <li>Develop a detailed schedule of site visits and other activities for participants.</li> <li>Complete all required pre-departure procedures, including required medical and visa procedures.</li> </ul>	Detailed schedule developed and all pre-departure procedures completed, including the processing of visa applications.	January through April
3. Conduct study tour	<ul style="list-style-type: none"> <li>Conduct the study tour in late January or early February for 10 days to two weeks (Susan Somach to facilitate all sessions)</li> </ul>	Study tour completed	May
4. Conduct debriefing on study tour, document lessons learned, and outline areas for follow up work by the group	<ul style="list-style-type: none"> <li>Organize a workshop with participants to gather lessons learned, what ideas may be applicable to Egypt, and outline next steps to implement these ideas.</li> </ul>	Report on study tour completed, with recommendations for follow up work to implement new ideas and lessons learned gathered during the study tour.	June/ July

**Supported by long-term team members:**

- Lisa Marie Chavez and Gihan Iskander (study tour organization and Trainet requirements)
- Chemonics home office International Training Department (scheduling and logistics in the United States, as well as preparation of necessary background materials)

**Short-term expertise required:**

- Susan Somach, short-term violence against women advisor, to recommend site visits, help prepare background materials, and accompanying participants on study tour (20 days LOE)
- Chemonics home office logistical coordinator for the study tour (20 days LOE)

**Other direct costs:**

- Costs related to study tour to the United States for 10 to 15 participants.
- Translators for the study tour group.

### **Activity 8. Raising Media Awareness of Violence Against Women: Initial Communications Activities**

In parallel to the completion of the violence against women study, the project team will work with the NCW to design initial information, educational and communications materials related to violence against women. As suggested by the NCW Secretary General, we will develop post cards and posters for a VAW initiative, using caricatures. We will also produce one-page fact sheets or briefing papers on the elements of the study for distribution to decision makers. These products will be ready for use at the conference to launch the final study. After the conference, we will propose additional communication and advocacy initiatives designed to raise awareness of violence against women, as well as to advocate for the implementation of selected recommendations from the study. This work will naturally be connected closely to the NCW's prioritizing issues and recommendations from the study on which to conduct advocacy activities (see Activity 2).

**Activity Leader:** Jerome Gallagher

**Reports to:** Samah Said

#### **Objective:**

- To produce initial information, educational and communications materials to raise awareness of the issue of violence against women in Egypt and advocate for specific policy changes in line with the recommendations from the violence against women study.

#### **Expected outputs and results:**

- Post cards and posters to convey basic messages related to violence against women.
- Briefing papers and/or fact sheets summarizing major findings and recommendations from the violence against women study.

#### **Tasks and Timing:**

<b>Task/Title</b>	<b>Description</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Design postcards and posters for approval by the NCW management	<ul style="list-style-type: none"> <li>• Contract with artist to produce caricatures for post cards and posters.</li> <li>• Review draft artwork and select final versions; seek NCW approval.</li> <li>• Contract with printing house and designer to publish final postcards and posters.</li> </ul>	Postcards and posters printed and ready for distribution	September to December  (Initial postcard designs due for presentation to NCW in January)
2. Develop factsheets and/or briefing papers on specific	<ul style="list-style-type: none"> <li>• Identify topics and format for briefing papers and/or fact sheets; seek NCW approval on plan.</li> </ul>	Factsheets and/or briefing papers printed	January/February

<p>topics covered by the violence against women study for distribution at the conference and after</p>	<ul style="list-style-type: none"> <li>• Draft briefing papers and/or fact sheet;. Translate into Arabic; Seek NCW approval on content.</li> <li>• Edit final versions of documents in Arabic and English.</li> <li>• Contract with designer and printing house to public the documents.</li> </ul>	<p>and ready for distribution</p>	
<p>3. Draft a follow-up plan for communications and advocacy activities related to the distribution of violence against women study, further discussion of its results, and awareness of violence against women generally</p>	<ul style="list-style-type: none"> <li>• Conduct a roundtable with NCW and project team to determine next steps in the distribution of the violence against women study and advocating for the implementation of its recommendations.</li> <li>• Develop communication and awareness building plan based on the results of the roundtable and other discussions; present the plan to the NCW for approval.</li> <li>• Launch additional, limited communications and awareness activities based on the approve plan</li> </ul>	<p>Communications and awareness plan related to the violence against women study completed and delivered to the NCW.</p>	<p>April/ May</p>

**Supported by long-term team members:**

- Lisa Marie Chavez, contracting with printing houses, artists, etc.
- Violence Against Women Team (based at the NCW), work and review of concepts and ideas for post cards and posters.

**Short-term expertise required:**

- Short-term communications consultant (expatriate or Egyptian) to help develop the communications and awareness building strategy (approximately 21 days LOE).

**Other direct costs:**

- Subcontract or services agreement for artist to provide caricatures for postcards and posters.
- Cost of designing and printing postcards and posters.
- Cost of one-day roundtable for communications strategy design

## **SECTION 3 – SUPPORTING NCCM EFFORTS TO REDUCE VIOLENCE AGAINST CHILDREN**

### **Introduction**

During our first year, the National Council for Childhood and Motherhood (NCCM) Combating Violence Against Women and Children project funded by USAID built a strong team and initiated activities related to street children and children in conflict with the law, including a launch of the project's grants program, an assessment of Egyptian NGOs offering services to street children, an initial set of roundtable discussions on reforming the juvenile justice system, and the launch of a major initiative to help create the child protection committees, established under the amended Child Law.

The passage of the amendments to the Child Law in June 2008 set the stage for our Year 2 activities. In Fiscal Year 2009, extending from October 1, 2008 through September 29, 2009, the NCCM Combating Violence Children component of the project will focus on helping implement the amendments to the law and raise awareness among key groups about the new system for child protection.

The amendments directly relate to the two main vulnerable groups targeted by the project, street children and children in conflict with the law. With regard to street children and vulnerable children in general, the amended law creates a new protection system, including child protection committees to help these children avoid the juvenile justice system and place them on the path toward reintegration with their families and society. The law also increases protections for the rights of these vulnerable children to health care, education, receiving official identification documents, etc. With respect to juvenile justice, Chapter 8 of the new law makes major changes to the juvenile justice system, including making rehabilitation, not punishment, the primary objective. In addition to affecting children in conflict with the law, these changes will also have a substantial impact on street children, many of whom have been in conflict with the law at some point in their lives (mostly for minor offenses).

In all activities, the project will work to include child participation elements and to listen to the voices of children. In the previous year, we conducted focus groups with street children to gauge what services they found most useful and why and conducted focus groups with children in detention facilities to learn about their experiences. We will continue such focus groups throughout the coming year. The project team also plans to engage children, and the NCCM child participation group in particular, in developing materials to teach children about the new child law, as well as street children and children in conflict with the law in the development of materials to help them better understand their rights and obligations under the new juvenile justice system and amended Child Law.

The scope of work in the grant agreement between the Egyptian and United States governments for the project separates our efforts into two broad areas. Divided by these areas, we plan to conduct the following activities between October 1, 2008 and September 30, 2009:

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

Training judges, prosecutors, and social workers in the juvenile court system, enabling them to start implementing the new juvenile justice system specified in the amended Child Law. Activity 1.

Raising awareness of the new juvenile justice system, child protection committees, and the overall change in approach to children that is included in the amended Child Law among NGO leaders, private lawyers, journalists, and other stakeholders. Activity 1.

Increasing the ability of the NCCM staff in charge of combating violence against children to understand, advocate for, and implement the amendments to the Egyptian child law. Activity 1.

Providing technical assistance in drafting executive regulations to the new child law. Activity 2.

Working with the Ministry of Justice, General Prosecutor's Office, and Ministry of Social Solidarity to develop guidelines for inspecting places where children are deprived of their liberty in line with the requirements of the amended Child Law. Activity 3.

Working with the NCCM, other government agencies, and NGOs to design a monitoring and evaluation system for the implementation of the new amendments to the Child Law. Activity 6.

Providing assistance to help launch child protection committees through trainings of district committees and by hosting a national conference. Activity 5

Sending government leaders and NCCM technical advisors on a two-week study tour in the United States to observe a range of child protection mechanisms with a focus on child protection, treatment of children in conflict with the law, and street children. Activity 9.

Implementing a strategic communications plan focused on juvenile justice and street children to align the NCCM's messages surrounding these topics effectively throughout the community and the media. Activity 10.

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

Conducting an assessment of the Ministry of Manpower Vocational Centers and the Ministry of Education Technical and Industrial Schools to help the Ministry of Social Solidarity and NCCM compile a list of certified centers for judges to place children as an alternative to detention. Activity 4.

Issuing 10 to 12 grants to NGOs to improve services for street children and to pilot alternatives to detention for children in conflict with the law. Activity 7.

Renovating the infrastructure of children reception houses to ensure a safe, clean, and healthy environment conducive to successful rehabilitation and positive learning. Activity 8.

Improving the infrastructure in two model juvenile court facilities to provide a safe and supportive environment for the children and to improve working conditions for judges, prosecutors, and social workers. Activity 8.

Promoting the ideals of Corporate Social Responsibility by creating linkages between the private sector and NGO community. Activity 7.

Launching a pilot program in partnership with the USAID Egypt Microfinance project with youth-related NGOs to assess their needs, recommend microfinance services in line with the needs of youth, and link these NGOs to relevant microfinance institutions (MFIs) to begin services. Activity 7.

We will collaborate continuously throughout the year with the NCCM senior management to effectively and efficiently develop activities and will monitor and report on the implementation of all activities to ensure successful results.

### **Activity 1. Implementing Reforms to the Juvenile Justice System**

In June of 2008, the People's Assembly passed amendments to the Egyptian Child Law, which protects children from trafficking, exploitation, female genital cutting, child labor, and violence in the family and institutions, among many other forms of endangerment and exploitation. The amended law also strengthens protections for children in the juvenile justice system and for child victims and witnesses. Finally, the amended law guarantees the rights of all Egyptian children to health care, education, and other basic social services.

To build the awareness and train a wide range of government, legal, public sector, and non-profit representatives on these new amendments, the Combating Violence project plans to conduct an extensive series of workshops with judges, prosecutors, probation officers, social workers, the media, and NGOs. For judges, prosecutors, and social workers in the juvenile court system, the training program will be more extensive, focusing on their role in implementing the new system for the treatment of children in conflict with the law.

This workshop series will encompass the largest part of the Year 2 work plan. To deliver these workshops, we will engage a core team of Egyptian legal experts. The core team will also lead efforts to develop executive regulations to the law (see Activity 2), participate in the training for district child protection committees (see Activity 5), and contribute to other activities.

**Leader:** Magda Barsoum  
**Reports to:** Garrett Dorer

#### **Objective:**

To increase the knowledge of judges, prosecutors, and social workers in the juvenile court system about the new rights-based approach to juvenile justice and how to apply the amended Child Law in their areas of responsibility, train concerned NCCM staff on the

rights-based approach to child justice, and raise overall awareness of the amended law among other key stakeholders, including NGOs and the NCCM staff whose work is related to combating violence against children.

**Expected outputs and results:**

- A streamlined training schedule, plan, and materials that clearly outline the new amendments of the child law and facilitate useful discussion about the topic specifically targeted to each group.
- Prosecutors and judges in the juvenile court system aware of the human rights of the child (including those involved within the juvenile justice system) and be able to apply the new child law amendments, particularly changes to the juvenile justice system, as demonstrated by pre- and post-tests for participants and follow-up data collection three to six months after the end of the training program.
- Social workers in the court system aware of the rights of the child (including marginalized children, children at risk, and those involved in the juvenile justice system) and able to apply the requirements of the amended Child Law, with special emphasis on preparing better “social reports” for use by prosecutors and judges, as demonstrated by pre- and post-test and follow-up data collection techniques three to six months after the end of the training program.
- Awareness of the amended child law and new child protection system raised among of NGO workers and managers, the media, the NCCM Child Helpline system, and other key target groups.
- Highly trained NCCM staff whose mandate is related to combating violence against children.
- Summary results of trainings and awareness building programs documented, shared with NCCM and USAID, and published for wider distribution, with recommendations for further training.

In what follows, we will present each of the training programs and awareness initiatives separately. To increase efficiency and coordination, we may combine the training program for the prosecutors and judges, conducting some sessions together and other sessions apart. The exact timing and structure will be finalized in discussions with the General Prosecutor’s Office, Ministry of Justice, and NCCM senior management during October.

