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**FINAL REPORT**

**Egyptian Women in Social Services  
Identifying Women's Issues in Social Service Delivery Programs**

**November 27 - 29, 1979  
Alexandria, Egypt**

Action programs require management skills which women often do not have because of lack of opportunities and training. Egyptian Women in Social Services Program will focus on the provision of management training as part of a comprehensive program to increase the involvement of women in the implementation of projects which have a maximum positive benefit to other women. The overall objective is to enhance the status of women and to improve the condition of local women through the delivery of Social Services.

Management training for women is at the core of this strategy. Egyptian women have planned and are implementing a management training program based on the Centre for Population Activities' Women in Management training approach. This approach is characterized by confidence building, transfer of technical project skills and community organization techniques for women's programs.

The Women in Management In-Country training programs are sponsored by a grant to the Centre for Population Activities by the Office of Policy Planning and Coordination, United States Agency for International Development.

#### Egyptian Women in Social Services Steering Committee

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Dr. Tarik Abul Dahab, The Pathfinder Fund, Cairo  
Peggy Curran, The Centre for Population Activities, Washington, D.C.

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Lead Trainer/Egyptian WIM Conference

#### Egyptian Women in Social Services Training Team

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## OVERVIEW

At the request of the Federation of Social Services/Alexandria, Egypt, a series of workshops entitled "Egyptian Women in Social Services" was designed in collaboration with CEFPA's Women in Management program, Washington, D.C., and the Federation of Social Services and the Institute of Training and Research Alexandria. A steering committee, whose purpose is to set policy and select participants, consists of representatives of the collaborating Institutions, The Pathfinder Fund, under whose auspices this program was developed, and USAID, who made possible the implementation of the program.

A three phase training approach will be undertaken in Egypt. Phase One was a two and a half day residential conference held in Alexandria at the Institute of Training and Research from November 27 to 29, 1979. This conference involved women leaders from 16 of the 25 Governrates in a training module designed to identify Egyptian women's needs for social services, the specific skills needed to meet those needs and the forces for and against initiation of women's service delivery programs.

The two and one half day conference more that met the objectives of the collaborating institutions. The calibre of women participants enabled further planning to proceed with new information based on the needs of women in rural and urban Egypt. The results of the conference were:

- The beginning of a network of Egyptian women who can support and guide new projects focusing on the multiple need of women for family planning, health and development services.
- Identification of a broad spectrum of women's issues in both urban and rural areas.
- Guidance in the formulation of a two week management workshop (for middle level women active in delivering family planning, health and development services to women) which will address these issues with skills training.

Phase Two was a training of trainers workshop which took place immediately following the initial two and a half day conference. The trainers, most of whom have taken part in the Washington 5 week Women in Management program, represented the Federation of Social Services, Alexandria, The Institute of Training and Research, the Ministry of Social Affairs, the Garbeya Family Planning Association, Tanta, and the Maternal and Child Health Centre, Alexandria. They will form the training team who will conduct a two week seminar-workshop for women on "Managing Social Services Delivery" in Arabic.

Phase Three will be a two week seminar-workshop for women involved in delivering family planning, health and development services in the various Governrates. The program will focus

on self confidence building, technical management skills and community development techniques. The objectives of this workshop are to strengthen skills in implementing on-going programs for women, and to help women to initiate new projects which involve community women in the participatory planning and delivery of social services in Egypt.

## OBJECTIVES

The objectives of the conference were determined by the steering committee and were in keeping with the overall training strategy for the development of an Egyptian Women in Social Services

The four primary objectives were:

- 1) To inform women leaders from all governrates of the series of programs designed by the CEFPA WIM program in collaboration with the Federation For Social Services of Alexandria to strengthen management skill of Egyptian women involved in implementing social service programs.
- 2) To identify gaps in the delivery of Social Services to women.
- 3) To understand how management training can begin to close these gaps.
- 4) To identify middle level women involved in social service delivery who can benefit from such a training from both rural and urban areas.

