Mid-Term Gender Equality Performance Review

Final Report

Presented to: The Canadian International Development Agency (CIDA)

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Acronyms

AECID	Egyptian Association for Community Initiatives and Development
AWA	Arab Women Alliance
BDS	Business Development Services
BDSSP	Business Development Support Services Project
BoT	Board of Trustees
CD	Capacity Development
CEOSS	Coptic Evangelical Organization for Social Services
DAG	Development Assistance Group
CCT	Cross Cutting Theme
CDPF	Country Development Performance Framework
CENACT	Community Environment Action Project
CIDA	The Canadian International Development Agency
CPDF	Child Protection Development Facility
CSAT	Capacity Self Assessment Tool
EBI	Egyptian Banking Institute
ECE	Early Childhood Education Initiative
EEAA	Egyptian Environmental affairs Agency
EEDP	Egypt Enterprise Development Program
EEIF	Egyptian Environmental Initiatives Fund
EMM	Europe, Middle East, Maghreb
ENGOSC	Egyptian NGO Support Centre
EOU	Equal Opportunity Units
FLA	Forward Looking Assessment
GAD	Gender and Development
GAFI	General Authority for Investment
GEDF	Gender Equality Development Facility
GOE	Government of Egypt
GTZ	German Technical Cooperation
HQ	Head Quarters
KAR	Key Agency Results
LFA	Logical Framework Analysis
LPC	Local Popular Council
MAWA	Minya Arab Women Alliance
MFI	Microfinance Institution
MoE	Ministry of Education

MoF	Ministry of Finance
MSME	Micro Small Medium Enterprise
MSS	Ministry of Social Solidarity
NCCM	National Council for Childhood and Motherhood
NCW	National Council for Women
NDP	National Democratic Party
NGO	Non-Governmental Organization
PDF	Participatory Development Fund
PDP	Participatory Development Project
PIP	Project Implementation Plan
PMF	Performance Monitoring Framework
PPIC-Work	Promoting and Protecting the Rights of the Child
PSD	Private Sector development
PSU	Program Support Unit
PTL	Program Team Leader
QAUs	Quality Assurance Units
RBM	Results Based Management
RUWDA	Urban and Rural Women Development Association
SCAL	Student-Centered Active Learning
SCDEPA	Siwa Community Development and Environmental Protection Association
SDS	Social Development Specialist
SFD	Social Fund For Development
SIP	School Improvement Plan
SL	School Leaders
SME	Small and Medium Enterprise
SSA	School Self-Assessment
STEPS	Support to Egyptian Primary Schooling
TGNP	Tanzania Gender Networking Programme
ToR	Terms of Reference
ToT	Training of Trainers
UNICEF	United Nations Children Fund
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
WB	World Bank
WEEP	Women Economic Empowerment Program

WHDA	Women and Human Development Association
WHO	World Health Organization
WIF	Women Initiative Fund
ZKH	Zeinab Kamel Hassan Foundation

EXECUTIVE SUMMARY

The Canadian International Development Agency (CIDA) commissioned a Performance Review of the integration of the cross-cutting Gender Equality (GE) theme at the program and project levels. This review is intended to be a sweeping perspective of where CIDA stands with regards to promoting GE after almost 6 years of Strategy implementation.

Accordingly and in consultation with the Technical Lead on GE, a sample of projects representing the CDPF of 2001-2011 was singled out for scrutiny. The sample consisted of five projects, including ongoing and completed projects in the programmatic areas of Small and Medium Enterprise Development, Basic Education, Civil Society Partnership, and Environment as follows: BDSSP, PPIC-Work, STEPS II, PDP, and CENACT. BDSSP and PPIC-Work were selected because of their relevance to PSD during the next CDPF.

A desktop review of select program and project-related documents was carried out, and semi-structured interviews were held with CIDA and PSU management and staff, as well as project management in Cairo, project field staff, partners, and beneficiaries. Project field visits were carried out to talk to the implementing staff on the ground, and to validate findings from both the desk top review and interviews.

Finally, relevant Government of Egypt (GOE) stakeholders and donors were interviewed, to obtain insights into their interaction with CIDA around gender issues and to explore potential synergies for the next phase of CIDA's program.

A. Main Findings

1. The Program

CIDA has made steady progress in its contributions to all three levels of results during the period from 2004 to 2008. The uncertainty that has prevailed at the program level during the past 18 months, together with anticipated budget cuts has caused CIDA program staff to become reluctant to initiate new activities and follow up on conversations previously held. However, it seems that the sluggishness of these past months has not yet compromised the investments made in the area of GE during the peak years from 2004 to 2008.

An overview of main achievements during the peak years 2004-2008 shows that on the partnership front CIDA has made significant strides in identifying and linking with like-minded donors, UN agencies, and other development organizations. While not all conversations have resulted in concrete partnerships around gender issues, a number of collaborative activities were in fact developed between CIDA and certain organizations. CIDA management has indicated that only those partnership initiatives that have direct bearing on Economic Growth and MSME development will be pursued and considered during the next phase.

The Gender Training Course and materials continue to be the cornerstone of CIDA's capacity development in the field of GE. Together with the other learning events organized by CIDA, it served to "place program and project staff and partners on the same page" doing away with much of the resistance that the GE focal points report encountering when discussing gender issues with their own management and colleagues, as well as in the field

with GOE stakeholders and NGOs. All of the projects and some of the subprojects have adapted the training material to their own needs, and have contributed tools to the GE kit. As of 2006, CIDA started inviting donors to attend the GE training on a cost recovery basis. The gender officers and project staff and partners of USAID, UNDP, UNAID, DANIDA, CARE and the Netherlands attended the basic training.

CIDA's "generosity" in sharing and disseminating knowledge, information and tools is commended by donors and partners. The GE strategy, training materials and the GE tool kit are available upon request and posted on CIDA's website. CIDA is responsive to requests from Egypt and the region and has encouraged its cadre of trainers to use the training material in trainings that they deliver to other entities within Egypt and abroad. The status of the advanced training course that was developed in response to feedback from the field requesting more focus on GE indicators and Gender analysis is still undetermined. The module has yet to be finalized and a decision is to be made concerning its arabization and on-going delivery. In the meantime, discussions are underway to institutionalize the training within the capacity building curricula of CARITAS.