**Activity 1.1 Develop and conduct workshops for 100 prosecutors working in the juvenile court system**

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop course outline and objectives for workshops  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>• Brainstorm course objectives and goals for two-day workshops of 25 participants each</li> <li>• Develop course outline, schedule, and materials for participants</li> </ul>	Detailed schedule of workshops and developed materials	Due by October 31

2.	Organize all workshop logistics  Task leader: Gihan Iskandar	<ul style="list-style-type: none"> <li>Organize all workshop logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	Registered participants with set dates, times and venue	Due by October 31
3.	Conduct workshop series.  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>Conduct two-day workshops with 25 participants each; four workshops total</li> </ul>	100 prosecutors trained on new child law amendments	November-December
4.	Document results of workshops  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>Document achievements and lessons learned of the workshops</li> <li>Plan more extensive training for prosecutors after issuance of executive regulations</li> </ul>	Workshop details documented in various reports  Plan for additional training	Due by end February 2009

**Activity 1.2 Develop and conduct child law workshops for approximately 200 judges in the juvenile courts system**

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop course outline and objectives for workshops  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>Brainstorm course objectives and goals for two-day workshops of 50 participants each</li> <li>Develop course outline, schedule, and materials for participants</li> </ul>	Detailed schedule of workshops and developed materials	Due by December 31
2. Organize all workshop logistics  Task leader: Gihan Iskandar	<ul style="list-style-type: none"> <li>Organize all workshop logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	Registered participants with set dates, times, and venue	Due by December 31
3. Conduct workshop series.  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>Conduct four, two-day workshops with 50 participants each</li> </ul>	200 judges trained on new child law amendments, 6 workshops total	Due by February 28
4. Document results of workshops  Task leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>Document achievements and lessons learned of the workshops</li> <li>Plan possible training for remainder of judges and/or module on child law for all new judges</li> </ul>	Workshop details documented in various reports	Due by end April 2009

5. Conduct general conference with judges and prosecutors	<ul style="list-style-type: none"> <li>• Conduct general conference for judges and prosecutors to discuss implementation of the law following the completion of the initial training programs.</li> <li>• Plan additional training programs in the specific requirements of the executive regulations.</li> </ul>	<p>Conference conducted</p> <p>Plan for follow-up training</p>	May/June
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**Activity 1.3 Develop and conduct child law workshops for approximately 200 social workers in the juvenile justice system**

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
<p>1. Develop course outline and objectives for workshops</p> <p>Task leader: Ashraf Abdel Menem</p>	<ul style="list-style-type: none"> <li>• Brainstorm course objectives and goals for two-day workshops of 25 participants each</li> <li>• Develop course outline, schedule, and materials for participants</li> </ul>	<p>Detailed schedule of workshops and developed materials</p>	<p>Due by October 31</p>
<p>2. Organize all workshop logistics</p> <p>Task leader: Gehan Iskandar</p>	<ul style="list-style-type: none"> <li>• Organize all workshop logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	<p>Registered participants with set dates, times, and venue</p>	<p>Due by October 31</p>
<p>3. Conduct workshop series</p> <p>Task leader: Ashraf Abdel Menem</p>	<ul style="list-style-type: none"> <li>• Conduct two-day workshops with 25 participants each; 8 workshops total</li> </ul>	<p>200 social workers trained on new child law amendments; 6 workshops total</p>	<p>November-January</p>
<p>4. Document results of workshops</p> <p>Task leader: Ashraf Abdel Menem</p>	<ul style="list-style-type: none"> <li>• Document achievements and lessons learned of the workshops</li> <li>• Plan possible training for remainder of social workers and/or module on child law for all new social workers in juvenile justice system</li> </ul>	<p>Workshop details documented in various reports and communications</p>	<p>Due by end of March</p>
<p>5. Conduct follow-up focus groups; plan further training efforts</p>	<ul style="list-style-type: none"> <li>• Approximately three months after the initial workshop series, we will conduct follow up workshops and/or focus groups with the participants</li> <li>• Develop plan for additional training, if needed</li> </ul>	<p>Follow up training plan</p>	<p>June</p>

### Activity 1.4. Raise awareness of other key stakeholders (helpline staff, NGOs and journalists) about the amended Child Law and their role in its implementation

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop outline, objectives, and materials for workshops and conferences  Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Brainstorm objectives and goals for workshops and conferences</li> <li>Develop outline, schedule, and materials for participants</li> </ul>	Detailed schedule of conference and developed materials	October/ November
2. Organize all workshop logistics  Task leader: Gehan Iskandar	<ul style="list-style-type: none"> <li>Organize all conference logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	Registered participants with set dates, times and venue	October and ongoing
3. Conduct workshop for journalist and other media personnel  Task Leader: Ramona Canaan	<ul style="list-style-type: none"> <li>See Activity 10.2</li> </ul>	See activity 10.2	See activity 10.2
4. Conduct workshop series for helpline staff  Task leader: Ashraf Abdel Menem	<ul style="list-style-type: none"> <li>Conduct six, two-day workshops with 50 participants each, 6 workshops total</li> </ul>	300 helpline staff members trained on new child law amendments, 6 workshops total	February through April
5. Conduct conference for NGOs on the new Child Law  Task leader: Ashraf Abdel Menem	<ul style="list-style-type: none"> <li>Conduct one-day conference with 150 participants from NGOs</li> </ul>	150 NGO representatives trained on new child law amendments	February and March
6. Document results of workshops  Task leader: Ashraf Abdel Menem	<ul style="list-style-type: none"> <li>Document achievements and lessons learned from workshops and conferences</li> <li>Plan possible additional training and awareness building activities for the helpline staff and NGOs.</li> </ul>	Workshop details documented in various reports	June 30

**Activity 1.5. Build Capacity of NCCM Staff Whose Mandate is Violence Against Children**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop plan for training NCCM staff and incorporating staff in to project activities  Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Develop plan for training NCCM staff</li> <li>Develop plan for including NCCM staff in Combating Violence project activities, as an on-the-job training exercise</li> </ul>	Plan submitted and approved by NCCM management	October/ November
2. Retreat for staff concerned with violence against children	<ul style="list-style-type: none"> <li>Host a one- or two-day retreat for NCCM staff concerned with violence against children (inside Cairo) to present information on the rights of the child and new child law, and to outline further training needs and objectives</li> </ul>	Retreat conducted	November/ December
3. Conduct workshops for NCCM staff  Task Leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Conduct work shop series for NCCM staff in accordance with the approved plan</li> </ul>	Workshops conducted	November and ongoing in accordance with approved plan
4. Involve NCCM staff in project activities  Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Nominated NCCM staff will participate in the implementation of project activities as a learning experience, as agreed in the NCCM staff training plan.</li> </ul>	Staff participate in project activities	November and ongoing

**Supported by long-term team members:**

- Magda Barsoum, Mohammed Moheb (3 days per week), Ashraf Abdel Menem, Ramona Canaan (half time), with support from other members of the Combating Violence Team

**Short-term Resources Required:**

- Core training team: Counselor Hatem Bagato (senior advisor to the Minister of Justice, intermittent), Counselor Khalil Mostafa (judge, court of appeals), Hisham El Darandaly (chief prosecutor, North Cairo), and Amr El Shimy (prosecutor in the Court of Cassation) (Approximately 2 days per week each from October through March, possibly extended for the remainder of the year depending on workload). In addition to developing and leading training programs and workshops, the core team will also work on executive regulations to the law (see Activity 2).
- Additional speakers at conferences and in training programs (selected and limited, paid one-day honoraria for their efforts).
- Speakers from the NCCM, including the NCCM Secretary General, project directors, and division heads (e.g., the head of the helpline, trafficking unit, and others) to deliver specific sessions during the training in their areas of expertise.<sup>4</sup>

<sup>4</sup> The NCCM leadership will donate their time free of charge to support these efforts.

**Other Direct Costs:**

- Printing costs for participants’ workshop materials (see numbers above)
- Cost of catering services and venue reservations for workshops (see details above)
- Travel and per diem for participants in workshops coming from outside of Cairo (see details above).

**Activity 2. Support the Development of Executive Regulations to the Child Law**

The NCCM is supporting Egyptian government ministries as they develop executive regulations to implement the amended Child Law. The NCCM/Combating Violence will help lead these efforts, receiving input from a wide range of governmental and non-governmental experts from civil society and academia. As with the previous activity, we will engage a core team of experts, led by a senior legal expert in children’s rights for this initiative.

**Leader:** Magda Barsoum

**Reports to:** Garrett Dorer

**Objective:**

Provide expert advice to the NCCM on the structure and content of executive regulations to the amended Child Law.

**Expected outputs and results:**

- Executive regulations in key areas developed and submitted to the NCCM Secretary General, who will be responsible for sending the draft regulations to the Office of the Prime Minister.

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Establish a core group for drafting executive regulations  Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>• Recruit core group of legal experts to draft executive regulations to the child law.</li> <li>• Review input received from NGOs and other experts</li> <li>• Divide responsibilities and implementation plan for drafting of regulations</li> </ul>	Core group formed	October
2. Seek input from civil society, ministries, and other experts and stakeholders	<ul style="list-style-type: none"> <li>• Conduct a series of roundtable discussions with experts, representatives from civil society, and representatives from all concerned ministries to seek their input on the executive regulations</li> </ul>	Workshops conducted	October

<p>3. Draft executive regulations</p> <p>Task leader: Magda Barsoum</p>	<ul style="list-style-type: none"> <li>• Core group members will draft sections of the executive regulations</li> <li>• Conduct additional roundtable discussions with governmental and non-governmental experts to vet draft regulations</li> </ul>	<p>Draft of executive regulations</p>	<p>October/ November</p>
<p>4. Deliver draft regulations for review by Secretary General</p>	<ul style="list-style-type: none"> <li>• Final draft regulations will be discussed with the Secretary General prior to finalization. In the discussion, core team will present any remaining issues and disagreements for decision</li> <li>• Secretary General to send final draft regulations to the Office of the Prime Minister</li> </ul>	<p>Final regulations approved by the secretary general and delivered to the Office of the Prime Minister</p>	<p>December</p>

**Supported by long-term team members:**

- Magda Barsoum, Judge Mohammed Moheb, Ashraf Abdel Monem, and other members of the team to support this effort.

**Short-term Resources Required:**

- Senior Egyptian legal expert Shamsnour Abdel Aziz to act as the reporter for the group and assist with drafting regulations (40 days LOE).
- Core team noted in Activity 1 (LOE estimate included there).
- Wafaa El Mistikawy, to assist with regulations related to the Ministry of Social Solidarity (approximately 10 days LOE).

**Other Direct Costs:**

- Costs of six to seven roundtables for stakeholders.

**Activity 3. Strengthening Inspections by Prosecutors and Judges**

The amended Child Law strengthens earlier requirements for judges and prosecutors, or their designated experts, to inspect places where children are deprived of their liberty and other locations to which children are placed by the court, including alternatives to detention. Under this activity, the project will work with the Ministry of Justice, Ministry of Social Solidarity, and other stakeholders to develop procedures and guidelines for these inspections.

During this activity, we will also address the question of more independent inspections and what, if any, the child protection committees can play a role in this regard.

**Leader:** Mohamed Moheb

**Reports to:** Magda Barsoum

**Objective:**

Develop new procedures for inspections and placement reviews by judges and prosecutors in the juvenile justice system and explore possibilities for the creation of a more independent inspection system for places where children are deprived of their liberty.

**Expected outputs and results:**

- Formation of working group on inspection composed of representatives from the Ministry of Justice, Ministry of Social Solidarity, the Prosecutor's Office, and NGOs.
- Development of recommended procedures and guidelines for inspection, to be used by judges and prosecutors.<sup>5</sup>

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Form expert group on inspection  Task leader: Mohamed Moheb	<ul style="list-style-type: none"> <li>• Identify members of working group on inspection.</li> <li>• Establish work responsibilities and schedule for activity.</li> </ul>	Detailed schedule of workshops and developed materials	Due by February 28
2. Provide recommendations and background materials to working group; host initial meetings  Task Leader: Mohammed Moheb	<ul style="list-style-type: none"> <li>• Association for the Prevention of Torture (APT) will supply recommendations on strengthening judicial inspections. They will also supply examples of inspection procedures and standards from other countries.</li> <li>• Working group will meet to discuss and recommend changes to current procedures for inspections. APT representative(s) may participate in some or all of these meetings.</li> </ul>	Recommendations for changes to inspection procedures	March through April

<sup>5</sup> As part of the monitoring activity below (Activity 6), we will propose a framework for evaluating the implementation of inspections in succeeding years of project implementation.

<p>3. Draft new inspection procedures and requirements</p> <p>Task leader: Mohamed Moheb</p>	<ul style="list-style-type: none"> <li>• Draft new inspection procedures and requirements, including standards for inspection (e.g., checklists and other documentation) and guidelines for centers.</li> <li>• Present draft procedures and requirements to relevant ministries for approval.</li> <li>• Document and publish guidelines and procedures (in cooperation with the NCCM, MOJ, PGO, and MOI)</li> <li>• Design and schedule training for judges and prosecutors on inspections based on procedures</li> </ul>	<p>Draft procedures and guidelines</p> <p>Final published guidelines and procedures</p>	<p>April through July</p>
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**Supported by long-term team members:**

- Mohamed Moheb, Magda Barsoum, Ashraf Abdel Menem, and other long-term team members as needed.

**Short-term Resources Required:**

- Core team of Egyptian experts and Wafaa Al Mistakawi (LOE included as part of Activity 1)
- Two short-term Association for the Prevention of Torture consultants (LOE paid by APT; travel, hotel, and per diem costs for two visits paid by the project).

**Other Direct Costs:**

- Cost of three to four roundtable sessions on inspection (approximately 10 to 15 participants each).

**Activity 4. Assess Vocational Education Centers as Possible Alternatives to Detention**

Providing judges with more choices for alternatives to closed detention facilities for children in conflict with the law is a major goal of the Egyptian government. The amended Child Law clearly states that detention should only be used as a last resort for these children. As one of several alternatives, the law allows judges to place children in vocational education programs, but these programs must be on an approved list from the Ministry of Social Solidarity.

Under this activity, a team of Egyptian experts will conduct a review and produce a directory of Ministry of Manpower Vocational Education Centers, as well as Ministry of Education Technical and Industrial Schools, indicating which ones would be suitable for the placement of children who come into conflict with the law. We will also issue recommendations for improvement of these facilities or services provided by these facilities to make them better able to attend to the needs of this group of children.

Based on the results of the assessment, we could consider providing some assistance to the centers in future years of project operation through grants to NGOs and/or capacity building.<sup>6</sup>

**Leader:** Ashraf Abdel Monem

**Reports to:** Magda Barsoum

**Objective:**

Develop a directory and conduct an assessment of the Ministry of Manpower Vocational Training Centers and the Ministry of Education Technical and Industrial Schools. Upon completion of the assessment, the results of the assessment will be compiled into a list that outlines which centers are adequate for youth placement.

**Expected outputs and results:**

- Developed assessment plan of vocational training centers, including guidelines for centers that accept children in conflict with the law (in partnership with the MOSS, Ministry of Manpower, Ministry of Education, and other stakeholders).
- Completed assessment of the Ministry of Manpower Vocational Training Centers and the Ministry of Education Technical and Industrial Schools with compiled results, at least one center per governorate.
- Deliver a list outlining which centers are adequate for youth placement to be used by judges when assigning juveniles to alternative detention centers to the MOSS.<sup>7</sup>

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop assessment content  Task leader: Ashraf Abdel Monem	<ul style="list-style-type: none"> <li>• Develop assessment tool and content to use when evaluating each vocational center. Assessment tool to include guidelines for centers accepting children in conflict with the law (recommended capabilities and services, as well as other factors)</li> <li>• Agree upon guidelines and tool with Ministry of Social Solidarity, Ministry of Manpower, Ministry of Education, and Ministry of Justice</li> </ul>	Standard assessment to be used when evaluating all vocational training centers	Due by April 30

<sup>6</sup> The structure of the project and contract makes it very difficult to provide direct funding or grants to government-owned centers, but NGOs operating under project-funded grants could help provide services in partnership with the centers (e.g., counseling services to the children).