## THE PROGRAM CONTENT

The following is an analysis of the content of the conference and the responses of the participants to the planned training methodology.

The from-to exercise was designed to elicit a historical perspective of how Egyptian women had progressed in the past ten years from narrow, delineated roles to more diverse and multiple roles. A sample of the situations women had come "from" in the past "to" today were:

from	to
1) no family planning	1) acceptance of family planning
2) no national attention to children's needs	2) focus on children's needs in every stage of development
3) no concern for preventive health care	3) health promotion through preventive medicine
4) lack of consideration for women	4) establishment of laws for women's rights
5) passive behavior by women	5) assertive behavior
6) lack of involvement	6) involvement in all areas of life
7) being suppressed	7) exerting leadership
8) illiteracy	8) literacy
9) academic degree orientation	9) life long education
10) high infant mortality	10) decreasing infant mortality

The participants were then asked to identify the critical questions that arise for women who had rapid and important transitions in the last 10 years. Some of the critical questions identified were:

- 1) How can women become involved in volunteer work in addition to their roles as housewives and/or employees?
- 2) What will be the consequences to society if family planning is not fully accepted, and the population continues to grow at the present rate?
- 3) What problems face women due to their active participation in the workforce?
- 4) How can we abolish apathy among our youth?
- 5) What are the advantages and disadvantages of freedom for women?
- 6) What is the effect of health education on the mortality rate?
- 7) How can the working woman manage her home problems and demands?
- 8) How can we protect our children from the negative effects of modern society?
- 9) How can we communicate family planning to the women in rural areas?
- 10) How can young boys be taught to become cooperative husbands?
- 11) How can the education system be modified to suit the purposes of development?
- 12) How can we promote love in the small family?
- 13) How can we encourage women to protect their political rights and participate in policy making?
- 14) How can women maintain and secure their working status?

In small group discussions the participants discussed the issue questions and came to consensus on the most important issues facing women.

The major issues identified in order of priority were:

- 1) family planning
- 2) child rearing
- 3) volunteerism
- 4) illiteracy
- 5) social apathy
- 6) involvement of religious groups in social issues

The recommendations developed by the participants to address these issues called for:

- 1) Collaborative efforts at all social and political levels with close coordination between religious, health, education and community agencies at large.
- 2) Health and social education programs integrated into the traditional educational system.
- 3) Management training for middle-level employees in the public and private sectors.
- 4) Using the media to increase public awareness about family planning, child rearing and health education.
- 5) Calling on the religious leaders to support family planning programs.
- 6) Promoting better child rearing by establishing more nursery schools, training more qualified teachers, providing more recreational facilities for children of all ages.
- 7) Promoting family planning through adult education.
- 8) Training rural women in practical skills to improve their ability to earn income.

- 9) Training teachers to deal with adult education.
- 10) Specific and practical planning in social service programs.
- 11) Creating educational and recreational programs for youth  
(both boys and girls)
- 12) Acknowledging the contribution of volunteer women.

Each of the recommendations provided excellent opportunities and ideas for the development of action programs which would begin to solve the critical questions identified by the participants as relevant to Egyptian women in modern society.

Realizing there are barriers to the initiation of any new program effort, the participants identified areas in which conflict and controversy were likely to arise when women attempt to change current thinking or attitudes within the community. The problems women managers may face when initiating new activities were:

- 1) Lack of adequate planning
- 2) Improper interpretation of religious views about change
- 3) Unhealthy competition between individuals for personal recognition and gain
- 4) Lack of commitment to social and cultural development
- 5) Lack of coordination of services
- 6) Frequent changes in leadership in organizations
- 7) Lack of financial resources
- 8) Lack of academically prepared consultants in most fields
- 9) Lack of principles by certain individuals

- 10) Lack of proper utilization of personnel within the government
- 11) Outdated educational programs
- 12) Inability to meet the needs of youth in modern society
- 13) No day care centers for women who want to work
- 14) Failure of schools to communicate the purpose of education to the rural family
- 15) Lack of involvement of parents in their children's education
- 16) Large family size