The existence of the Egypt Gender strategy and PMF enables project staff to understand how project results contribute to program level outcomes. The existence of the GE focal points and their relationship with the technical Lead on GE has meant that a significant amount of information on project performance with regards to GE results is being created and shared. However, the ambiguity surrounding the role of the Program Support Unit (PSU) stands in the face of a more structured process of information sharing and knowledge management. Information sharing with the PSU is dependent for the most part on personal relations and good will among staff rather than on an institutional mandate requiring the projects to share information with the PSU, including the Technical Lead on Gender. The structure of the CIDA Egypt Program which is comprised of Embassy Officers, independent Consultants and PSU CCT advisors has contributed to a dichotomous set up and an unsystematic flow of information and sharing of documents. There is definitely a need to rationalize the process of information sharing and monitoring, so as to ensure the full integration of GE in all steps of the project cycle.

2. The Projects

CIDA's portfolio in Egypt combines project activities that take a mainstreaming approach by addressing the different needs of women and men, as well as a few targeted women-specific interventions (sometimes deemed necessary) depending on the thrust of the project, the geographical location and the status of women in a particular context. For example, while PPIC- Work and CENACT do not have gender-specific activities, BDSSP has found it necessary to develop specific initiatives targeting women. STEPS II has chosen to work with the Gender Equality Units established by NCW in MoE, and with the self-selected agents of change who formed gender teams. The PDP is managing the Gender Equality Development Facility (GEDF), and dealing with women organizations as well as other Civil Society Organizations.

Projects that have developed specific GE initiatives have not taken the easy way out and done so at the expense of a more mainstreamed approach. There is a conscious effort made by the projects to mainstream gender within their recruitment as well as their partners' recruitment processes, in capacity building activities, and more importantly, through the establishment of links between the GE specific activities and the other non-specific GE project activities. Having said this, GE remains secondary to the achievement and therefore to the reporting of the main sector-related results.

The replication and scalability of all of the prototypes that were reviewed is questionable, mainly because not enough effort has been expended in advocacy at the national level; and, accordingly in the institutionalization of structures created by certain projects to sustain GE. Models such as EACID (PPIC-Work) and AWA (PDP) and to some extent MAWA (BDSSP) that are linked to market dynamics are better positioned in terms of sustainability than the others that are linked to a specific government body (STEPS II and CENACT).

Concerning GE, there is definitely a change in the mind-set of those individuals (women and men) who have been involved in CIDA's projects or touched by it. CIDA's commitment to GE as a fundamental human right, has given credibility to its messages and interventions, a fact that is widely recognized to have had significant sensitizing influence. The decision to have Egyptian development officers acting as the project GE focal points was a sound one, as they were able to contribute to a balanced and culturally sensitive discussion of GE within the sector of focus.

The prototypes reviewed for the purpose of this report present a number of "lessons learnt" that are worthy of reflection and highlighting because of the guidance they can provide to future CIDA programming, but also because of their potential value added to other actors concerned with GE.

- Establishing good relations with local government was critical to the success of the pilots. Keeping local government informed and engaged meant that potential obstacles were removed and that facilities were extended, thereby contributing significantly to the credibility of the project and to community acceptance of its interventions and messages
- The choice of field managers who are solid networkers was a very important factor contributing to project success. In certain cases, the field manager was able to leverage his/her connections to assist in resolving issues unrelated to the project, thereby establishing a good rapport with the community.
- Identifying a champion at the national and/or local level is always a plus, especially when the message to be relayed is a potentially controversial one.
- The RBA approach to the discussion of GE proved to be very effective as even the more conventional communities could relate to it as being part of their religious and/or moral frame of reference, as opposed to being a concept that is imposed by the West.
- The participation of GoE and civil society partners in the GE trainings and in other CIDA learning events served to introduce the concept and rationale for GE to these partners, and accordingly contributed to a leveled ground of understanding between project staff and partners.

B. Recommendations

Informing CIDA's work during 2011-2015

1. *The Program*

- The technical thematic advisors' role should be expanded beyond that of advising the Program to become more engaged in reviewing the monitoring of project performance with regards to mainstreaming the crosscutting themes. Their reviewing role should be explicitly stated in their job descriptions and made clear to the executing contractors. By doing so CIDA would emphasize the message that the crosscutting themes, are not of secondary importance, but rather a corporate mandate that needs to be given due attention. The interview held with the

SME PTL indicated that a more coherent approach to monitoring the CCTs was in fact being discussed for the next phase.

- The expertise of the thematic advisors should be better utilized to bring the CCTs in general and GE in particular, to a more upfront position in the policy dialogue with national partners.

- Revisiting the gender training course material so that it is better tailored to the sector of focus: Economic growth and M/SME development is advisable as it would benefit CIDA's work during the current CDPF, and maintain its image as a “serious and committed” donor. Having the projects pay part of the cost could be an option which would promote a measure of ownership in the process. However, unless the cost sharing arrangement is carefully crafted, it could come at the expense of the integrity of CIDA's capacity building process, which is based on widespread sharing and disseminating of knowledge and tools, also placing limits on the nature and size of the audience targeted.

- The GE Annual Performance Review Meeting is a forum where the learning process takes place through the exchange of experience that occurs in the meeting but more importantly, as a result of connections made during the event. This event brings together partners and peers into a "community of practice" around gender issues and provides a measure of visibility to CIDA which is far more extensive than warranted by the financial size of its donor assistance to Egypt. It is therefore up to CIDA to decide whether it will continue organizing such meetings at reasonable enough intervals (18-24 months) so that they will remain relevant to CIDA’s partners.

- CIDA is perceived to have played an energizing role in its communications with donors around GE issues in the various meetings and workshops or through the GAD. ""CIDA has a voice" that should continue to be heard as it proceeds forward during the next phase. The sector PSD and MSME Development is one where significant donor and GOE investments are made. CIDA should therefore focus on critical partners and audiences within the context of PSD, and ensure that they are engaged and on board of the discussion around GE.