<sup>7</sup> As part of the monitoring activity (Activity 6), we will propose tracking the number of children assigned to such centers in succeeding years of project operation.

2.	Conduct assessment  Task leader: Ashraf Abdel Monem	<ul style="list-style-type: none"> <li>Conduct assessments of Vocational Training Centers and Industrial Education Schools across all governorates (approximately 29 assessments in total)</li> </ul>	Completed assessments	Due by July 31
3.	Compile results  Task leader: Ashraf Abdel Monem	<ul style="list-style-type: none"> <li>Compile results into one document with results and description of each detention center providing recommendations</li> </ul>	Compiled results into one reference guide/directory	August 31
4.	Distribute results and list to judges  Task leader: Ahmed Abdel Monem	<ul style="list-style-type: none"> <li>Distribute results to relevant ministries and recommendations on which centers are suitable for placement of children to the Ministry of Social Solidarity and Ministry of Justice for consideration</li> </ul>	Final directory of recommended centers for children in conflict with the law	September 30
5.	Review guidelines; present plan for increasing number of centers able to accept children in conflict with the law	<ul style="list-style-type: none"> <li>Based on the results of the assessment, review and finalize the guidelines.</li> <li>Develop recommendations for allowing more centers to accept children in conflict with the law.</li> </ul>	Final version of guidelines presented to relevant ministries  Recommendations to allow more centers able to accept children in conflict with the law	October 2009

**Supported by long-term team members:**

- Ashraf Abdel Monem, Magda Barsoum, Jerome Gallagher, and other relevant long-term team members.

**Short-term Resources Required:**

- Team of two Egyptian experts to conduct assessments across 29 vocational centers (60 days LOE each, depending on number of centers evaluated)
- Social service/inspection specialist with experience in the Ministry of Social Solidarity and knowledge of requirements for placement on the list of approved centers for the placement of children (60 days LOE).

**Other Direct Costs:**

- Printing costs for assessment materials
- Cost for team to travel to governorates

### **Activity 5. Implementing Child Protection Committees**

During July and August 2008, the NCCM Combating Violence project organized and hosted five forums for members of the general committees on child protection from each of Egypt's 29 governorates. The workshops were very successful and received wide media coverage in both print and on radio. In the coming year, we will continue to provide assistance to the general committees as they start their work, in particular by hosting a national conference to review progress and share lessons learned.

We will also help launch and train members of district committees. Located in each police district area, there will be approximately 237 district committees in Egypt. Therefore, it would be difficult to train all committees during one year. To achieve measurable gains during the current year, we propose focusing on the Cairo Governorate, in which there will be 28 committees. Our activities will be coordinated with other donors and projects active in the field. If this program is successful, it can be rolled out to other governorates in future years.

**Leader:** Child Protection Legal Specialist (TBD)

**Reports to:** Magda Barsoum

#### **Objective:**

To develop and conduct a one-day annual conference with 29 governorates to review lessons learned in Year 1 surrounding the child protection committees and help to train and launch branch child protection committees in the Cairo Governorate.

#### **Expected outputs and results:**

- Introductory training program for members of 29 district child protection committees in the Cairo Governorate. At the end of the work plan year, we will follow up with a subset of participants to track their progress as the committees start their work.
- Conference to examine and share lessons learned and determine next steps for members of the general child protection committees in all governorates. We will also use the opportunity to evaluate the effectiveness of the roundtables that helped to create the general committees in July and August 2008
- Documentation of results of training and conference, lessons learned, and recommendations for the future work in this area.<sup>8</sup>

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<sup>8</sup> As part of the monitoring framework (Activity 6), we will propose developing systems for monitoring and/or evaluating the implementation of the committees in future years of project operation.

### Activity 5.1 Train District Child Protection Committees in Cairo

#### Tasks and Timing:

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Outline minimum standards and duties of district child protection committees	<ul style="list-style-type: none"> <li>Based on the law and executive regulations, outline the minimum qualifications for members and basic duties of the committee.</li> </ul>	Draft minimum standards	January/February
2. Develop course outline and objectives for workshops  Task leader: Child Protection Specialist, TBD	<ul style="list-style-type: none"> <li>Brainstorm course objectives and goals for two-day workshops of 30 participants each</li> <li>Develop course outline, schedule, and materials for participants</li> </ul>	Detailed schedule of workshops and developed materials	February
3. Organize all workshop logistics  Task leader: Gehan Iskandar	<ul style="list-style-type: none"> <li>Organize all workshop logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	Registered participants with set dates, times and venue	February
4. Conduct workshop series.  Task leader: Child Protection Specialist, TBD	<ul style="list-style-type: none"> <li>Conduct 10, two-day workshops for approximately 30 participants each</li> </ul>	28 Cairo branch committees trained on new child law amendments, approximately 10 workshops total	March through May
5. Document results of workshops  Task leader: Child Protection Specialist, TBD	<ul style="list-style-type: none"> <li>Document achievements and lessons learned of the workshops</li> <li>Recommend follow-up work with committees</li> </ul>	Workshop details documented in various reports, with recommendations for future work	June through July
6. Conduct follow-up focus groups	<ul style="list-style-type: none"> <li>Conduct follow-up focus groups with selected participants to track their progress and further training needs as they start work.</li> </ul>	Report on follow-up focus groups	August/September

## Activity 5.2 Host Child Annual Conference for General Child Protection Committees

### Tasks and Timing:

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Develop outline and objectives for conference Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Brainstorm objectives and goals for annual conference</li> <li>Develop outline, schedule, and materials for participants</li> </ul>	Detailed schedule of conference and developed materials	Due by February 15
2. Organize all workshop logistics Task leader: Gehan Iskandar	<ul style="list-style-type: none"> <li>Organize all conference logistics, such as venue, participant registration, catering, dates, times, etc.</li> </ul>	Registered participants with set dates, times and venue	Due by February 15
3. Conduct annual conference Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Conduct one-day annual conference</li> </ul>	Annual conference conducted with 29 governorates	March 21
4. Document results of workshops Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Document achievements and lessons learned of conference</li> </ul>	Workshop details documented in various reports	April 30

### Supported by long-term team members:

- Magda Barsoum, Ashraf Abdel Monem, Mohammed Moheb, and other team members to support training program and conferences.

### Short-term Resources Required:

- Members of the core team (see Activity 1) to deliver presentations on the new child law.
- Short-term child protection experts (Egyptian) to help develop and lead training program for child protection committees (50 days LOE)

### Other Direct Costs:

- Cost of 10, 2-day workshops for district child protection committee members
- Cost of 2-day conference for members of general child protection committees (up to 250 participants)

## Activity 6. Developing a Framework for Monitoring the Implementation of the Child Law Amendments

As the amended Child Law is being implemented, NCCM will need to develop a monitoring and evaluation framework to determine if the new law is being implemented in accordance with its underlying principles and is improving the lives of Egyptian children. Such a monitoring system would enable the Government of Egypt to determine if corrections are needed in implementation or if more training and capacity building for implementing agencies and committees is warranted. It will also serve as the basis for determining what data the NCCM may want to request from other government agencies and NGOs, what data the child protection committees should collect, what additional data sources may be required, and how these data sources could eventually be connected through electronic systems, including databases.

To start this activity in the current year, we will take a top-level look at the entire amended child law, and, working with relevant stakeholders, draft a monitoring and evaluation framework and outline a set of key indicators. The initial set of indicators should be short, allowing the NCCM to gain a broad overview of implementation process for the entire law. In subsequent years, the project could start to develop more specific indicators in separate areas, such as the implementation of juvenile justice reform and child protection mechanisms. It could also train the NCCM staff on implementation of the monitoring and evaluation framework.

**Leader:** Jerome Gallagher

**Reports to:** Magda Barsoum

### Objective:

To develop an overall monitoring and evaluation framework and top-level indicators for implementation of the amended Child Law.

### Expected outputs and results:

- Completion of the Child Law amendments monitoring and evaluation framework, including a list of top-level indicators, data sources, and analysis strategies.

### Tasks and Timing:

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Examine the child law and indicators currently in use	<ul style="list-style-type: none"> <li>• Examine the amended child law and outline areas where indicators would be warranted to track the implementation of the law.</li> <li>• Review indicators currently in use by the NCCM and other Egyptian government agencies to track progress in the area of children's rights and child protection</li> </ul>	Proposed areas for the development of indicators related to the child law; implementation plan for remainder of activity.	October

2. Conduct background research for indicators in key areas	<ul style="list-style-type: none"> <li>• Conduct background research in Egypt and internationally into each area where indicators and a monitoring and evaluation framework should be developed.</li> <li>• Develop examples of monitoring and evaluation frameworks and indicators in each area for discussion with NCCM and other stakeholders.</li> <li>• Conduct workshop(s) with stakeholders to focus indicators and ensure that they are applicable to the Egyptian situation.</li> </ul>	Written background information and examples of indicators related to specific areas of the child law	November through March
3. Draft monitoring and evaluation framework	<ul style="list-style-type: none"> <li>• Based on the results of the workshop(s) and background research, draft a monitoring and evaluation framework.</li> <li>• Present monitoring and evaluation framework to key stakeholders for review and discussion.</li> </ul>	Draft monitoring and valuation framework	March through May
4. Finalize monitoring and evaluation framework and determine next steps	<ul style="list-style-type: none"> <li>• After receiving feedback from key stakeholders, finalize monitoring and evaluation framework for presentation to the NCCM senior management.</li> <li>• Draft a report proposing next steps for the further development and implementation of the monitoring and evaluation framework.</li> </ul>	Final version of monitoring and evaluation framework presented to NCCM management	June

**Supported by long-term team members:**

- Gihan Abouzeid, Judge Mohammed Moheb, Ashraf Abdel Monem, and other members of the NCCM and Cross-cutting team to support this effort.

**Other Direct Costs:**

- Two NCCM roundtables to present Juvenile Justice and Child Protection Indicators; approximately 20 persons per roundtable.

**Activity 7. Improving Services for Street Children, Piloting Alternatives to Detention, and Related Efforts**

In our first year, the NCCM Combating Violence project launched a grants program targeting Egyptian NGOs working with street children and children in conflict with the law. In response to the Request for Award (RFA) document, we received more than 140 concept papers. From these papers, a committee composed of representatives from the NCCM, USAID, and project team selected 14 NGOs to develop full proposals. The proposal development process started in August and will continue through September. We hope to approve grants during October, allowing NGOs to start activities after they receive approval from the Ministry of Social Solidarity.

In parallel to our grants program, we will also pilot two additional initiatives:

- Expanding the use of microfinance for youth, in partnership with the USAID-funded Egypt Financial Services project
- Expanding the use of corporate contributions and corporate philanthropy to support NGO initiatives.

Both of these initiatives are further described below.

**Leader:** Sahar Mourad (grant program management) and Magda Barsoum (technical direction)

**Reports to:** Garrett Dorer

**Objective:**

- Strengthen services for street children, helping them return to their families, and pilot alternatives to detention
- Involve NGOs in the process of implementing the new child law

**Expected outputs and results:**

- Provide 6 to 8 grants to Egyptian NGOs to improve the services provided to street children, helping them return to their families (grant proposals currently being developed).
- Pilot 2 to 3 alternatives to detention for children in conflict with the law and help train lawyers in the new child law and reformed juvenile justice system by providing approximately 4 initial grants to NGOs (grant proposals currently being developed).
- Launch second phase of grants program

**Activity 7.1 Grants to NGOs**

Task/Title	Description	Milestone achieved	Timing
1. Selection of final proposals  Task leader: Sahar Mourad	NGOs submit full proposals as per RFA document and GEC selects final NGOs (10 to 12 grants valued at approximately \$1 million)	GEC approves final grantees	October
2. Issuing grant agreements  Task leader: Sahar Mourad and Magda Barsoum	Grants manager and NCCM will issue grant agreements and a ceremony will be made for all selected NGOs to receive their grant agreements	Agreements issued	November
3. Grantees receive MOSS approval and commence work  Task leader: Sahar Mourad	Grantees will seek approval from the MOSS and then start work	MOSS approval received and work started	December through January

4.	Managing all active grants  Task leader: Sahar Mourad and Magda Barsoum	Grants team together with the NCCM technical team will follow up on the grants implementation all through the year	Activities are accomplished and reports are delivered on time	February through September
5.	Issue second RFA for VAC  Task leader: Sahar Mourad	Develop new themes for second round of grants with NCCM on VAC and advertise in newspapers	Advertisement issued in newspaper	July/August

**Activity 7.2 Pilot Microfinance Initiatives with Selected NGO Grantees**

**Tasks and Timing:**

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Identify NGOs to use in pilot micro finance program  Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>Meet with NCCM to identify which NGOs are appropriate to use in pilot program. Finalize decision</li> </ul>	NGOs identified to be used in pilot	September/ October
2. Meet with NGOs to assess needs  Task leader: Mike Spingler and EMF team and Magda Barsoum	<ul style="list-style-type: none"> <li>Meet with pilot NGOs and assess their needs and mission.</li> <li>EMF team will make recommendations of which microfinance services can be successful for their needs</li> <li>Combating Violence will examine whether grant proposals should be modified to allow for microfinance component</li> </ul>	Assessment of NGOs conducted and recommendations made	October
3. Link NGOs with MFIs  Task leader: Mike Spingler and EMF team and Magda Barsoum	<ul style="list-style-type: none"> <li>Link NGOs with appropriate MFIs to begin microfinance servicing</li> </ul>	NGOs become official clients of MFIs	October through December
4. Document results  Task leader: Mike Spingler/Garrett Dorer	<ul style="list-style-type: none"> <li>Document results, successes and lessons learned</li> </ul>	Documented in various reports	August

**Activity 7.3 Pilot Corporate Social Responsibility with Selected Grantee NGOs**

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Set CRS priorities with NCCM	<ul style="list-style-type: none"> <li>Meet with NCCM senior management to set priorities and goals for CSR related to NGO grantees and other areas</li> <li>Meet with NGOs and other stakeholders to determine their priorities</li> </ul>	CSR goals and objectives agreed upon	October
2. Identify potential contributors	<ul style="list-style-type: none"> <li>Conduct a rapid survey of contributors who might be interested in providing funds to assist children in need, particularly initiatives related to the NCCM priorities</li> </ul>	Rapid survey report and contact information for interested contributors	October/ November
3. Workshops for prospective grantees on CSR	<ul style="list-style-type: none"> <li>Conduct workshop for NGOs developing grant proposals to explore areas where CSR may be possible.</li> <li>Train NGO grantees on methods of approaching prospective corporate and individual contributors</li> </ul>	Workshop conducted	November/ December
4. Joint event to pair NGOs and contributors	<ul style="list-style-type: none"> <li>Conduct a joint event to bring contributors and NGOs together to identify areas for cooperation</li> <li>Seek pledges of support from corporations</li> </ul>	Pledges of assistance received	December/ January

**Supported by long-term team members:**

- Programmatic, financial, and administrative of grants: Grants team: Sahar Mourad, Roula El-Saady (grant program officer), Mamdouh Hassanein (grant financial officer), grant program officer (second program officer, TBD)
- Technical oversight and direction of grants program: NCCM technical team: Magda Barsoum, Ashraf Abdel Monem, Mohammed Moheb
- Institutional Development Team (developing monitoring and evaluation systems for grantees): Jerome Gallagher

**Short-term resources required:**

- Microfinance consultant(s) (provided through USAID-funded EMF project long-term team)
- Expert in corporate social responsibility and corporate philanthropy (40 days LOE)

**Other Direct Costs:**

- Grant funds: Approximately \$1 million in grants

**Activity 8. Procurement and Refurbishment Assistance to Improve Services for Street Children and Children in Conflict with the Law**

In the project’s original design and budget, approximately \$2 million was set aside to improve services for street children by refurbishing reception houses and providing them with equipment. During the grant solicitation process in 2008, we also asked NGOs to request such assistance. We received 11 proposals, which we will evaluate and submit our recommendations to the NCCM management and USAID. Depending on the results of this round of procurement, we will issue a second call for NGOs working with street children to submit proposals for refurbishment and equipment needs.