However, there is support for change, which make social service programs possible and desirable. Some of the most important reasons for the eventual success of social service programs were thought to be:

- 1) The support and commitment of the Ministry of Social Affairs, and their involvement in developing new programs.
- 2) The coordination of national Government and international organizations in identifying and meeting local community's needs
- 3) The commitment of women to serve their society through social service programs
- 4) Increasing awareness on the part of the public of the importance of family planning as a means of social development
- 5) Strong desire of the Egyptian people to raise their living standards and therefore their willingness to accept any measures to attain that goal
- 6) The establishment and implementation of family laws to protect women

The conference closed with the development of criteria for the selection of middle level women who would be asked to apply for the two week training program in the management "Egyptian Women in Social Services: Managing Social Service Delivery Programs", which will take place in Alexandria February 16-28, 1980.

Those criteria were:

- 1) Women who are actively involved in social service programs
- 2) Women who are capable of developing or expanding programs focusing on the needs of women
- 3) Women who work with women at the community level

## THE TRAINING METODOLOGY

The training methodology used for the conference was adapted from the Women in Management seminar-workshop series to meet the objectives of the conference. The WIM training methodology is based primarily upon participative training techniques. For this workshop a mix of the following techniques were utilized:

- Lecturette
- Brainstorming
- Open discussion and clarification
- Small group task assignments
- Presentation of reports
- Analysis and critiquing
- Evaluation and feedback
- Closure and wrap-up

Audio visuals were used to stimulate discussion and to demonstrate non-consensus interpretation. Small group assignments stressed consensus building and team work. Reporting and sharing results from small group assignments was an experience in project presentation. Analyzing the critiquing by the entire group of the consensus task demonstrated the need for constructive, objective criticism and community participation.

The evaluation and feedback methodology measured how the objectives of the workshop were met, and what specific project related skills

were needed by Egyptian women to initiate social services projects. The use of this methodology stressed the importance of evaluation in any project activity. It also served to measure the response of the participants to the participative training methodology and the acceptability of this methodology in the Egyptian setting.

## PARTICIPANTS

The participants of the conference were from a wide variety of social service organizations. Their collective experience in the social services field represented a unique resource pool. Their years of service to the people of Egypt was remarkable and proved the dedication of these women to their society. The variety of organizations represented indicated that social service programs have used many approaches. The unifying factor was the perceived need for more programs which would carry forward what the participants had begun, and the recognition that women needed management skills to implement and expand programs serving the community's needs.

The participants have formed the first line of defense, encouraging educational opportunities and political rights for women, health and family planning programs and child health and care facilities. They also represented religious institutions (which historically have been in the forefront of benevolent activities).

The Ministry of Social Affairs assisted in identifying these participants from other Governrates, 16 of the most populous were represented. All five districts of Cairo were represented, and 11 organizations in Alexandria were represented by 12 participants.

27 of the 30 participants attended every session of the two-and-one-half-day conference. Their evaluation of the proceedings indicated

their willingness to continue their involvement by helping to identify women with less experience whose capacities can be strengthened by management training. A two-week management training seminar-workshop for middle-level women in the field of social services will be held in February. The continued interest and advice from the conference participants will play a key role in further development of social service programs throughout Egypt.

## EVALUATION

Of the thirty women registered twenty seven attended every session of the conference. The evaluation reflects the views of those who were able to participate in each phase of the conference as it progressed from identifying issues to making recommendations for resolving them. The evaluation measured the reaction of the participants immediately following the workshop.

The purpose of the evaluation was three-fold:

- 1) to determine whether or not the objectives of the workshop had been met
- 2) to determine whether or not the conference methodology was effective in meeting these objectives
- 3) to identify specific skills which middle-level Egyptian women might need in order to initiate and implement social service programs

The evaluation format also allowed open ended comments about the program in general.