- The discussions that were started with UNICEF around the gender and education module, and with GTZ around violence in the workplace should be resumed, the first one because it completes CIDA’s investments in the education sector (particularly that CIDA already has a developed module on gender and education that could be used by UNICEF with its education partners), and the second because of its relevance to PSD and employment

- CIDA should make sure that RFPs and ToRs for new projects specify that Executing Agencies allocate adequate resources for the proper integration of GE.

- CIDA should make sure that RFPs and ToRs for new projects specify that Executing Agencies have to contribute to knowledge management by creating, storing, and sharing project-related reports and tools with CIDA, the PSU and other projects.

- CIDA should make an effort to bring the results and lessons learned from the pilots to the national level, and accordingly shift its attention and resources to the policy level, while providing technical assistance to “critical partners (GAFI, SFD, EBI, MoF) The models are

already available. THERE IS NO NEED FOR MORE MODELS.

2. *The Projects*

- In case BDSSP is extended, the Project should be more diligent about its dialogue on GE with partners such as GAFI and EBI. Both the SME unit at EBI and the Bedayat Center are headed by women; however, this by itself does not make for a gender- sensitive program set up. Awareness must be raised within both institutions. The reviewer found both organizations to be very receptive concerning the integration of GE in their operations; however, they lack capacity, which is an opportunity for CIDA (BDSSP and program) to ensure that the requisite expertise is made available to them.

- STEPS II still has one year to go, which should be devoted to implementing their sustainability plan.

- Given the wide coverage and scope of PDP, a thorough impact assessment would be very informative to the CIDA program at this point.

- New CIDA projects should continue to allocate adequate resources (both human and financial) to implement GE and CCT strategies systematically

- New projects should ensure that their pilot activities are aligned to national priorities and policies. They should therefore give equal weight to the policy dialogue with national counterparts. THE PILOT IS A DEMONSTRATION NOT AN END IN ITSELF

I. INTRODUCTION

A. Statement of Work and Objectives

The Canadian International Development Agency (CIDA) commissioned a Performance Review (herein referred to as the review) of the integration of the cross-cutting Gender Equality (GE) theme at the program and project levels. This report presents the findings of the review that was carried out during the months of January and February 2010.

The review has focused on answering the following questions:

1. To what extent has the mainstreaming of gender been successful at the level of program and project activities?
2. What were the entry points and/or models at the program and project levels that have contributed to revealing and addressing gender imbalances?
3. How can CIDA benefit from its lessons learned and-given its reduced budget- how can it ensure that its Egypt program continues to be alert and responsive to gender equality considerations?

B. Background

Canada's commitment to the achievement of gender equality is integral to its support of sustainable development and poverty reduction at home and internationally. This is clearly demonstrated in the Policy on Poverty Reduction and the Gender Equality Policy, which are the bases for CIDA's corporate priorities and programming frameworks. (CIDA's Policy on Gender Equality, 1999)

CIDA's Policy on Gender Equality has provided the overarching framework for the development and implementation of the Egypt GE Strategy. Accordingly, investments have been made at both the program and project levels, to ensure that contextually relevant GE results are identified and explicitly articulated at the Outcome and Output levels, thereby contributing to the CIDA Egypt Program Gender Equality Strategy Results, and that program and project activities and communications with partners and stakeholders are properly aligned with targeted results. Strategy implementation is guided by a Performance Monitoring Framework (PMF) and supported by annual work plans.

Since the implementation of the CIDA Egypt GE Strategy, performance reviews have been carried out for the years 2004-2005, 2005-2006, and 2006-2007. In addition, a stocktaking exercise was carried out in the summer of 2008. These reviews indicate that there has been marked progress over the years on all three levels of results: Development Results, Enabling Results, and Management Results; and, that the consideration of findings and the integration of measures recommended for performance improvement has been quite systematic over the course of Strategy implementation.

C. Limitations of the Review

This performance review has been carried out during a time when most projects are winding down or in the case of a few, waiting for extensions. Communications for the purpose of the review were consequently, somewhat uneasy, considering that the staff at the management and field levels was either in departing mode or worried to share information perceived as potentially compromising to their chances for extension. The consultant was careful to inform respondents upfront that the purpose of the review was to document the lessons learned concerning the mainstreaming of gender and to capture the successful entry points developed by the various projects. Nevertheless, some measure of

reticence was observed during the interviews as well as reluctance to readily share documentation especially the Project Implementation Plan (PIP) and the mid-term evaluations. The process of accessing project documents required some facilitation by the Embassy. In most cases, the documents were obtained following the interview, which meant that the consultant had to revert back to a number of key respondents for clarifications about relevant information that was not referred to during the initial interview, but that came up subsequently after the background documentation was supplied, thereby adding to the pressure to complete the review in a timely manner.

II. SCOPE & METHODOLOGY

The scope and methodology of the present review are designed to carry out a quick appraisal of the extent to which the CIDA Egypt Program and its executing partners have been consistent in paying due attention to GE considerations since the implementation of the Gender Strategy. It is not meant as a detailed examination of CIDA's performance, but rather a sweeping perspective of where CIDA stands with regards to promoting GE after almost 6 years of Strategy implementation.

Accordingly and in consultation with the Technical Lead on GE, a sample of projects representing the CDPF of 2001-2011 was singled out for scrutiny during the review process. The sample consisted of five projects, including ongoing and completed projects in the programmatic areas of Small and Medium Enterprise Development , Basic Education, Civil Society Partnership, and Environment as follows: BDSSP, PPIC-Work, STEPS II, PDP, and CENACT. BDSSP and PPIC-Work were selected because of their relevance to PSD during the next CDPF.

A desktop review of select program and project-related documents including was carried out, and semi-structured interviews were held with CIDA and PSU management and staff, as well as project management in Cairo, project field staff, partners, and beneficiaries. Project field visits were carried out to talk to the implementing staff on the ground, and to validate findings from both the desk top review and interviews.

Finally, relevant Government of Egypt (GOE) stakeholders and donors were interviewed, to obtain insights into their interaction with CIDA around gender issues and to explore potential synergies for the next phase of CIDA's program.