In addition and subject to USAID approval, the project also plans to provide limited refurbishment assistance and equipment to improve two pilot juvenile courts, with related offices for the juvenile prosecution and social workers working in the juvenile courts system. The project team, NCCM management, and senior representatives from the Ministry of Justice and Office of the General Prosecutor will design this program in October, followed by procurement and limited refurbishment throughout the remainder of the year.

**Activity Leader:** Lisa Marie Chavez (working closely with Magda Barsoum)

**Reports to:** Magda Barsoum

**Expected Results:**

- Refurbishment of 3 to 4 reception houses, with provision of necessary equipment.
- Improvement of physical infrastructure and equipment in the Cairo and Giza juvenile court and related juvenile prosecution office and offices for social workers in the court system.

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Identify reception houses based on FY2008 RFA	<ul style="list-style-type: none"> <li>• Based on responses to the FY2008 RFA, we will select an initial list of 3 to 4 NGOs eligible for procurement assistance</li> <li>• Receive NCCM and USAID approval for initial list of NGO beneficiaries</li> </ul>	3 to 4 reception houses identified for renovation	October
2. Assess needs related to improving two model juvenile courts	<ul style="list-style-type: none"> <li>• Assess the requirement to improve the juvenile courts in Cairo and Giza.</li> <li>• Develop preliminary budget for procurement and/or refurbishment.</li> <li>• Receive agreement of NCCM, USAID, MOJ, and PO on plan for refurbishment/procurement.</li> </ul>	Refurbishment plan approved	November

3.	Identify potential subcontractors	<ul style="list-style-type: none"> <li>Identify potential subcontractors to execute services</li> </ul>	Subcontractors chosen to be a part of IQC	November and December
4.	Execute fixed-price subcontracts	<ul style="list-style-type: none"> <li>Execute various subcontracts and fixed-price subcontracts to provide services</li> <li>Conduct required procurements</li> </ul>	Subcontracts totaling at least \$500,000 executed	Ongoing from Jan-Sept
5.	Issue second request for solicitations of interest in procurement assistance (if needed)	<ul style="list-style-type: none"> <li>Develop and agree upon second solicitation for procurement assistance from the project (refurbishment or procurement of goods and services) to improve reception houses for street children</li> </ul>	Publication of solicitation	January
6.	Review and select proposals for procurement assistance	<ul style="list-style-type: none"> <li>NCCM, USAID, and project will review and select finalists for procurement assistance and refurbishment</li> </ul>	Selected list of NGOs and reception house to receive procurement and refurbishment assistance	March
7.	Identify potential subcontractors (Round 2)	<ul style="list-style-type: none"> <li>Identify potential subcontractors to execute services</li> </ul>	Subcontractors chosen to be a part of IQC	April
8.	Execute fixed-price subcontracts (Round 2)	<ul style="list-style-type: none"> <li>Execute various subcontracts and fixed-price subcontracts to provide services</li> <li>Conduct required procurements</li> </ul>	Subcontracts totaling at least \$500,000 executed	May through September and beyond, depending on need

**Supported by long-term team members:**

- Selection of proposals: Magda Barsoum, Ashraf Abdel Monem, and Mohammed Moheb
- Procurement: Mariam Fahmy and Mona Halim

**Short-term resources required:**

- Depending on nature of procurement and refurbishment assistance, short-term procurement expert or engineer (50 days LOE, intermittent as needed to help design specifications and oversee subcontractors).

**Other direct costs:**

- \$100,000 to \$200,000 in subcontracts for procurement and refurbishment assistance.

### **Activity 9. Observational Study Tour**

Following passage of the child law amendments, the NCCM is working with other government agencies to implement the law, including development of executive regulations and training for a wide range of government actors, like judges, prosecutors, social workers, and representatives from NGOs. Among several initiatives, the NCCM has started training members of the child protection committees created by the law, an initiative that will be continued with assistance from the Combating Violence project in Fiscal Year 2009.

To support the NCCM's efforts, the project proposes sending 8 to 10 government and NGO leaders from different sectors on a study tour to the United States to learn about integrated child protection systems, juvenile justice system, and street children programs in the U.S. Exposure to a range of alternatives to detention and child protection systems will help the decision makers and senior officials to identify areas where such systems can be improved in Egypt, improving their ability to implement the new child protection regime in line with the amendments to the Child Law.

**Leader:** Lisa Marie Chavez, working closely with Gihan Iskander

**Reports to:** Magda Barsoum

#### **Objective:**

Participants to gain a general knowledge of the range of child protection mechanisms, services, and advocacy efforts in the United States, including mechanisms related to:

- Children in conflict with the law
- Child protection and child endangerment
- Street children and homeless children
- Protection of children from trafficking
- Efforts to reduce the overall level of domestic violence and other violence affecting children (prevention programs)

#### **Expected outputs and results:**

- Newly-identified areas in which juvenile justice systems can be improved in Egypt after lessons learned during the study tour.
- Participants identify institutions and forge professional relationships for consultation and coordination at a later date.
- Documented results, successes and lessons learned.

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Approve theme and select participants Task leader: Magda Barsoum	<ul style="list-style-type: none"> <li>• Discuss and finalize theme and overall plan for study tour with NCCM senior management</li> <li>• Select participants</li> </ul>	Program outline approved and participants selected	October
2. Complete all USAID documentation for OST Task leader: Gihan Iskander	<ul style="list-style-type: none"> <li>• Complete all documentation for OST training, including required medical tests, insurance, and other information.</li> <li>• Make Trainet entry</li> <li>• Start visa procedures for participants</li> </ul>	Study tour documentation complete at USAID	Due by November 15
3. Plan detailed content and schedule of visits Task leader: Lisa Marie Chavez	<ul style="list-style-type: none"> <li>• Work with field office, NCCM, Combating Violence Against Children team, home office, and Greg Gisvold to identify theme and develop study tour content</li> <li>• Meetings and sessions scheduled with various D.C. institutions</li> </ul>	Study tour content developed and finalized	October through November
4. Arrange all logistics Task leader: Lisa Marie Chavez	<ul style="list-style-type: none"> <li>• Work with home office to arrange all logistics of tour, including travel and lodging accommodations, scheduling, insurance, passports and visas, etc.</li> <li>• Develop budget</li> </ul>	All logistics arranged and finalized	Due by December 31
5. Study tour Task leader: Lisa Marie Chavez	<ul style="list-style-type: none"> <li>• 14-day study tour executed in Washington, D.C. led and facilitated by Greg Gisvold</li> </ul>	Study tour successfully completed	January or February
6. Document results Task leader: Lisa Marie Chavez	<ul style="list-style-type: none"> <li>• Document results, successes and lessons learned</li> </ul>	Documented in various reports and communications completed	March

**Supported by long-term team members:**

- Magda Barsoum, Mohamed Moheb, Ashraf Abdel Menem (program content and participants)

**Short-term resources required:**

- Senior development and human rights consultant Greg Gisvold to serve as technical facilitator and content developer. He will help the field team develop the content of the tour, accompany the participants to all sessions, and facilitate dialogue among participants. (20 days of LOE total: 8 days of preparation; 12 days of study tour accompaniment)

- One logistical support person from the home office to accompany the delegates and arrange logistics (20 days of LOE total: 10 days of preparation; 10 days of study tour accompaniment)
- Translators for duration of OST

**Other Direct Costs:**

- Fees to attend various study tour sessions at local institutions
- International and local travel and transportation
- Study tour materials and logistical costs

**Activity 10. Implement Communications Strategy for Street Children and Juvenile Justice**

The passage of the Egyptian Child Law will have a significant impact on Egyptian children, namely street children, working children, child victims and witnesses to crimes, children borne out of wedlock, and children in conflict with the law. The new newly established and innovative protection mechanisms, such as child protection committees, will have great potential in helping to reduce violence against vulnerable children. Successful implementation of the new child law, though, requires its dissemination and the building of a coalition of support and understanding of its rights-based approach and new measures. It also requires that children are informed of their newly acquired rights and that the general public and key stakeholders working with children realize the benefits of the new law including the newly created child protection system.

To build the awareness of child rights and the child protection system among children, the general public, and key stakeholders, the NCCM and Combating Violence project plan to implement communications and social marketing strategies utilizing a broad array of dissemination tools and channels.

In parallel to the two sub-activities below, the project will initiate discussions with major donors, artists, directors, and others on the possibility of launching a much larger awareness campaign related to the amended Child Law. By the end of the first quarter, we will produce a paper evaluating the possibility of such an effort, possible donations from private sector companies, and individual contributions of talent and time.

For discussion with the NCCM management, the paper will outline a series of measures to increase awareness of the amended child law and advocate for its implementation. It will consider points of resistance and focus for a series of policy papers and/or short brochures targeting different aspects of the law, as well as an outline of other mechanisms to advocate for key stakeholders and the general public to support the implementation of the new law.

## Activity 10.1 Dissemination of Child-friendly Messages on Children's Rights

**Leader:** Ramona Canaan

**Reports to:** Jerome Gallagher and Magda Barsoum

### Objective:

Create and disseminate child-friendly materials, such as booklets, brochures, and posters regarding child rights under the new child law and child rights in the juvenile justice system to be distributed in the conferences, workshops, and as giveaways in the coming year with other printed materials. The development of the materials will be done with the active participation of targeted children, e.g., children in conflict with the law and street children. Input from the NCCM child participation group could be sought for general materials.

### Expected outputs and results:

- Communications materials, e.g., booklets, brochures, and posters, developed in a child-friendly and age-appropriate manner that describe the rights of children under the new child law and, separately, the rights of children in the juvenile justice system.
- Dissemination of communication materials on child rights in the new child law through NCCM channels to Egyptian children, for instance, through local schools and public libraries.
- Dissemination of booklets and posters on children's rights in general and in the juvenile justice system to vulnerable children, in particular street children and children in conflict with the law.
- Production and placement of billboards or posters on the rights of street children and children in conflict with the law.
- Documented results and outputs, including the results of selected focus group(s) with children on the effectiveness of the materials and summary reporting on distribution and placement of materials.

### Tasks and Timing:

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Compile child rights information Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Compile key text for inclusion in communications materials regarding child rights in the new law and juvenile justice</li> </ul>	Key textual material for subcontractor	Due by December 31
2. Identify potential subcontractors Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Identify potential publishing subcontractors with experience in child publications for material development, editing, and design</li> </ul>	Subcontractor chosen	January

<p>3. Print materials Task leader: Ramona Canaan</p>	<ul style="list-style-type: none"> <li>• Conduct focus groups with children to help design materials</li> <li>• Design and print child friendly booklets, brochures and other child friendly child rights communications materials for distribution</li> </ul>	<p>Materials distributed to key stakeholders</p>	<p>March</p>
<p>4. Dissemination of child rights materials  Task leader: Ramona Canaan</p>	<ul style="list-style-type: none"> <li>• Dissemination of child friendly materials on child rights through NCCM channels</li> </ul>	<p>Materials disseminated to targeted child audiences</p>	<p>April</p>
<p>5. Produce training manual for children</p>	<ul style="list-style-type: none"> <li>• Specify training topics and target groups</li> <li>• Produce targeted training manuals to teach children about their rights and the new amendments to the law, with the active participation of the targeted children</li> </ul>	<p>Training manuals developed</p>	<p>July and ongoing into Year 3</p>
<p>6. Document results  Task leader: Jerome Gallagher</p>	<ul style="list-style-type: none"> <li>• Conduct focus group(s) with target audiences on the effectiveness of the materials.</li> <li>• Monitor distribution of materials and placement of posters and other media materials.</li> <li>• Document results, successes and lessons learned to USAID</li> </ul>	<p>Documented in various reports and communications to USAID</p>	<p>Ongoing</p>

**Supported by long-term team members:**

- Magda Barsoum, Garrett Dorer, Jerome Gallagher, Lisa-Marie Chavez, and NCCM technical team

**Short-term resources:**

- Short-term writer/illustrator to develop children’s materials (50 days LOE)

**Other Direct Costs:**

- Printing costs for materials
- Publishing firm for development of child friendly communications materials

## Activity 10.2 Create and Train a Core Group of Journalists in the Child Law Amendments and Related Issues<sup>9</sup>

**Leader:** Ramona Canaan

**Reports to:** Jerome Gallagher and Magda Barsoum

### Objective:

Build a core group of 30 journalists (in two groups of approximately 15 from the print and broadcast media, respectively) with a strong knowledge of the amended Child Law, including the overall approach to children that characterizes the law. In addition to the Child Law, the core group of print, broadcast, and Internet journalists will also learn about children's issues in general, providing them with background information to strengthen their stories. The training will also provide an opportunity to address misconceptions about the rights of the child and learn about strong arguments in support of the application of the new Child Law. We envision a 2 to 3 day training program (conducted for two groups) on various aspects of the law, followed by quarterly meetings of the core group of journalists.