EVALUATION FORM

1. How was each of the stated objectives of the conference met?

<u>Objectives</u>	<u>Not at all</u>	<u>Partially</u>	<u>Fully</u>
● To inform women leaders from all governrates of the series of programs designed by CEFPA WIM Program in collaboration with the federation for Social Services of Alexandria to strengthen management skills of Egyptian women involved in implementing social service programs.		4	22
● To identify gaps in the delivery of Social Services to women		5	21
● To understand how management training can begin to close these gaps		5	22
● To identify middle level women involved in Social Service delivery who can benefit from such a training from both rural and urban areas		9	16

	Not at all	Moderately effective	Very effective
2. How effective was the training methodology in helping meet the objectives?		2	24
3. Would you recommend a similar training program for other women in your governrate?			
4. What specific skills do Egyptian women managers of social service programs need? Please check the ones you think are most needed:			
Needs identification		24	
Objective writing		25	
Budgeting		25	
Supervision		25	
Evaluation		24	
Reporting		23	
Fund Raising		22	
Staff development		24	

### Representative comments on the Overall Evaluation

- A successful conference which helps to build something.
- Conference well organized. However, the conference was very concentrated. Should be extended so we can benefit more.
- We were able to put thoughts on paper for the first time.
- Marvelous in identifying problems and pointing out the means to achieve solving them.
- We identified gaps in social services in our communities.
- Benefitted from the scientific methodology of the conference.
- A good chance to know the conference leaders and their expertise. Proud that Dr. Afaf should return to Egypt to serve her country.
- Positive first step for cooperation and coordination
- Happy to know other participants are aware of the issues and are so motivated in their work.
- The material collected for the conference was interesting and new.
- Acquired experience which is helpful to our work.
- The conference was based on the correct objectives.
- The whole society could benefit from such a conference.

**APPENDIX A**  
**Participant List**

**PARTICIPANTS**

**Egyptian Women in Social Services**

**Identifying Women's Issues in Social Service Delivery Programs**

**Alexandria**

**Mervat Amer, Director  
National Club Society**

**Sofia El-Attal  
Organization for Handicapped**

**Dr. Nadia Aiz El-Din Attef  
Health Improvement Society**

**Clariy Cangellari, Director  
Karbtras Association**

**Enniat El Garhi, Director  
Moslem's Women's Society**

**Sofeya Gomei, Director  
Leprosy Organization**

**Taisser Hafez, Specialist in Communication  
Regional Federation of Social Service**

**Fardous Hamad, Vice President  
Organization for Social Services**

**Omaima Abu Shanah, Vice President  
Child Education Society**

**Nadia Takla  
Egyptian Society for University Women**

**Fauzia Tawfick, Director  
Unmanageabel Girl's Rehabilitation Centre**

**Cairo**

**Dr. Doha Gonem, Director  
Organization for Social Service**

**Gamela Bassily Ibrahim, Director  
Child Welfare Society**

Hawa Idris  
Voluntary Social Service Organization

Sidat Ahmed Maher, Director  
Egyptian Women's Society

Boussaina Osman, Member  
Cairo Society for Women and Child Protection

Aswan

Violette Gindi Mikhail  
Coptic Women's Society

Damnhour Behira

Sahair Shehala El Gahannam  
Family Celebration Society

El Bahar El Ahmer

Samira Fareed  
El Bahar El Ahmer Governrate

El-Sharkia

Fatma El Maborweya Ahmed  
Health Improvement Society

Fayum

Farha Kamel  
Friends of the Bible Society

Giza

Evonne Nashid, Comptroller  
Family Planning Association

Kafer El-Shiekh

Nawal Ahmed Mohamed Farid, Director  
Family Health Improvement Society

Kalwiabia

Ensaf El Zarkany, Member  
Family Planning Organization

Kena

Tahany Azer Abdel Shaheed  
Health Improvement Society

**Mansora**

Suzanne George Ekdaue  
Hissnia Ekdanie Home

**Menoufia**

Violet Aziz Hana  
Orthodox Christian Orphanage

**Minya**

Sadia Taha, Director  
Patient's Friends Society

**Sauhag**

Dr. Fawzia Sayed El Bannan, Director  
The Happy Family Society

**Suez**

Sana Mohammed, Member  
Society for Occupational Training

**APPENDIX B**

**Two and One-Half Day Conference Schedule**

**SCHEDULE**

**Two and One Half Day Conference  
"Egyptian Women in Social Services: Identifying Women's Issues in  
Social Services Delivery Programs"**