III. Main Findings & Lessons Learned

Implementing the Gender Strategy: Activities and Results

1. The Program:

CIDA's Gender Equality Results Framework emphasizes the central role that the development of capacity and dissemination of knowledge plays in achieving the objectives "to create and foster an enabling environment necessary for CIDA and its partners to work together effectively towards gender equality.", and to "put in place and sustain the operational management prerequisites for effective work in gender equality". To do so, it has identified expected results both at the Enabling Environment and Management Outcome levels.

Enabling Results

- *Enhanced Partnership in Working Effectively Towards Gender Equality*
- *Enhanced and Sustained Capacity of CIDA and Partners to Achieve Gender Equality Results in Their Work*
- *Enhanced Availability, Use and Sharing of Information/Tools on GE by CIDA and Partners.*

During the period from 2004 to 2008, CIDA has made steady progress in its contributions to all three Outcome Results. Moreover, investments and activities undertaken to develop the capacity of the project executing agencies and partners have paid off. Project staff is sensitized to the importance of gender equality, is well equipped with the knowledge and tools to integrate gender considerations into the design and implementation of activities, and able to ensure that partners are similarly enabled. The Performance of the Egypt GE program was recognized during the CIDA GE Corporate Policy Review in 2007. In 2008, the Egypt GE team received CIDA's President's Award for Achievement in Promoting Equality between Women and Men.

During the past 18 months, the uncertainty that has prevailed at the program level together with anticipated budget cuts has caused CIDA program staff to become reluctant to initiate new activities and follow up on conversations previously held. However, it seems that the sluggishness of these past months has not yet compromised the investments made in the area of GE during the peak years from 2004 to 2008.

An overview of main achievements during these peak years show that on the partnership front CIDA has made significant strides in identifying and linking with like-minded donors, UN agencies, and other development organizations. It has done so through active engagement in the Gender and Development (GAD) sub-group of the Development and Assistance Group (DAG), and the various other donor sub-groups and synergy groups, the organization of workshops and the participation in events such as the Women's Day and the World Sight Day. While not all conversations have led to concrete partnerships around gender issues, a number of collaborative activities were in fact developed between CIDA and certain organizations. CIDA has proactively supported conducting gender analysis to the joint WB/CIDA Early Childhood Education Initiative (ECE) during the early stages of Strategy

implementation. In 2005, the GE CD-ROM Info Tool was developed in joint collaboration with USAID. During that same year CIDA also provided input to the integration of Gender in Egypt's National Microfinance Strategy, a multi- donor initiative which included USAID, UNDP, GTZ and CIDA. Two years later, the GE team also reviewed the SME National Strategy which was jointly developed by CIDA and the SFD. It should be noted, however, that in both cases the GE team was called upon at an advanced stage of Strategy development.

During 2006-2007, CIDA GE Technical Lead participated in the consultation that was organized by USAID around the "Violence against Women and Children" program implemented by the National Council for Women (NCW) and the National Council for Childhood and Motherhood (NCCM), providing feedback on successful entry points for gender integration. CIDA was also asked to comment on the assessment document "Trafficking in Person" which was used by USAID to raise the awareness of the GOE to the problem as it affects children and women.

CIDA GE Program facilitated the connection between CENACT and the Equal Opportunity Unit at the MoF. As a result, the Unit at MoF was invited through CENACT to make a presentation of its experience to the GE Unit of the Egyptian Environmental Affairs Agency (EEAA) which was attended by the EEAA GE regional focal points, members of the NCW and other EEAA stakeholders. CIDA was also instrumental in linking CARITAS with Al Noor Foundation and the World Health Organization (WHO). This connection resulted in a training that was delivered in 2007 by the Foundation to CARITAS Minya staff on primary eye care, and in the joint participation of Al Noor Foundation and CARITAS in last year's World Sight Day in a round table around gender and eye care. Lastly, CIDA provided the opportunity for Al Noor Foundation and CENACT to collaborate in 2008 in the production of "The Motivator's Guide for Working in the Waste Management Field."

CIDA contributed to the discussion of the role of civil society in gender sensitive budgeting by commissioning a consultant to carry out a desktop review and situational analysis of GB worldwide and in Egypt in 2008. The results of the study were presented to an audience of donors, UN agencies, research institutes, NGOs and GOE stakeholders including the MoF. During that same year, CIDA invited a representative of the Tanzania Gender Networking Program (TGNP) for an inception mission to investigate the potential of CIDA's involvement in a multi-partner Gender Budgeting Initiative workshop on the role of civil society in GB.

However, due to uncertainty regarding the new CIDA Program direction in Egypt, the proposed GB initiative with TGNP came to a standstill. Similarly discussions with the GTZ around supporting the civil society forum working on the new personal status law have faltered. So far, the conversation with CIDA management indicates that only those partnership initiatives that have direct bearing on Economic Growth and MSME development will be considered during the next phase.

The capacity of CIDA program and project staff and partners has been enhanced through the GE training course as well as learning events, with some project staff participating as presenters or resource people in later deliveries of training, e.g. the CENACT and BDSSP GE focal point regularly participated in the delivery of particular sessions. The Gender Training Course and materials have been and continue to be the cornerstone of CIDA's capacity development in the field of GE. This training served to "place program and project staff and partners on the same page" doing away with

much of the resistance that the GE focal points report encountering when discussing gender issues with their own management and colleagues as well as in the field with GOE stakeholders and NGOs.

Since 2004, the basic training course has been delivered on a regular basis in English and Arabic. As of 2006, CIDA started inviting donors to attend the GE training on a cost recovery basis. The gender officers and project staff and partners of USAID, UNDP, UNAID, DANIDA, CARE and the Netherlands attended the basic training. On the regional level, participants from the CIDA PSU and its partners in Jordan have also been participating in the Egypt GE training events and Regional Forum.

In addition to capacity development, reporting on GE Results has progressed over the years as a result of the learning experience provided through the Annual Performance Review Meetings, a practice that began in 2005, and continued until 2007. The stocktaking exercise of 2008 was a more limited exercise, which took place in lieu of the usual Annual Performance Review Meeting, due to budget considerations. "Despite the reduced budget, we wanted to maintain the practice of having the projects come together to report and discuss their performance", explained CIDA's Technical Lead on GE, who went on to say that the value added resides in the process of preparing for the meetings, and the conversation that is held around performance.