We will engage the NCCM media unit in helping to deliver these training programs, after providing them with training from a media expert. In accordance with the media unit assessment conducted in the previous work plan, we will also provide training/capacity building to the department, both "on-the-job" as participants in our communications activities, as well as through formal training.

### Expected outputs and results:

- Creating a high level of awareness and understanding of the rights of the child and the amended Child Law among 30 journalists (in two groups), as indicated by a post test and follow up meetings with the group, as well as through their articles and television shows.
- Quarterly forums for journalists on children's rights and other children's issues. Effectiveness of forums will be measured by an examination of media coverage immediately following the events.

### Tasks and Timing:

Task/Title	Task Descriptions	Milestone achieved	Timing
1. Prepare for training	<ul style="list-style-type: none"> <li>• Identify core group of journalists and seek approval from NCCM management</li> <li>• Engage consultants, outline training program, and develop curriculum</li> </ul>	Developed curriculum and approved participant list	November

<sup>9</sup> This sub-activity will most likely be conducted in partnership with the USAID-funded Family Justice Project, which also plans to work with the NCCM to train journalists in specific aspects of the new Child Law. We will ensure that activities are clearly defined such that we can clearly identify the impact of each project.

2. Deliver 2 to 3 day intensive workshop for core groups	<ul style="list-style-type: none"> <li>• Deliver two, two- to three-day workshops for core group of journalists on the amended Child Law using speakers drawn from the NCCM and other stakeholders.</li> <li>• Evaluate training effectiveness (at end of the workshop)</li> </ul>	Training conducted	December/January
3. Conduct quarterly follow-up meetings with core group	<ul style="list-style-type: none"> <li>• Conduct quarterly forums with the core group of journalist on specific topics. Each meeting will be feature an invited speaker or speakers on a specific topic. Participants will also discuss challenges with regard to writing about children during the quarter.</li> </ul>	Quarterly forums	February, April, July (tentative)

**Supported by long-term team members:**

- Magda Barsoum, Gihan Abou Zeid, Ashraf Abdel Monem, Mohammed Moheb, and the core team of legal experts to lead sessions on specific topics for the journalists.

**Short-term resources:**

- Senior journalist to develop and lead the core group training program (20 days LOE).
- Journalist or media expert to provide capacity building to the NCCM media unit (20 days LOE).

**Other Direct Costs:**

- Costs of hosting 2, 2 to 3 day trainings for journalist and costs of 3 forums on selected topics.

**Activity 10.3 Communications for the Public and Key Stakeholders in Cairo on the Child Protections Committees**

**Leader:** Ramona Canaan

**Reports to:** Jerome Gallagher and Magda Barsoum

**Objective:**

Build awareness and motivate the general public and key ‘front-line’ stakeholders in the lives of children (e.g., street children service providers, teachers, health professionals, community and religious leaders, etc.) in Cairo to understand the role of the child protection committees and to identify and refer children in danger to the committees. The geographic focus of activities will match the area served by the Cairo Branch Committees that will participate in workshops as described under Activity 5.

**Expected outputs and results:**

- Brochures, fact sheets, posters, advertisements, and other materials for public consumption regarding the role of the child protection committees, including basic fact sheets on child protection committees
- Awareness among key frontline stakeholders regarding the child protection committees, the roles and responsibilities of the committee, how to identify an at-risk child, and how to refer a child to the committees.
- Awareness among the general public regarding how to contact the child protection committees.
- Documented results and outputs

**Tasks and Timing:**

<b>Task/Title</b>	<b>Task Descriptions</b>	<b>Milestone achieved</b>	<b>Timing</b>
1. Identify key stakeholders and messages Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Identify key stakeholders and dissemination channels; brainstorm messages and materials for public and key stakeholders</li> <li>• Develop outline for specific materials to be delivered</li> </ul>	Outline of key stakeholders, messages, and delivery channels	March
2. Identify potential subcontractors Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Identify potential advertising/public relations subcontractors for material development</li> </ul>	Subcontractor chosen	April
3. Basic Materials distribution Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Print basic materials and distribute in parallel with branch committee workshops</li> </ul>	Materials distributed to key stakeholders	May/June
4. Public advertising Task leader: Ramona Canaan	<ul style="list-style-type: none"> <li>• Distribution/advertising of public awareness materials in targeted areas of Cairo</li> </ul>	Public awareness materials distributed	June through August
5. Document results Task leader: Jerome Gallagher	<ul style="list-style-type: none"> <li>• Document results, successes and lessons learned</li> </ul>	Documented in various reports and communications	September

**Supported by long-term team members:**

- Magda Barsoum, Gihan Abouzeid, Garrett Dorer, Jerome Gallagher, Ramona Canaan, Cross-cutting team, and NCCM technical team

**Other Direct Costs:**

- Printing costs for materials

- Advertising/public relations firm for development of public awareness advertisements/materials

## **SECTION 4 –PROJECT OPERATIONS AND CROSS-CUTTING INITIATIVES**

The Combating Violence team has assessed Year 1's progress and used that analysis as a guide for what operational resources will be needed in Year 2. To ensure technical activities are implemented in a timely and successful manner, it is important that the project is running efficient financial systems, contractual requirements are being met, and staffing is adequate. This section explains our staffing structure, which will remain largely unchanged, and the operational and contractual compliance mechanisms used by the project team.

A series of home-office support visits in Year 2 as well as a few additions to the current staffing structure will help the project continue to implement successful human resource and personnel policies, technical implementation, financial management, contractual compliance, procurement policies, and local subcontract management.

### **A. Staffing**

To implement Year 2 activities, the project will utilize the same highly qualified team that it engaged in the first year of operations with the addition of one additional full-time position at the NCCM and converting a part-time position at the NCW into a full time position. In both cases, we will engage staff with the full involvement of the council management.

*VAW/NCW Team.* The VAW/NCW Team will continue operating with its full-time Team Leader, Violence Against Women Specialist, and Program Officer. In the past year, we also had a part-time violence against women legal specialist. After a search conducted in partnership with the NCW management, we anticipate engaging a full-time violence against women legal specialist to support anticipated activities at the council and our grants program.

*VAC/NCCM Team.* Because of the extent of training activities in Year 2, the project will bring aboard another senior-level Child Protection Legal Specialist to held guide program implementation related to the training and institutional development of child protection committees, as well as the technical oversight of the grants program. We will also engage a core group of short-term legal experts to lead the training for judges and prosecutors, as well as development of the executive regulations to the amended Child Law. These positions are described under various tasks in Section III of this work plan. The rest of the NCCM team will remain the same, with a Team Leader, Social Services Specialist, and Juvenile Justice Specialist.

*Grants Management Team.* The grants team will continue to be headed by our Grants Manager and supported by a Program Officer and Financial Analyst.

*Institutional Development and Research Team.* The institutional development team will remain largely the same, with an expatriate institutional development specialist, research manager, translators, and communication program assistant. Our training and events coordinator, previously part of this team, will move to the operations team. At the same time, responsibility for the monitoring and evaluation of project results will

move from the Operations and Communications manager to the Institutional Development Specialist.

*Operations Team.* Except for moving the Training and Events Coordinator under this team, the only addition to the operations team will be a program assistant to support the implementation of the more than 200 days of training activities expected over the course of the year. When Lisa Marie Chavez's assignment concludes after one year, Finance Manager Mona Halim is expected to assume the role of Operations Manager.

*Short-term consultants.* By design, the project relies heavily on highly experienced short-term consultants, nearly all of whom are Egyptian. The use of short-term expertise allows the project to utilize very highly skilled professionals, many of whom are not available for long-term assignments. Using short-term consultants also allows the project to adapt quickly to the changing needs of the NCCM and NCW.

## **B. Project Management and Contractual Compliance**

During Year 2, the Combating Violence project's operational focus will be on retaining the high-quality team of experienced long-term staff members and maintaining clear processes, procedures, and systems for overall project management. Below, we outline a series of home-office visits that are standard with Chemonics' policies to ensure the project remains in full compliance with U.S. government rules and regulations and internal Chemonics policies and practices.

### **Activity B.1 Field Accounting and Compliance Team (FACT) visit**

Ensuring financially compliant systems 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 2009, we plan to have a Chemonics home-office field accountant travel to the project to work with the finance team to streamline accounting systems and internal controls as well as to audit the current financial systems and files. Periodic visits by the home office field accounting team are a standard Chemonics control and compliance mechanism to support field operations.

*Output.* Streamline accounting systems and internal controls as well as internal audit of current financial systems and files.

*Timing.* Overall systems will be finalized during a one-week field accountant visit in August 2009.

*Resources.* One Chemonics home-office field accountant will provide in-country support and auditing during the middle of August (8 days of LOE).

Note that the Year 1 FACT team visit, included in the Year 1 work plan, is now scheduled for October of 2008.

### **Activity B.2 Operations and Contractual Management Oversight Visit**

In another regular assignment to review internal controls and systems, the home-office associate or manager will review the project's core systems and work with administrative, grants, and technical teams to make recommendations and implement

improvements. He or she will conduct an audit of the field office filing system, including files related to reception house procurements, approvals, and local subcontracts. He or she is also subject to assist the chief of party with other relevant project tasks, as necessary, at the time of the scheduled assignment. He or she will also meet with counterparts and USAID to build relationships and streamline home office/field office processes.

*Output.* Audited field office filing systems, procurement files, approvals and local subcontracts. Various other deliverables, per the request of the chief of party.

*Timing.* Spring 2009.

*Resources.* Home office project manager or associate (15 LOE days).

### **C. Project Planning and Staff Teambuilding**

#### **Activity C.1 Mid-Year Technical Support and Project Review**

This assignment is a supervisory and work plan assessment visit where the home-office director will review with the chief of party the activities implemented at the half-way mark of the year. The director will review the Year 2 activities implemented to date as well as project forward how implementation will be in line with the goals of the work plan for the remainder of the year. The director will also meet with the chief of party, local staff, USAID, local subcontractor, and NCCM and NCW component leaders to continue building the working relationships, discuss the year's progress, and make recommendations for how to approach project implementation through the remainder of the year.

*Output.* Work plan assessment with recommendations for the remainder of the year. Meetings with USAID and counterparts to discuss project performance at the mid-year point.

*Timing.* End of January or February 2009.

*Resources.* Home office project director (15 days of LOE).

#### **Activity C.2 Work Planning Development and Workshop Assistance – Year 3**

The project will hold various work planning workshops at the end of July and beginning of August with NCW and NCCM counterparts and USAID to serve as a teambuilding activity, strategize about upcoming activities against the project objectives, and develop the implementation plan for the Year 3 approved work plan. The sessions will serve as a way to analyze the progress of Year 2 and use that progress to map the Year 3 strategic plan.

*Output.* Team-building workshops and sessions. Draft of Year 3 work plan.

*Timing.* August-September 2009 (home-office manger); July-August 2009 (Greg Gisvoled, Blue Law).

*Resources.* Home office project manager to attend and facilitate workshops, assist in writing the work plan, and ensure timeliness of work plan submission. (21 LOE days). Greg Gisvold of Blue Law will also attend workshop sessions to provide technical assistance and serve as a voice for Blue Law's role in the Year 3 work plan (14 days of LOE).

#### **D. Cross-Cutting Support**

##### **Activity D.1 Acting Chief of Party visit**

Chief of Party Garrett Dorer is expected to take his home leave in the late spring or summer of 2009. In his absence, home-office director Maha Schroder will serve in his place for up to six weeks as Acting Chief of Party. She will oversee all expatriate and local staff as well as provide leadership and guidance on activity implementation.

*Output.* Oversight of all field office staff and implementation of technical and administrative activities.

*Timing.* Summer 2009

*Resources.* Home-office director (up to six weeks of LOE)

##### **Activity D.2 Grants Management and Compliance Visit**

As the grants program is fully launched in Year 2, the project plans to have a grants management specialist visit to work with the grants team in reviewing and improving the grant-making processes and systems throughout the grant life cycle as well as conduct an audit of the grants. This will include examining the grants processes from the solicitation and grant award phases, through ongoing management, such as disbursement and procurement issues.

*Output.* Grants management review and audit

*Timing.* Summer 2009

*Resources.* Home-office grants management specialist (15 days of LOE)

## ANNEX A – LIFE OF PROJECT PROCUREMENT PLAN

The Combating Violence Against Women and Children project, through prime contractor Chemonics International, has two procurement funds for the refurbishment and improvements to select reception houses in Cairo and Alexandria and for standard project operations during the life of the project. In the first year, we completed all of our major procurements to support project operations. We do not expect any more major procurement efforts in this area during the coming year, with the exception of small purchase to replace broken items or accommodate new staff. In the coming year, we will turn our attention toward procuring services and commodities to support reception houses and other services targeting vulnerable children.

This life-of-project procurement plan outlines the procurement system and processes, timeline and key milestones, and budget for these two funds. We will continue to review and update this procurement plan 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. In our budget and in accordance with the task order, we have set aside approximately \$2 million for the procurement of equipment and refurbishment services, primarily for reception houses for street children. Subject to USAID technical approval, we may also direct some of these funds to help refurbish selected juvenile court facilities.

*Assessment of needs.* During the first year, the Combating Violence project conducted an in-depth assessment of reception houses and NGOs working with street children throughout Egypt. Subsequently, we requested that NGOs operating reception houses submit proposals for refurbishment and needed equipment as part of the grant concept paper solicitation process for the NCCM. In response, we received a total of 12

applications for assistance. In October, we will assess these proposals, selecting the best ones for the first round of procurement (see NCCM Activity 8). 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. After discussions with the NCCM and with the approval of USAID, we will also direct a limited amount of these procurement funds to the refurbishment and to purchase needed equipment to improve the physical infrastructure of two model juvenile court facilities, mostly likely in the Cairo and Giza governorates.

#### 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

*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.

*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, as outlined in Activity 8 of Section III. This process will be carried out on a continual and annual basis during the life of the project.