**November 27 - 29, 1979**

Day One	Day Two	Day Three
9:00-10:00	8:30-2:30	8:30-11:00
Getting to Know You.	1. Exercise on Training Needs.	1. Comentary on combined data from day 1 & 2.
10:00-11:00	A. Group task: What training and access to social services exist for women?	2. How CEPPA-WIM can respond.
Official Opening and Welcome.	B. What are the gaps in services and training?	3. Discussion.
12:00-Noon	C. Reporting and Feedback.	4. Evaluation and feedback.
1. Participant introductions and introductions to the Workshop.	5:00-7:00	5. Identification of criteria for selection of participants for 2 week workshop on "The Management of Service Delivery Programs in Family Planning, Health and Development."
4:00-7:00	2. Exercise on Change	6. Closing and adjournment
2. "From-To" Exercise	A. Film "Refiners Fire."	
A. Introduction of Concept	B. The role of the Change Agent.	
B. Brainstorming Groups.	C. Analysis of the forces for and against change. Identifying the barriers and strategizing for filling the gaps in service delivery programs.	
C. Issue Identification.		
D. Reporting & posting.		
E. General discussion of key issue questions.		

**APPENDIX C**  
**Media Coverage**

### Appendix C

Reporters were present at the opening ceremony of the conference. The Minister of Social Affairs, Mrs. Amal Osman, deputed the Director of Social Affairs, Alexandria, Mr. Kamal Taliti, Governorate, to act in her stead and give the opening address. The American Consul General, Mr. Walter McClelland also welcomed the participants. The Governor of Alexandria Governorate, Mr. Fouad Helmy was represented by Mrs. Helmy. Mrs. Zahia Marzouk represented the Steering Committee, Dr. Tarik Abul Dahab represented the Pathfinder Fund and Peggy Curlin spoke on behalf of The Centre for Population Activities. Articles written about the opening ceremonies and the conference were published in the Arabic and English press immediately following. Magazine coverage is forthcoming with more detailed accounts of the proceedings.

#### Articles

El-Ahram  
Issue 33953  
Monday, November 26, 1979

El-Ahram  
Issue 33955  
Wednesday, November 28, 1979

The Egyptian Gazette  
"News in Brief"  
Wednesday, November 28, 1979

**APPENDIX D**  
**Supplementary Reading Materials**

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Appendix D

Supplementary reading materials in Arabic and English were collected and given to the participants for future reference and for use in their organizations.

Collected by the Federation of Social Affairs:

New Personal Statue on Women  
Number 44 for 1979  
Women's Rights in the Islamic,  
International and Comparative Society  
by Hossni Nassar (Arabic)

Women and Development in Egypt  
by Ismail Hassan Abdel Badry (Arabic)

The Regional Federation of Private  
Organizations and Institutions in  
Alexandria  
The Annual Report 1978 (Arabic)

Research on Social Services Needs of  
Working Women in the Alexandria  
Society  
by Zahia Marzouk and Iqbal Mohamed Bashir  
(Arabic)

Situation of Women in the World 1979  
United Nations (Arabic)

Donated by the Institute of Training and Research

Teaching Card Game  
Zahia Marzouk (Arabic)

Family and Childhood Problems  
by Zahia Marzouk (Arabic)

Education and Family Planning  
3rd Stage: "Stories"  
A Happy Family - Family Planning Association  
Alexandria (Arabic)

Donated by the Pathfinder Fund  
Casebook for Family Planning Management  
Frances and David C. Korten (English)

Instructions for Grant Application  
The Pathfinder Fund (English)