The Regional Exchange Forum of 2007 can be considered as the last big investment made by CIDA during the CDPF of 2001- 2011 for a large scale event for capacity development and knowledge sharing around GE. It brought together over 30 participants from diverse CIDA programs and partners in the MENA region to share their experiences on working with GE. The final workshop recommendations included hosting the Event every two years, by one of the EMM countries. However the recommendation was not taken up by CIDA management probably due to budget constraints.

One of the messages that came out of the Regional Exchange Forum of 2007 was that the CIDA HQ Gender Equality structure should become more visible and accessible to the field and that there should be more systematic consultations between Headquarters (HQ) and the field. Accordingly, in 2008, upon the initiative of the Egypt GE Program, a two hour video conference was organized with HQ, which included the field GE focal points, the HQ gender specialist for EMM, the GE team at CIDA Policy Branch, the Head of AID, and the Technical Lead on GE. Information was exchanged about the field GE results and lessons learned, HQ updates on GE, and the Results of the Corporate Review on Gender. Despite the GE focal points request to have these consultations more often, this interaction remained a one off event which was not repeated. The EMM gender specialist moved to a new position within CIDA and has not been replaced for a long time. This has disrupted the communication process and the systematic interaction between HQ and the field as was intended.

CIDA's "generosity" in sharing and disseminating knowledge, information and tools is commended by donors and partners. The GE strategy, training materials and the GE tool kit are available upon request and posted on CIDA's website. CIDA is responsive to requests from Egypt and the region and has encouraged its cadre of trainers to use the training material in trainings that they deliver to other entities within Egypt and abroad. CIDA's willingness to share has encouraged organizations and entities in Egypt and abroad to request using its materials. A recent example is the one received from the gender officer in a GTZ funded water cooperation program, asking if she could attend and/or use CIDA's training material for their program in Jordan. The Dutch are currently using the CENACT GE materials in one of their projects.

Since 2008, the Equal Opportunity Unit of MoF has been using one of CIDA's trainers to deliver a gender training program that is largely based on CIDA material. This same trainer is using the material in the trainings he delivers in the context of his work as a health program officer in CARITAS. Similarly, the other trainer reports using CIDA's gender analysis as the basis for a training of trainers (ToT) that she has delivered on behalf of the Dutch Gender and Water Alliance Foundation in Egypt, Tunisia and Lebanon. Discussions are currently underway to institutionalize the training within the capacity building curricula of CARITAS.

On the CIDA Program level, the training modules and tools developed for both the introductory and the advanced courses were shared and made available to the CIDA projects for adaptation and delivery with project staff and partners. The advanced GE module was used by ECEEP and STEPSII to deliver a similar GE training to more project staff members who did not participate in the Program sessions. CENACT, BDSSP and PPIC-W have used program tools and adapted program training modules to their specific projects.

The Regional Exchange Forum was an effective venue for knowledge sharing and dissemination. CIDA projects displayed materials, power point presentations and tools, and partners from civil society and the donor community were also invited to participate as exhibitors.

Thanks in great part to the program's significant contributions to the three Enabling Outcome Results, CIDA is perceived within the donor and development community as well as among GOE stakeholder organizations as a serious-minded and committed agency, which has been working effectively with partners to build and disseminate knowledge around GE.

Management Results

- *Appropriately Trained and Supported Staff*
- *Efficient and Effective GE Information System Linking Projects to Program*
- *Appropriate Management Systems to Support the Integration of GE into the Egypt Program*

The financial resources allocated through the Program Development Initiative (PDI) were instrumental to the operationalization of the GE Strategy. Technical expertise was installed at both the program and project levels, and backstopping from HQ was readily available.

The approach to educating program and project staff as well as partners on basic GE concepts and rationale has been a systematic one. It was based on a capacity building assessment and plan to provide culturally relevant know-how, methodologies and tools enabling the projects to carry out their own gender analyses, develop gender strategies with explicit GE results, and to revise these strategies as needed.

As of 2006, training course content and structure has been systematically updated by the GE technical lead and the trainers with case studies from the field and field visits to CIDA and non-CIDA projects. Feedback from participants was solicited at the end of each of the trainings, and taken into consideration in planning for the next one. As a result of this iterative process, the content has become increasingly relevant and the trainers' ability to deliver the training has matured, a fact pointed out by the Technical Lead on GE and also recognized by the trainers, who are now solicited by other entities to deliver gender training. During the Gender Equality Exchange Forum, the senior policy advisor & assistant director, GE division of CIDA, announced that there were plans for an improved GE course;

however, these plans did not materialize because of the restructuring that has been taking place since then, at HQ. In the meantime, the Egypt materials was referred to and used for HQ GE training in 2007.

All of the projects and some of the subprojects have adapted the training material to their own needs, and have contributed tools to the GE kit. In May 2008, the Business Development Service Support Project (BDSSP) contracted one of the independent consultants on CIDA's roster to design and deliver a tailored training on gender and BDS. Trainees included project staff as well as BDS providers and facilitators. Since then the training was delivered twice, the last round was implemented in 2008-2009. STEPS 2 did the same with the training of Equal Opportunity Units at the Mudiriya and Idara levels. Al Noor Foundation has developed its own gender training which is currently being marketed to other NGOs working in the field of health. PPIC-Work Partner EACID adapted the GE training with help from Terres Des Hommes.

The status of the advanced training course that was developed in response to feedback from the field requesting more focus on GE indicators and Gender analysis is still undetermined. The module has yet to be finalized and a decision is to be made concerning its arabization and on-going delivery. To date it has only been delivered once in English in 2008. Participants were mainly the project focal points, and at the program level, the two SME technical advisors. Participants also included non-CIDA practitioners (UNAIDS, Dutch) as well as other CIDA programs in the EMM Region.

Some sharing of tools has also been happening between the program and the projects and amongst the projects. For example, the PPIC-Work Entrepreneurship Training Game "BAKALTY" was introduced by BDSSP in the consultancy unit that was established for working girls in the area of Banger El-Soukar, Alexandria. It is noteworthy however that this exchange has mostly occurred on an ad hoc basis and has not been as systematic as it should be.