*Procurement Budget.* The life-of-project programmatic procurement budget for refurbishment 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 is being used for internal procurement such as project office equipment. Procurements are based on the same adherence to the FAR and AIDAR, Chemonics corporate policies, and sound business practices as in the programmatic procurement fund. As stated at the beginning of this section, we completed all major procurements for office furniture, automobiles, and computer/IT equipment during the first year of operations.

*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 then Operations Manager, Amy Lawrence, to finalize specifications within the allotted budget.

*Solicitation/RFPs.* The project procurement system follows 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.

*Timeline and milestones.* For project procurement, we have developed the equipment lists, prepared and published solicitation documents, and evaluated offers and bids for all equipment, and distributed the awards. The office equipment needs have been mostly met and procured going into Year 2. Hardware and software may still be purchased through the project's life, as needed.

*Procurement Budget.* The life-of-project budget for the procurement of project equipment, commodities, and vehicles is estimated at \$325,000, and the project has spent \$214,105 to date. During the course of the project, this figure may be adjusted as actual needs are refined and real prices are obtained.

We completed our office equipment, furniture, computer, and vehicle purchases for the main project and satellite offices in the first year of the project. During the next year of the project, our procurement will focus on beneficiaries, specifically the street children's reception houses. In the first year of the project, we requested and received ADS 548 Information Technology Review (formerly known as an IRM review) approval for our expected IT procurement, including those for the reception houses.

## 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 in Year 2. The annex includes the proposed life-of-project indicators as finalized in the Performance Management Plan submitted to USAID in November 2007. Estimated quantitative indicator results for Year 1 and targets for Year 2 are included in the indicator descriptions<sup>10</sup>.

### 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 counterparts to use the M&E information to guide project implementation.

To capture and report on the impact of project interventions, the Combating Violence project will use a combination of operational reporting indicators, qualitative impact assessments, and activity milestones. This approach will ensure the project's achievement of the two main project results:

- 1) Increased capacity of the NCW and the NCCM to advocate for policies that protect women and children
- 2) Increased capacity of the NCW, the NCCM, and the NGO community to respond to violence against women and children

Each of the project indicators and impact assessments are linked to these main project results and key results areas as listed in the project results framework described in the introduction. The table at the end of this annex shows the linkages between the indicators and results framework.

### B. M&E Reporting Framework

*Operational reporting indicators.* The project has identified three indicators for regular operational reporting based on the State/F Indicators for “Governing Justly and Democratically.” The indicators are:

1. **Number of public advocacy campaigns on human rights supported by the project.** This is a “standard” indicator located under the program area of “Rule of Law & Human Rights” and the program element “Human Rights.”
2. **Number of key governmental and non-governmental stakeholders trained in the context of activities related to violence against women or children.** This is a modified version of the “standard” number of persons trained indicators found under the “Rule of Law and Human Rights” program area and the “Civil Society” program

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<sup>10</sup> Final quantitative indicator results for Year 1 will be presented in the Year 1 Performance Monitoring Report to be delivered by October 31, 2008.

area. Consistent with other projects under the DG Section at USAID/Egypt, the project will count the unduplicated number of persons trained per year.

3. **Number of local NGOs receiving project funds or in-kind assistance to address violence against women and/or children.** This indicator is a mission-specific “custom” indicator that closely mirrors the standard indicator under the “Human Rights” program element (Number of local human rights NGOs receiving project assistance). Since many of the NGOs receiving assistance may not fit under the definition of human rights NGO, we have expanded the indicator to include all types of NGOs but narrowed the indicator to include only those NGOs receiving project funds or in-kind assistance to address violence against women or children.

The project has set annual targets. Updates will be provided quarterly. The indicator details can be found in sub-section C.

*Qualitative impact assessments.* To augment the formal reporting on the output-oriented indicators above, the project has identified four assessment areas in which we can measure progress and overall impact during the life of the project. These are:

1. **Assessment of positive policy changes related to juvenile justice**
2. **Assessment of implemented policy recommendations from violence against women (VAW) study**
3. **Assessment of project impact on quality and quantity of services provided to street children**
4. **Assessment of project impact on quality and quantity of services provided for the prevention and treatment of women victims of violence**

For each assessment area, we have developed or will develop a framework for tracking the achievement of interim milestones on a 6-month basis following completion of a baseline assessment. We will conduct a thorough impact assessment for each area at the end of the project. We will provide updates to USAID on the progress of these areas through our annual progress reports and a final assessment at the end of the project. The details on the assessment areas can be found below under sub-section D.

*Milestones.* In addition to the indicators and impact assessments listed above, the project will continue to report quarterly on its progress according to activity milestones defined in each annual work plan.

**C. Operational Program Indicators**

**State/F Objective 2: “Governing Justly and Democratically”; Program Area 2.1: “Rule of Law and Human Rights”; Program Element 2.1.4: “Human Rights”; (Program Sub-Element 2.1.4.3: “Human Rights Education and Training”)**

<p><b>Performance Indicator</b> 2.1.4..A: Number of key governmental and non-governmental stakeholders trained in the context of activities related to violence against women (component 1) and violence against children (component 2) (“Custom” indicator)</p> <p><b>Unit:</b> Unduplicated count of persons trained per fiscal year, disaggregated sex</p>						
Results Data	Baseline Year: 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
<b>Targeted</b>						
<b>Male:</b>		85	500	350	200	85
<b>Female:</b>		85	250	175	150	85
<b>Total:</b>		170	750	525	350	170
<b>Actual</b>		<b>Estimated:</b>				
<b>Male:</b>	0	281				
<b>Female:</b>	0	204				
<b>Total:</b>	0	485				
<p><b>Indicator Description (Definition):</b> Although this is a “custom” indicator, it follows essentially the same definition as those established for “standard” indicators that deal with number of people trained. Key governmental and non-governmental stakeholders refers to personnel within the NCCM, NCW, or other GOE representatives such as social workers, prosecutors, judges, et al., and non-governmental actors such as civil society activists, journalists, and academics. Training refers to training or education activities, short-term or long-term, conducted in-country or overseas provided by the project. Training subject matter may be on technical issues of violence against children/women or general organizational capacity issues. Each training participant is counted only once in a given year, even if he/she has attended more than one training event. In addition, inclusion in a previous year’s count does not exclude a person from being counted in subsequent years, if he/she has received training in a subsequent year.</p> <p><b>Unit:</b> Number of people (unduplicated count), disaggregated by sex</p>						

<p><b>Data Source:</b> Sign-in sheets/registration forms for all training events, from which data will be entered into Chemonics's internal database</p>	<p><b>Rationale/Critical Assumptions for Indicator:</b> The rationale for this indicator is that better trained personnel demonstrate improved capacity within counterparts and stakeholders to address violence against women and children. This indicator assumes that targeted government ministries and councils, including NCW, NCCM, Mol, MoJ, MoSS, etc., will approve the training of their staff.</p>
<p><b>Schedule/Frequency of Data Collection:</b> Data will be collected after each training event.</p>	<p><b>Method/Approach of Collection/Calculation:</b> Data will be compiled based on the training sign-in sheets and registration form which are collected and entered on the project training database. Tracking of individual names (and sex) and the training they received will be obtained from the database. To ensure an unduplicated count of trainees, data will be filtered after entry at which time the system will detect any duplication in names or titles.</p>
<p><b>USAID Responsible Officer:</b> Naglaa Mostafa, CTO</p>	
<p><b>Data Limitations and Quality Assessments:</b> Few, if any, data quality limitations are expected for this simple indicator in quarterly reports will be conducted by Chemonics staff six months after finalizing project performance monitoring plan. A USAID Data Quality Assessment will be conducted as soon as practicable after final FY 2008 data are reported to USAID.</p>	<p><b>Data Analysis/Dissemination Plan:</b> The implementing partner will transmit the data to USAID/Egypt in its quarterly and annual reporting and USAID will then share the data to other stakeholders as appropriate.</p>
	<p><b>Other Donors in Sector:</b></p>
<p><b>Indicator's Relevance to <u>Gender</u>:</b> Indicator disaggregated by sex; this indicator is also directly relevant to gender in that it provides training on the treatment of women and children victims of violence and methods of improving the policy environment.</p>	
<p><b>Indicator's Relevance to <u>Poverty</u>:</b> Not applicable.</p>	
<p><b>Additional Comments:</b> Note that, for targeting and reporting actual data in this PMP, data will be disaggregated by sex; but in its periodic reporting to the CTO, Chemonics will also provide actual training data by project component and organizational type (e.g., ministry, NGO, etc.)</p>	

**State/F Objective 2: “Governing Justly and Democratically”; Program Area 2.1: “Rule of Law & Human Rights”; Program Element 2.1.4: “Human Rights”**

<b>Performance Indicator:</b> 2.1.4.B: Number of local NGOs receiving project funds or in-kind assistance to address violence against women or violence against children (“Custom” indicator)						
<b>Unit:</b> Number of NGOs						
Results Data	2007	2008	2009	2010	2011	2012
Targeted	0	18	30	55	25	10
Actual	0	0				
<p><b>Indicator Description (Definition):</b> This indicator counts the number of local Egyptian NGOs receiving project assistance in the form of grant funds or procurement of goods and services. Project assistance will be used to support activities to address violence against women or children such as providing services, reporting, advocacy, outreach, education or protection of victims. NGOs that receive grants and procurement will also receive technical assistance to address violence against women or children. This figure includes grants continuing for more than one year.</p>						
<p><b>Data Source:</b> Signed grant agreements between the project and NGOs as well as training and procurement records.</p>			<p><b>Rationale/Critical Assumptions for Indicator:</b> This indicator measures the output of assistance to strengthen prevention and response services available for victims of violence.</p>			
<p><b>Schedule/Frequency of Data Collection:</b> Data will be collected on a quarterly basis.</p>			<p><b>Method/Approach of Collection/Calculation:</b> This involves a simple count each year of all the NGOs that have received assistance in the form of grants or procurement from the Combating Violence project during that year. Data will be compiled by project staff from project records.</p>			
<p><b>USAID Responsible Officer:</b> Naglaa Mostafa, CTO</p>						
<p><b>Data limitation and Quality Assessments:</b> Given the small number of NGOs targeted for assistance, the reported data on actual number assisted is very likely to be error-free. In addition, the CTO, who will be closely familiar with project activities, will be able to verify the number of NGOs assisted. A USAID Data Quality Assessment will be conducted as soon as practicable after final FY 2008 data are reported to USAID.</p>			<p><b>Data Analysis/Dissemination Plan:</b> The project will transmit the data to USAID through its quarterly reports. USAID will then share the data with other stakeholders as appropriate.</p>			
			<p><b>Other Donors in Sector:</b></p>			
<p><b>Indicator's Relevance to Gender:</b> This indicator is directly relevant to gender in that the activities will address women and children victims of violence and work to improve the policy environment to provide greater protection of women and children's rights.</p>						
<p><b>Indicator's Relevance to Poverty:</b> Most of the services provided by NGOs will be free or of minimal charge which will increase access to services for those with little financial means.</p>						
<p><b>Additional Comments:</b> Note that, for targeting and reporting actual data in this PMP, the total number of NGOs will be reported here ; but in its periodic reporting to the CTO, Chemonics will also provide actual data by project component.</p>						

**State/F Objective 2: “Governing Justly and Democratically”; Program Area 2.1: “Rule of Law and Human Rights”; Program Element 2.1.4: “Human Rights”; (Program Sub-Element 2.1.4.1: “Advocacy”)**

<b>Performance Indicator (including precise Unit of Measurement):</b> 2.1.4.d: Number of public advocacy campaigns on human rights supported by USG (This is a USAID “standard indicator.”)						
Results Data	Baseline Year: FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Targeted		3	3	3	3	3
Actual	0	2				
<p><b>Indicator Description (Definition):</b> According to the State/F description for this “standard indicator”: Campaigns include all organized outreach activities intended to build support for the cause, relying, for example, on electronic media, print media, public meetings, plays, etc. For the Combating Violence project we will count as a single “campaign” the set of all the related organized outreach activities (e.g., radio spots, print media articles, etc.) intended to build support for a specific cause aiming to improve the rights of women or children, including protection from violence. Project support may include technical assistance on the technical subject matter, advocacy training and strategic guidance, direct project funding (including grants), etc.</p> <p><b>Unit:</b> Number of campaigns</p>						
<p><b>Data Source:</b> Combating Violence project technical and grant files and additional information provided by project staff</p>			<p><b>Rationale:</b> According to the State/F definition for this “standard” indicator, “Public outreach is an important way of building support and respect for human rights.” This indicator serves as a proxy measure for the capacity of the NCW and NCCM to advocate for policy change.</p> <p><b>Critical Assumptions:</b> Chemonics is using this indicator as a proxy measure of the capacity of the NCW and NCCM to advocate for policy change.</p>			
<p><b>Schedule/Frequency of Data Collection:</b> Ongoing as each campaign is conducted. Numbers will be reported to USAID on a quarterly basis.</p>			<p><b>Method/Approach of Collection/Calculation:</b> Each component team leader will be responsible for recording project activities that support a public advocacy campaign. They will submit data forms to the operations manager on a quarterly basis. Grantees will also be required to incorporate this indicator into their grant performance monitoring plan. The data will subsequently be compiled into regular reporting.</p>			
<p><b>USAID Responsible Officer:</b> Nagla Mostafa, CTO</p>						
<p><b>Data Limitations and Quality Assessments:</b> Given the small number of campaigns targeted and likely conducted, the reported data on the actual number conducted is very likely to be error-free. In addition, the CTO, who will be closely familiar with project activities, will be able to verify the number of campaigns conducted. A USAID Data Quality Assessment will be conducted as soon as practicable after final FY 2008 data are reported to USAID.</p>			<p><b>Data Analysis/Dissemination Plan:</b> Project staff will review the data collected from grantees and project counterparts. The results will be summarized in the quarterly progress reports to USAID. USAID will then share the data with other stakeholders as appropriate.</p>			
			<p><b>Other Donors in Sector:</b></p>			
<p><b>Indicator's Relevance to Gender:</b> This indicator is directly relevant to gender in that the public advocacy campaigns will be aimed at improving the policy environment to provide greater protection of women and children's rights.</p>						
<p><b>Indicator's Relevance to Poverty:</b> Not applicable</p>						

**Additional Comments:** Note that, for targeting and reporting actual data in this PMP, the total number of NGOs will be reported here; but, in its periodic reporting to the CTO, Chemonics will also provide actual data by project component.