In 2009, the GE Program initiated an exercise for the collection and consolidation of GE tools and training material developed by the projects. The uploading of the collected material to the CIDA PSU website has already started but is currently on hold pending the finalization of the Knowledge Management Strategy. At this point, the CIDA PSU website includes all the GE resource material available at the PSU resource library.

The existence of PMF for GE at the program level is incentivizing, as it enables project staff to understand how project results contribute to program level outcomes. The existence of the GE focal points and their relationship with the Technical Lead on GE has meant that a significant amount of information on project performance with regards to GE results is being created and shared. However, the unresolved ambiguity surrounding the role of the Program Support Unit (PSU) stands in face of a more structured process of information sharing and knowledge management. And, while the projects do have their own web sites, not all the information is posted and there is no electronic information system linking the projects to the program. Information sharing with the PSU is dependent for the most part on personal relations and good will among staff rather than on an institutional mandate requiring the projects to share information with the PSU, including the Technical Lead on Gender. The structure of CIDA Egypt Program which is comprised of Embassy Officers, independent consultants and PSU CCT Advisors has contributed to a dichotomous set-up and unsystematic flow of information and sharing of documents.

The monitoring process and reporting remains heavily biased towards sector results (e.g. SME or Education) at the expense of results related to the cross-cutting themes. This is a reflection of the "secondary position" of the cross cutting themes, a fact noted in previous reviews and acknowledged by the present Head of AID. While the existence of a GE Strategy and a corresponding PMF have

undoubtedly helped make the reporting on gender results more systematic than is the case with the other cross- cutting themes, there is still a need to rationalize the processes of information sharing and monitoring, so as to ensure the full integration of GE in all steps of the project cycle.

2. The Projects

a. Development Results

Prototypes/ Models of Gender Integration

Gender inequalities have been conventionally addressed through the design of specific activities targeting in most cases exclusively women (WID), rather than improving their access to development opportunities through a mainstreaming approach which does not exclude men, but is responsive to the different needs of women and men (GAD). In recognition of the effectiveness of the latter approach, CIDA GE Strategy emphasizes that "the motivation to integrate gender analysis into the main streams of programming is greater than when gender equality is seen as "added on or in isolation" Accordingly, the undertaking of gender analyses as a base for developing GE strategies is a core CIDA directive to its projects, with the understanding that positive discrimination might be required in certain contexts. This should be temporary, lasting only until the appropriate corrective interventions take effect.

Guided by a gender analysis, CIDA's portfolio in Egypt combines project activities that take a mainstreaming approach by addressing the different needs of women and men, as well as, a few targeted women-specific interventions (sometimes deemed necessary) depending on the thrust of the project, the geographical location and the status of women in a particular context location.

A closer look at the projects selected as part of this review reveals that while PPIC- Work and CENACT do not have gender-specific activities, BDSSP has found it necessary to develop specific initiatives targeting women. STEPS II has chosen to work with the Gender Equality Units established by NCW in MOE, and with the self selected agents of change who formed gender teams. The PDP is managing the Gender equality Development Facility (GEDF), and dealing with women organizations as well as other Civil Society Organizations.

i. BDSSP

The project goal is "to foster better employment opportunities through support to small and medium enterprises with an emphasis on the country's marginalized groups, in particular women and youth". The project works in Siwa, Alexandria, Minya, and Sohag establishing business development units and embedding them in partner organizations. It also works in Cairo with the Egyptian Banking Institute (EBI) to facilitate access to finance.

Integrating gender was a challenge that BDSSP faced early on, due to the fact that most women-owned businesses are micro-sized and informal. In addition, partner institutions were reluctant to develop and offer BDS for women, partly because the concept of charging for BDS services is new to Egypt, and there was little market demand for it by SMEs and even less by microenterprises. A 2005

assessment commissioned by the project, "Exploring the Low Participation of Women in the SME Sector", found that women were constrained by their family obligations, limited information, and mobility.

BDSSP's approach to developing and providing gender-sensitive BDS was two pronged, and based on:

- Developing capacity within the BDS units to respond to the needs of women entrepreneurs, encouraging the units to hire women staff, and, embedding gender equality in diagnostic exercises and assessments; and

- Designing and funding specific initiatives to support women entrepreneurs.

Five GE specific initiatives were designed; two of which closed down due to disagreements with partners, while the other three are still operational - one in Siwa implemented through the SCDEPA Kileem Training Center with the Community Development and Environment Protection Association, The SCEDPA Kileem Training Center has received a Local Initiatives Grant from CIDA to implement a health awareness program, and some of the women trained by BDSSP will use the business and communication skills that they acquired to act as community facilitators for the program. The other GE initiatives are the one in Alexandria implemented in collaboration with the Home Economic Association, and the one Minya with the Arab Women Alliance (AWA).

The Mawa Support Center

The Minya Arab Women Alliance (MAWA) Support Center, a branch of the Arab Women's Alliance Association (AWA) was established in 2006 as a women-specific BDS unit. Trained by BDSSP, the staff is now running the facility which targets start-ups and existing enterprises as well as job seekers. The facility, run by women, includes a Director, a Projects Manager and a Marketing Manager. The Board of Directors is headed by a woman, and is composed of nine individuals, two of whom are men. Since its establishment, the facility has served 1690 women (the majority of whom are job seekers) and very few men. As for the businesses, 60% are start-ups and 40% existing enterprises. An interview with the Director revealed that 70% of the women are repeat clients. This was confirmed in a group meeting with women entrepreneurs who explained that they come back to the unit because they benefit from the services offered, find them affordable, feel comfortable in the environment of the unit, and find the staff friendly. The unit also provides them with the opportunity to meet and interact with other women entrepreneurs to socialize and discuss business ideas. One of the women in the group meeting said that she was planning to collaborate with the other women entrepreneurs at the unit to organize a fashion show. "Most women buy clothes and accessories that stay in their closets because they are unable to match them. I want to provide them with the whole look and I can collaborate with some of the other business women to put it together."

It is essential to emphasize the importance of establishing a BDS environment that is socially friendly and safe for women and their families. "My family is comfortable with my being here because they know that I am among other women." In the 2007 mid- term, evaluation of BDSSP, it was pointed out that the majority of repeat customers among women came from the specialized units (targeting women) that are run by the Project. Two years later, this finding still holds true.

Most of the women are in their 20s and 30s, married as well as single and holding at least intermediary degrees. Services offered include business advice, vocational, and technical training, marketing support, and assistance in securing employment. The unit also facilitates access to Social

Fund for Development (SFD) financing exceeding LE 10,000. Up to LE 10,000 is provided through AWA. Two of the participants in the meeting had received loans, one from the SFD and one through AWA's micro-credit department. The unit assists their clients in the preparation of the feasibility studies required to obtain the loan.

The success of the unit in attracting women can be attributed to the personality of its Director, a skillful networker who promotes the unit in various venues. Being a member of the local popular council (LPC), and active in a number of NGOs, she is well connected, and as a result, able to assist in obtaining work permits and licenses, as well as securing employment opportunities for job seekers.

The good relationship established between the BDSSP project and the governorate is another reason for the success of the unit, resulting in subcontracts to implement trainings for village women.

The unit is operating at almost full cost recovery. The services no longer subsidized, remain affordable, due to the fact that the unit has been relying less and less on external consultants and trainers, using some of the women entrepreneurs as trainers instead. The unit is generating additional resources by getting a percentage fee of the loan for the technical assistance it provides to loan applicants, operating an internet café in the evening, and offering the CISCO certification. While available to both genders, the last two services seem to attract men more than they do women.

A drawback of the MAWA intervention is that it encourages production that is stereotypical, repetitive and which caters to a very limited local market. Most products are handicrafts that are found with little variation in all governorates. On the other hand, the project's leveraging of the partnership with MAWA, to promote women's participation in the technical training program at the dairy unit was a positive step in the direction of mainstreaming. The usefulness in that context of linking the GE unit to the other BDS units in Minya, as well as in the other governorates was emphasized as supporting mainstreaming efforts. Requests for specialized training that is not implemented by MAWA are referred to the other BDS units. Moreover, as of this year, MAWA will begin acting as a facilitator for the mainstreaming of gender sensitive BDS in the other units operated by BDSSP.

Conclusion

As a result of the GE specific activities and mainstreaming interventions in the other BDS units and with partners, BDSSP has been able to report consistent progress on GE results at both the Output and Outcome levels, contributing to the Program level Development Result: *Enhanced access to and control by women over resources and benefits of* employment." A comprehensive overview of BDSSP gender-specific and mainstreaming interventions can be found in the 2008 annual progress report, however, to cite a few examples, reference is made here to the contribution of BDSSP in improving the working conditions for female workers in the field of weaving in Akhmim (Upper Egypt), as well as the working conditions of female workers in the agri-business and food processing industries in Alexandria and Minya. This was done through raising awareness activities, as well as skills and technology upgrading. In Akhmim, for example, the project changed the design of the loom. This new technology meant that the girls were no longer forced to sit on the floor as they used to, but sat on chairs and benches instead, and as a result, became more productive. In the food processing industries, BDSSP designed better aeration systems, as well as technical equipment to reduce the loads carried by the girls. The life and business skills upgrading (literacy and computer) meant that the girls were no longer forced into the most menial jobs, and could aspire to more rewarding jobs. BDSSP also sponsored a number of public events and competitions, including the National Furniture Design Competition, in which three of the six winners were women.

As of 2008-2009 BDSSP's focus is on consolidating its work with "successful" and "promising" BDS providers, and on linking with national organizations to ensure that an enabling environment is created for the sustainable development and provision of BDS. It has partnered with entities such as UNICEF, NCW and the Women Economic Empowerment Program (WEEP), to initiate critical dialogues such as the one around successful gender-specific child-labor models. Yet the conversation around gender is not equally advanced with all partners. Three critical "national partners" were interviewed during this review, namely, the General Authority for Investment (GAFI), the Social Fund for Development (SFD), and the Egyptian Banking Institute (EBI). In all three cases, it was clear, that the conversation around gender will require more attention from both the program and the project. All three organizations had been informed of the cross-cutting themes, and especially gender, yet at least where GAFI and the EBI are concerned, there seems to be little knowledge on how to look beyond numbers, using a gender lens, to plan and design business operations.

ii. PDP

The goal of the PDP is "to increase participation of NGOs and civil society organizations in the social and economic development of Egypt". Its purpose is to strengthen promising organizations through capacity building, management of subproject funding facilities, research, and networking. GE is to be promoted at the subproject and program levels. Due to the broad range of initiatives that the Program is supporting through its four components, it is able to report on GE results at the Output and Outcome levels, and therefore contribute to all three Program level Development Results with varying degrees of success. Moreover, while the main counterpart of the PDP is the Ministry of Social Solidarity (MSS), the program works with a number of other government organizations including the NCW, NCCM and the SFD, all of which provide the PDP with supporting leverage.

Of the PDP's three funding facilities, the Gender Equality Development Facility (GEDF) is the one most directly contributing to the gender cross-cutting theme Development Results. The other two facilities, the Child Protection Development Facility (CPDF) and the Participatory Development Facility (PDF), also require the subprojects they fund to plan for and report on at least one gender result.

Organizations selected through each of the three facilities participate in a self-assessment process, using the PDP Capacity Self Assessment Tool (CSAT), and they receive facilitation to complete their strategic and capacity development (CD) plans. Gender analysis is part of the capacity building plans of partners receiving support through any of the three facilities, and is considered to be one of five key capacity development topics. The other four are child protection, rights-based approaches, participation and results-based management. Financial support is provided by the facilities to support project activities (sub-projects). Capacity Building is provided to the organizations selected, at an early stage to ensure that the concepts and tools related to the five key capacity development topics, are integrated in the project design and planning phases. In 2008-2009 the CD plans of some partners were revised based on a PDP assessment that revealed a need to develop more targeted results, including results related to GE. The 2008-2009 annual report cites the example of a partner organization asking to be allowed to make changes to their approved subproject in order to better address gender equality issues.