## **D. Qualitative Impact Assessments**

### **1. Assessment of Positive Policy Changes related to Juvenile Justice**

#### Data sources and Collection Methods:

1. Egyptian Law and executive regulations, to be collected as necessary from publically available sources.
2. Perceptions and experiences regarding common policy practices from working group of juvenile justice experts, to be collected from individual and group interviews.
3. Combating Violence project team direct observations during visits to facilities involved in the juvenile justice system or NGOs serving children in the juvenile justice system.
4. Reputable third-party reports, such as the state department's human rights reports, and juvenile justice administrative procedures documents, where available. These will be collected by request to the relevant parties.
5. Combating Violence project documentation of our activities.

#### Analysis Plan

A baseline assessment will be completed that compares current Egyptian law and policies (formal and informal) to the major recommendations of General Comment No. 10 of the Convention on the Rights of the Child, "Child Rights in Juvenile Justice." Following the completion of the baseline, the project will track a set of policy indicators on key areas of juvenile justice policy as summarized in the baseline document and relevant to the project. A policy "change" may include a change in legislation, executive regulations, or implementing policies (whether formal or informal). Every six months, project staff will review Egyptian laws and executive regulations to determine if any laws were passed or executive regulations issued on the set of key policy indicators. The working group of juvenile justice experts will be convened at least once every six months to share their experience regarding any changes to implementation that have occurred during these six months. Where consensus of the group suggests that changes have occurred, the project will seek written documentation, direct observation, or reputable third party sources to verify the claims regarding the changes. A change that moves Egyptian policy closer to the recommended practices as described in General comment no. 10 and summarized in the baseline assessment will be assessed as a "positive" policy change. At the end of the project, a short-term consultant will conduct a full impact assessment on this topic.

#### Quality Assessment

Given the prominence of any changes to Egyptian law or executive regulations and the availability of Egyptian legal sources, our reporting on changes to law or executive regulations are expected to be error free. Changes in policy practices in juvenile justices are likely to be more subtle and difficult to capture on a system wide basis, particularly in written form, necessitating the use of a panel of juvenile justice experts. Due to the subjective nature of perceptions of experts, the project will attempt to verify through written documentation any changes noted by consensus of the expert group. Where significant questions remain about changes identified by the expert group, the change will either be omitted from analysis

(with written justifications for doing so) or included with footnotes on any potential problems of validity.

Reporting: Annual

Responsibilities

Task Leader: Jerome Gallagher

Supporting: NCCM and cross-cutting teams

**2. Assessment of implemented policy recommendations from violence against women (VAW) study**

Data source and collection methods:

To be determined depending on specific nature of recommendations resulting from the baseline study.

Analysis Plan

The project is currently conducting a broad study on violence against women including both quantitative and qualitative methods. The study will serve as the basis for developing policy recommendations on addressing violence against women in partnership with the NCW. Based on the results of this study and the recommendations from the study, the project will create a milestone scorecard to track the progress of the recommended policy interventions. The project team will evaluate progress on a 6 month basis according to the scorecard. At the end of the project, a short-term consultant will conduct a full impact assessment on this topic.

Quality Assessment

Once the policy recommendations are developed following the baseline study, quality control procedures will be set in place to ensure any implementation of the recommendations are captured and verified.

Reporting: Annual

Responsibilities

Task Leader: Jerome Gallagher

Supporting: NCW and cross-cutting teams

**3. Assessment of project impact on quality and quantity of services provided to street children**

Data source and collection methods:

1. Survey of street children service providers. Baseline and final assessments will include an inventory of all street children services in Egypt using a snow-ball methodology. The service providers will be visited, program documents will be collected, and managers and staff asked to complete a questionnaire about the services they provide.
2. Direct trained observation, photographic evidence, and written program reports by Combating Violence project team members and consultants. All street children service providers that receive funds from the combating

violence project will receive periodic visits at least on a six month basis to track changes in service quantity or quality.

3. Written reports from street children service providers receiving training or funds from the project. All street children service providers that receive training or funds from the combating violence project will be asked to provide feedback and/or documentation on changes in service quantity or quality.

#### Analysis

A baseline assessment has been conducted that examines all available street children services in Egypt by NGOs that involve overnight care, day care (drop-in) services, or mobile unit services. The assessment is based on visits to the providers, the provider's documentation of services, questionnaires for managers, and a survey of street children receiving the services. Based on the results of the baseline assessment, the project will create a framework for the critical areas of services and their current status. According to this framework, we will create a progress evaluation sheet which will track interventions by the Combating Violence project in the critical areas of services. The project team will evaluate progress on a 6 month basis according to the scorecard. At the end of the project, a short-term consultant will conduct a full impact assessment on this topic, including a replication of the baseline assessment to measure the current status of services available compared to the original baseline and assess the impact of project interventions.

#### Quality Assessment

Due to the limited number of service providers for street children services in Egypt and the established links between them, conducting a full inventory of these services based on a snow-ball methodology should provide a reasonably reliable estimate of the services available for street children. Given the intense nature of the baseline survey, it would not be possible with project resources to track all changes in the quantity and quality of service providers on a regular basis. However, the final impact assessment will enable us to make such a comparison at the end of the project. Since regular monitoring will only cover the specific interventions that are expected to result from project assistance and training to a smaller number of NGOs targeted, tracking should be error free.

Reporting: Annual

#### Responsibilities

Task Leader: Jerome Gallagher

Supporting: NCCM and cross-cutting teams

### **4. Assessment of project impact on quality and quantity of services provided for the prevention and treatment of women victims of violence**

#### Data source and collection methods:

1. Inventory of services addressing violence against women. Baseline and final assessments will include an inventory of the major services in Egypt for the prevention of violence against women and treatment of women victims of violence, such as legal services, medical services, counseling services, etc.

Different methods of data collection will be used for different types of services. For services that are rare and information about the providers is readily available from government sources, such as women's shelters, we will conduct a census. For rare NGO services, we will use a snow-ball methodology to capture a sample of providers. For services that are common and somewhat standardized, such as medical services, case study site visits will be used for data collection. Data collected from service providers will include a mix of quantitative indicators regarding provision of services, direct observation, and interviews of service providers regarding their perceptions.

2. Direct trained observation and written program reports by Combating Violence project team members and consultants. All service providers that receive funds from the combating violence project will receive periodic visits at least on a six month basis to track changes in service quantity or quality.
3. Written reports from service providers receiving training or funds from the project. All service providers that receive training or funds from the combating violence project will be asked to provide feedback and/or documentation on changes in service quantity or quality.

### Analysis

A baseline assessment has been conducted that examines the major services in Egypt for the prevention of violence against women and treatment of women victims of violence, such as legal services, medical services, counseling services. The assessment is based on visits to the providers, the provider's documentation of services, and interviews with service providers. Based on the results of the baseline assessment, the project will create a framework for the critical areas of services where the project expects to intervene and their current status. According to this framework, we will create a progress evaluation sheet which will track interventions by the Combating Violence project in the critical areas of services. The project team will evaluate progress on a 6 month basis according to the scorecard. At the end of the project, a short-term consultant will conduct a full impact assessment on this topic, including a replication of the baseline assessment to measure the current status of services available compared to the original baseline and assess the impact of project interventions.

### Quality Assessment

The quality of data collected for this assessment varies by the different types of services. For rare services, such as women's shelters, the limited number of providers will enable the project to produce high quality indicators of the quantity and quality of services. For services which are more pervasive, such as medical services, the data will be severely limited due to the difficulty of conducting a full census of such services. Such caveats will be noted in the assessments. Given the intense nature of the baseline survey, it would not be possible with project resources to track all changes in the quantity and quality of service providers on a regular basis. However, the final impact assessment will enable us to make such a comparison at the end of the project in some service areas. Since regular monitoring will only cover the specific interventions that are to result from project training and financial assistance to a smaller number of NGOs and government service providers, tracking should be error free.

### Reporting: Annual

Responsibilities

Task Leader: Jerome Gallagher

Supporting: NCCM and cross-cutting teams

**Performance Indicators Linked to Project Results**

Life of Project Results	Life of Project Indicators
<b>PIR 1: Increased capacity of NCW and NCCM to advocate for policy change</b>	
KRA 1: Improved laws, regulations, and procedures that protect women and children	<p><i>Primary indicators</i></p> <ul style="list-style-type: none"> <li>• Assessment of positive policy changes related to juvenile justice</li> <li>• Assessment of implemented policy recommendations from violence against women study</li> </ul>
KRA 2: Increased ability of NCCM to advocate for policy, legal, and institutional reform	<p><i>Primary indicator</i></p> <ul style="list-style-type: none"> <li>• Number of public advocacy campaigns on human rights supported by project (NCCM only)</li> </ul> <p><i>Supporting indicator</i></p> <ul style="list-style-type: none"> <li>• Number of key governmental and non-governmental stakeholders trained in the context of activities related to violence against children</li> </ul>
KRA 3: Increased ability of NCW to advocate for policy, legal, and institutional reform	<p><i>Primary indicators</i></p> <ul style="list-style-type: none"> <li>• Number of public advocacy campaigns on human rights supported by project (NCW only)</li> </ul> <p><i>Supporting indicators</i></p> <ul style="list-style-type: none"> <li>• Number of key governmental and non-governmental stakeholders trained in the context of activities related to violence against women</li> <li>• Assessment of implemented policy recommendations from violence against women study</li> </ul>
<b>PIR 2: Improved capacity of NCW, NCCM, and NGO Community to Respond to Violence Against Women and Children</b>	
KRA 1: Increased capacity of government and non-governmental actors to respond to children at risk or in conflict with the law	<p><i>Primary indicators</i></p> <ul style="list-style-type: none"> <li>• Number of key governmental and non-governmental stakeholders trained in the context of activities related to violence against children (children at risk or in conflict with the law only)</li> <li>• Number of local NGOs receiving project funds of in-kind assistance to address violence against children (children at risk or in conflict with the law only)</li> </ul>
KRA 2: Increased quantity and quality of services provided to street children	<p><i>Primary indicator</i></p> <ul style="list-style-type: none"> <li>• Assessment of project impact on quality and quantity of services provided to street children</li> </ul> <p><i>Supporting indicator</i></p> <ul style="list-style-type: none"> <li>• Number of local NGOs receiving project funds or in-kind assistance to address violence against children (street children only)</li> </ul>
KRA 3: Increased quantity and quality of programs designed to reduce violence against women	<p><i>Primary indicator</i></p> <ul style="list-style-type: none"> <li>• Assessment of project impact on quantity and quality of services provided for the prevention and treatment of women victims of violence</li> </ul> <p><i>Supporting indicator</i></p> <ul style="list-style-type: none"> <li>• Number of local NGOs receiving project funds or in-kind assistance to address violence against women</li> </ul>

## ANNEX C – SECOND ANNUAL TRAINING PLAN

The Combating Violence Against Women and Children project’s second year training plan outlines our approach to implementing our proposed training activities. The attached Training Matrix represents the expected training activities for both the NCW and NCCM. This ambitious set of training activities will be a major focus of the Combating Violence Project over the next year. Detailed descriptions and objectives of individual training activities are described in the previous sections of the work plan. This annex provides simply a description of our overall training approach, objectives, systems, and a summary of the training activities and costs described earlier in the work plan.

All of the trainings listed in the Training Matrix are new courses, so feedback that we receive as we pilot these courses will be incorporated into the training curriculum to ensure the training courses are fulfilling project objectives in the most effective and efficient manner possible. As a result, we expect some changes to the number and length of some of the training courses but do not expect significant revisions in the types of training courses we will offer. As new needs arise, though, additional trainings may be offered if the project and counterparts agree that such trainings would be in the best interests of meeting project objectives.

### A. Training Approach

The training plan of the Combating Violence project is built on the following principles and standards that will support achievement of performance objectives while developing and sustaining the human and intellectual capacity of training participants beyond the life of the project:

*Needs-based.* Project training activities are developed to address concrete needs as identified by the project and counterparts, particularly the gaps in the knowledge, skills, and abilities of potential training recipients that are best addressed through training activities. While high quality and cost-effective off-the-shelf training courses may be employed where appropriate, the needs based focus will require tailor-made training courses in many instances.

#### Training Principles and Standards

- Needs-based
- Appropriately targeted
- Results-oriented
- Sensitive to the local context
- Supported by comprehensive written materials
- Evaluated thoroughly

*Appropriately targeted.* Meeting project objectives requires that the project ensures that the appropriate individuals are targeted for training. The project has and will continue to work closely with its counterparts to get the key individuals necessary for our project’s success to attend project training activities. Where an entire class of professionals is the target, the project will use efficient targeting methods, such as training a critical mass of individuals who can connect with others not trained, or training of trainers who multiply the effects of our training activities.

*Results-oriented.* Project training activities are designed to achieve specific, identified results that conform to the project objectives.

*Sensitive to the local context.* The issues that the Combating Violence Project addresses are often sensitive, particularly given the recent critiques of the newly amended child law that suggest that our counterparts are imposing foreign values on Egyptian society. Consequently, the project will seek to employ Egyptian experts as trainers whenever possible and international experts as trainers whenever necessary.

*Supported with comprehensive materials.* To reinforce the training objectives and ensure sustainability of the learning that occurs during project training activities, all trainings will be supported by comprehensive and appropriate written materials for training participants.

*Evaluated Thoroughly.* The Combating Violence Project expects that our training activities will increase the knowledge, skills, and abilities of training participants, ultimately resulting in the application of new practices in the daily work of our training participants. To ensure these expectations are met, evaluation is a key part of our approach to training. This is described further in Section C below.

## **B. Estimation of Annual Training Events and Invitees**

During the first year of project implementation, The Combating Violence Project provided a limited set of training activities focusing on targeted capacity building for the NCW, NCCM, and potential grantees. In addition, the NCW and NCCM Combating Violence teams, in consultation with counterparts, identified key training needs for meeting project objectives in the second year. The project identified individuals and groups of professionals as targets of the training and assessed the key gaps in the knowledge, skills, and abilities that could be addressed through targeted training activities.

During the second year of the project, the Combating Violence team will develop and implement an ambitious set of training courses based on the information gathered and analyzed during Year 1. While the bulk of training courses will be short in-country trainings, the project also plans to implement two U.S. study tours to introduce new ideas and models not common in Egypt or the Middle East region. The target audiences for these events will be based on the type of event and its content. It is envisioned that the audiences will be comprised of council staff, NGO partner representatives, government officials, and others, such as journalists. These events will be coordinated by project staff with relevant government and non-governmental counterparts. An approximate projection of our training activities as summarized from the NCW and NCCM sections of the work plan is included in the attached Training Matrix.

For our work involving the NCW, we will train shelter staff and management and government community leaders to better equip them to serve the needs of women victims of violence. The training curricula will flow from the findings and recommendations of our study on violence against women, particularly the inventory of services report. To gain the experience of regional efforts at addressing violence against women, the project will also hold regional roundtables for NCW leaders and other key stakeholders. Finally, the key decision makers on issues related to violence against women will be nominated to participate in a study tour to the U.S. These activities are described in additional detail in NCW Component of the work plan.

For our work involving the NCCM, our training efforts will focus primarily on building awareness of the recently passed child law amendments and implementing the changes the new law requires, particularly in the area of juvenile justice. Key target groups include judges, prosecutors, social workers, and members of the soon-to-be established child protection committees. These activities are described in additional detail in NCCM Component of the work plan.

Our training will not be limited to just government counterparts but will include NGOs as well. As in the previous year, targeted NGOs will be trained in proposal development and grant project implementation, including ensuring adequate monitoring and evaluation systems. Grant recipients will also receive targeted capacity building trainings related to the technical areas of the project (violence against women and children). These activities are described in additional detail in the NCCM and NCW components of the work plan.

### **C. Measuring Results**

The project will ensure that it is meeting its training and project objectives through rigorous monitoring and evaluation of training activities. While each training activity will have specific objectives, general training objectives include:

- Participants are satisfied with time spent in the training activity;
- Participants have acquired the knowledge, skills, and abilities that the training course was attempting to provide;
- The knowledge, skills, and abilities taught during the training were relevant to the participant's work;
- The participants are able to apply the knowledge, skills, and abilities that the training course provided.

Our monitoring and evaluation of training activities will be designed to both determine if we are succeeding in our training objectives and to provide the technical team with the appropriate feedback for adjusting, correcting, and improving course curricula so that we are better able to meet these objectives. Monitoring tools that may be employed in the course of monitoring and evaluating our trainings include:

*Participant evaluations.* End of course evaluations provide quick and substantive feedback regarding satisfaction with the course, self-assessments of knowledge acquisition, and ideas on how the course could be improved for future iterations.

*Tests.* Testing provides direct evidence of participants' knowledge of the issues covered in the training courses. Tests may be used throughout the course to ensure that participants are actively participating, used at the end of the course to determine competence in the subject matter, or used at both the beginning and the end of the course to measure impact of the training course on knowledge acquisition.

*Follow-up questionnaires and interviews.* Questionnaires and interviews with training participants in the months following training on a one-time or periodic basis can be used to determine if applicants still retain information from the

training course and if they are applying new knowledge and skills in the course of their regular work.

*Performance tracking and evaluation.* One of the most effective methods for determining success of training programs is to track, when possible, the actions and performance of participants prior to and following training programs, instead of relying solely on self-assessments of participants.

The variety of training activities and diversity of training participants will necessitate a variable approach to monitoring and evaluation of training objectives. Tools appropriate for some audiences in some settings may not be appropriate for other audiences. For instance, for our proposal development workshops with NGOs, we will receive proposals from the participants following the training, which will enable us to determine if workshop recommendations were incorporated into the participants' proposals. For other training participants, where performance will not be as easily observable, such as social workers in the juvenile justice system, we would expect to rely more on participant feedback and/or tests.

#### **D. USAID Compliance and Reporting**

Chemonics International has substantial experience in Egypt and worldwide managing USAID-sponsored training activities in host countries, third countries, and the United States. These activities are managed in strict accordance with the requirements of the agency's participant training regulations.

The Combating Violence project will implement all training activities in compliance with the USAID ADS 253 (Training for Development); ADS 252 (Visa Compliance for Exchange Visitors), when applicable; participant training regulations; and USAID/Cairo Mission guidelines. The Combating Violence Project training coordinator is fully trained on TraiNet and will post all necessary information regarding trainees and programs into the TraiNet database on a regular basis. 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.

#### **E. Estimated Training Costs**

The estimated training costs for Year 2 of the project are \$1.14 million. This figure will be adjusted as training activities are developed in coordination with counterparts.

### Combating Violence Training Matrix

Training Description							Participants		
Training Activity Title	Training Type	Planned Date	Location	Days	Events	Participants	Number	Total	
<b>Work with National Council for Women (NCW)</b>									
<b>Activity 1</b>	<b>Completion and Publication of a Major Study of Violence Against Women</b>								
Task 5	Retreat on findings and recommendations	Workshop	Jan 09	Cairo	2	1	NCW staff and experts in violence against women	50	50
Task 10	Conference to release findings of the study	Conference	Feb/Mar 09	Cairo	1	1	GOE officials, NGOs, donors, etc.	200	200
<b>Activity 2</b>	<b>Engaging Members of Parliament in Development of Policy Alternatives and Advocacy</b>								
Task 2	Roundtables with Parliamentarians	Roundtable	Feb - June 09	Cairo	1	4	Parliamentarians	15	60
<b>Activity 3</b>	<b>Building Capacity of Shelters for Battered Women</b>								
Task 2	Gender based violence and advanced communications skills	Course	Feb - Mar 09	Cairo	3	2	Shelter psychological and social workers	15	30
Task 3	Women's legal rights as it pertains to victims of violence	Course	Feb - Mar 09	Cairo	3	2	Shelter psychological and social workers	15	30
Task 4	Listening and counseling skills for treating victims of violence	Course	Mar - April 09	Cairo	3	2	Shelter psychological and social workers	15	30
Task 5	Shelter management and supervision	Course	May 09	Cairo	2	2	Shelter managers	40	80
<b>Activity 4</b>	<b>Building the Capacity of MOH and MOSS Community Leaders</b>								
Task 2	Gender based violence and advanced communications skills	Course	Jan - Mar 09	Cairo and regions	4	4	MOSS and MOH community leaders	25	100
Task 3	Listening and counseling skills for treating victims of violence	Course	Jan - Mar 09	Cairo and regions	4	4	MOSS and MOH community leaders	25	100
Task 4	Women's legal rights and referring victims of violence for legal assistance	Course	Mar - April 09	Cairo and regions	4	4	MOSS and MOH community leaders	25	100
Task 5	Training of trainers for community leaders	Training of Trainers	May - July 09	Cairo	5	1	MOSS and MOH community leaders	30	30
Task 7	Gender based violence for male community leaders	Course	May - July 09	Cairo and regions	3	3	MOSS and MOH male community leaders	30	90
<b>Activity 5</b>	<b>Sharing Regional Experience on Violence Against Women</b>								
Task 2	First regional roundtable	Roundtable	Mar 09	Cairo	3	1	NCW, MOSS, NGOs, etc.	30	30
Task 5	Second regional roundtable	Roundtable	Jun 09	Cairo	3	1	NCW, MOSS, NGOs, etc.	30	30
<b>Activity 6</b>	<b>Improving Services for Women Victims of Violence and to Prevent Violence Against Women: Grants to NGOs</b>								
Task 4	Proposal development workshops	Workshop	Dec 08 - Jan 09	Cairo	2	2	NGOs	12	24
<b>Activity 7</b>	<b>Improving Policy Development: Violence Against Women Study Tour for Key Decision Makers</b>								
Task 3	Integrated services to protect women against violence study tour	Overseas Study Tour	May 09	US	14	1	NCW, GOE officials, NGOs, etc.	12	12
<b>Activity 8</b>	<b>Raising Awareness of Violence Against Women: Initial Communications Activities</b>								
Task 3	Communications roundtable	Roundtable	April - May 09	Cairo	1	1	NCW	20	20

Training Description							Participants		
Training Activity Title	Training Type	Planned Date	Location	Days	Events	Participants	Number	Total	
<b>Work with National Council for Childhood and Motherhood (NCCM)</b>									
<b>Activity 1 Implementing Reforms to the Juvenile Justice System</b>									
Task 1.3	Prosecutors in juvenile court system	Workshop	Nov - Dec 08	Cairo	2	4	Prosecutors	25	100
Task 2.3	Judges in juvenile court system	Workshop	Feb 09	Cairo	2	4	Judges	50	200
Task 3.3	Social workers in juvenile courts system	Workshop	Nov 08 - Jan 09	Cairo	2	8	Social workers	25	200
Task 4.4	The new child law for helpline staff	Workshop	Feb - April 09	Cairo	2	6	NCCM Helpline staff	50	300
Task 4.5	NGO conference on the new child law	Conference	Feb - March 09	Cairo	1	1	NGOs	150	150
<b>Activity 3 Strengthening Inspections by Prosecutors and Judges</b>									
Task 2	Inspection roundtables	Roundtable	March - April 09	Cairo	1	4	NCCM, GOE, etc.	15	60
<b>Activity 5 Implementing Child Protection Committees</b>									
Task 1.4	Cairo child protection committees	Workshop	March - May 09	Cairo	2	10	Cairo child protection committee members	30	300
Task 2.3	Annual conference for child protection	Conference	March 09	Cairo	2	1	General child protection committee members	250	250
<b>Activity 6 Developing a Framework for Monitoring the Implementation of the Child Law Amendments</b>									
Task 2	Indicators workshop	Workshop	March 09	Cairo	1	1	NCCM, GOE officials, NGOs, etc.	20	20
Task 3	Monitoring framework roundtable	Roundtable	May 09	Cairo	1	1	NCCM, GOE officials, NGOs, etc.	20	20
<b>Activity 9 Observational Study Tour</b>									
Task 5	Integrated child protection, juvenile justice, and street children study tour	OST	Jan - Feb 09	US	14	1	NCCM, GOE officials, NGOs, etc.	10	10
<b>Activity 10 Implement Communications Strategy for Street Children and Juvenile Justice</b>									
Task 2.2	The new child law for journalists	Workshop	Dec 08	Cairo	3	2	Journalists	20	40
Task 2.3	Quarterly journalist forums	Workshop	Feb - July 09	Cairo	1	3	Journalists	30	90

**ANNEX D. LIFE OF PROJECT FLOW CHART**

Activity	Year 1																		YEAR 2												YEAR 3				YEAR 4				YEAR 5			
	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>NCCM</b>																																										
<b>Year 1</b>																																										
Activity 1- Conduct assessments and awareness raising on juvenile justice guidelines																																										
Activity 2- Provide capacity building and assessments to street children reception houses																																										
Activity 3- Increase the capacity of NCCM to advocate for the reduction in violence against children																																										
<b>Year 2</b>																																										
Activity 1 - Implementing Reforms to the Juvenile Justice System																																										
Workshops for JJ Workers, Prosecutors and Judges																																										
1.1 Train Prosecutors																																										
1.2 Train Judges																																										
1.3 Train Social Workers																																										
1.4 Raise Awareness of Key Stakeholders																																										
Activity 2 - Support the Development of Executive Regulations to the Child Law																																										
Activity 3 -Strengthening Inspections by Prosecutors and Judges																																										
Activity 4 - Assess Vocational Education Centers as Possible Alternatives to Detention																																										
Activity 5 - Implementing Child Protection Committees																																										
5.1 Train District Child Protection Committees in Cairo																																										
5.2 Host Child Annual Conference for General Child Protection Committees																																										
Activity 6 - Developing a Framework for Monitoring the Implementation of the Child Law Amendments																																										
Activity 7 - Improving Services for Street Children, Piloting Alternatives to Detention, and Related Efforts																																										
7.1 Grants to NGOs																																										
7.2 Pilot Microfinance Initiatives for NGOs																																										
7.3 Pilot Corporate Social Responsibility Initiatives																																										
Activity 8 - Procurement and Refurbishment Assistance to Improve Services for Street Children and Children in Conflict with the Law																																										
Activity 9 - Observational Study Tour																																										
Activity 10 - Implement Communications Strategy for Street Children and Juvenile Justice																																										
10.1 Disseminate Child-Friendly Messages on Child Rights																																										
10.2 Create and Train a Core Group of Journalists in the Child Law Amendments and Related Issue																																										
10.3 Communications for the Public and Key Stakeholders in Cairo on the Child Protections Committees																																										
<b>NCW</b>																																										
<b>Year 1</b>																																										
Activity 1- Conduct a National Survey on Violence Against Women and Assess Data																																										
Activity 2: Increase the capacity of the NCW to Advocate for a Reduction of Violence Against Women in Egypt																																										
Activity 3: Support NGO Initiatives to Increase Services to Women and Reduce Level of Violence Against Women (Grants)																																										
<b>Year 2</b>																																										
Activity 1 - Completion and Publication of Major Study on VAW in Egypt																																										
Activity 2 - Engaging Members of Parliament in Development of Policy Alternatives and Advocacy																																										
Activity 3 - Building the Capacity of Shelters for Battered Women																																										
Activity 4 - Building the Capacity of MOH and MOSS Community Leaders																																										
Activity 5 - Sharing Regional Experiences on Violence Against Women																																										
Activity 6 - Improving Services for Women Victims of Violence and to Prevent Violence Against Women: Grants to NGOs																																										
Activity 7 - Improving Policy Development: Violence Against Women Study Tour for Key Decision Maker																																										
Activity 8 - Raising awareness of Violence Against Women																																										
<b>PROJECT OPERATIONS AND CROSS-CUTTING INITIATIVES</b>																																										
Activity 1- Grants Management																																										
1.1 Develop grants manual																																										
1.2 Grants solicitation and awarding																																										
1.3 Monitor all technical and financial compliance of all grantees																																										
Activity 2- Project Operations																																										
2.1 Hire long-term staff																																										
2.2 Finalize Project Operations and Procedures																																										
2.3 Establish Financial Compliance System																																										
2.4 Monitor contractual and financial compliance of all activities																																										
Activity 3 - Cross-Cutting Support																																										
3.1 Establish Training System and Plan																																										
3.2 Establish and Implement Monitoring and Evaluation plan and collect baseline data																																										
3.3 Monitor and document media issues related to women and children																																										