The Arab Women Alliance in Qalyubia

The AWA is one of the recipients of PDP support. PDP provided AWA with targeted trainings and assistance in facilitating a strategic planning exercise that resulted in an expansion of their mission to include women's economic rights. In 2008-2009, its affiliate branch in Qalyubia, the Women and Human Development Association (WHDA) received financial and technical assistance support to implement a project designed to facilitate access of women to employment and income generating activities.

The project "vocational training and job creation for women" had two target groups: young women in the industrial zone of Shubra El Kheima and low income women in the rural villages of Toukh. A total of 110 women and girls were trained.

"We did our market analysis and found that there were opportunities for women and girls in rural and urban areas to be economically active if only we developed the right approach", explained the Project Manager and the Head of the NGO in Qalyubia.

Training was provided for women and girls in rural areas to start income generating activities in hand embroidered bedding and fashion accessories, and to work with ostrich feathers and dried flowers. AWA helps with the marketing through exhibitions in the Governorate as well as in Cairo, but the women also market their goods themselves or through an intermediary. Marketing is part of the training package of AWA.

Nadia is one such intermediary and a trainer in the project. Her whole family, including her husband, is working in the dried flower business that she is running, supplying flower shops in Cairo. She commissions a number of women to prepare the dried flowers, which she dyes and sells to the shops. When asked how she started the business, she explained that her husband had abandoned her and the children, so she started selling flowers in squares in Cairo. While there, she saw that the flower shops were selling bouquets of dried flowers, so she agreed with a few of them to become their supplier. At first she did not dye the flowers, but then she learnt how to do it, which added to her profit margin. Nadia works with about 10 houses in the village, supplying them with the flowers that they clean and prepare for the dying process. The business has grown, and Nadia now travels to other governorates to get the additional raw materials she needs.

A number of other women that were trained by the project are now starting their own businesses working like Nadia, with groups of women, but again due to the nature of the income generating activities, most products are marketed locally.

In the industrial zone, AWA undertook a survey of factory employers needs for employable labor, and accordingly designed a training curriculum which includes an orientation component preparing the girls for employment outside the home (dressing code, behaving and communicating in the work environment), as well as technical on the job trainings. "We even provided the girls with one set of clothes to get them appropriately started", explained the Head of the Association, saying that the girls paid for the cost of the clothes later from their salary.

To date AWA has assisted 70 girls to get employed at two ready made clothes factories (Fablos and Mirimar). At first, AWA paid LE 300 per trainee for the duration of the training (one month). This sum was meant to cover the expenses of the materials used during the training.

The jobs that the girls are trained for and allowed to perform at the factory are basic and repetitive. The men get to do the more technically skillful work and therefore are better paid than the women; however, the initial reluctance of the factories to employ girls has been overcome, and it is reported by the

Association that the demand for their labor has become more or less constant. "The project is ending and the demand for the girls has increased to the point that AWA is no longer paying for the training".

As is the case in Minya with the GE specific BDS unit, the personality of the Head of the NGO is a key factor contributing to the success of the project. As a respected member of the community she has gained the support of the families and husbands. Her long history of volunteerism and membership in the Local Popular Council (LPC) has allowed her to establish good relations with the current Governor and with key community personalities who support the project and provide facilities. The Qalyubia Chamber of Commerce has committed to assisting WHDA and other local NGOs in gaining access to the expertise required to improve the design and marketing skills of small producers.

Conclusion

This project and other GEDF initiatives such as those linking women to credit programs, or the research on gender and land titles, enable the PDP to contribute to the Program level Development Result: *Enhanced access to and control by women over resources and benefits of employment*." PDP also contributes to GE Program Level Result *Enhanced participation of women with men, and girls with boys in decision-making in all aspects of CIDA's Egypt Program (civil and political rights),* through the CPDF, the PDF, as well as the Capacity Building and Research components. It contributes also to the Enabling Results *"Enhanced partnerships in working effectively towards Gender Equality", " Enhanced and sustained capacity of CIDA and partners to achieve gender equality results in its work"*, *Enhanced availability, use and sharing of information/tools on GE by CIDA and partners*

A comprehensive overview of PDP gender-specific and mainstreaming interventions can be found in the 2008 and 2009 annual progress reports; however, reference is made here to a significant undertaking, the NGO Mapping, which stopped temporarily at the request of MSS. This mapping is meant to inform MSS and dispel misperceptions including the NGOs lack of resources and insignificant economic contributions. Information gathered from 700 NGOs has been processed, shedding light on the sector's weakness in mainstreaming gender equality in programming and organizational management processes. Also noted is the contribution of the PDP and its supported partners to the amendment of the National Child Law, including among its 22 recommendations, the criminalization of female genital mutilation (FGM), the organization of the round tables around the issue of violence against women and domestic violence.

The PDP is an umbrella program which supports a broad range of activities, working with a wide spectrum of partners which include NGOs, government and quasi-government organizations, donors, and research institutes. Reporting on GE results is not so much an issue with a program of this magnitude, but it is the impact of the capacity building methodology, advocacy role and partnership development process that is deserving of attention. There is a multitude of lessons to be extracted from a full fledged impact assessment of the PDP that can be used for CIDA's actual CDPF and for future programming. According to the 2009 annual report, the PDP has completed the development of the framework for monitoring results in application of its key capacity development topics. Had this framework been developed earlier, it would have provided aggregate and meaningful information on the progress of the program over time. However, there is a wealth of data already available in the reports submitted by partners and PDP consultants, as well as in the newsletter, e-bulletins, case studies and documentary film developed by PDP and presented at the second NGO forum, all of which can be used for the purpose of an independent impact assessment.

iii. STEPS II

The goal of the project is *"to support the Ministry of Education (MOE) in its efforts to enhance the quality and relevance of primary education through implementation of the national standards with the school as the unit of change."* Consistent with the Rights – Based Approach to Education adopted by many countries including Canada, Egypt's National Standards are promoted by STEPS II through the adoption of a comprehensive and systemic approach linking interventions at the MOE, mudiriya (directorate), idara (sub-directorate), school and community levels, to effect change throughout the system. More specifically, the project works with 3 idaras in 3 governorates: Assuit, Sohag and Qena, and. in each idara it works with 30 schools, totaling 90 schools. The project approach is based on increasing student centered active learning practice in classrooms (SCAL); improving school leadership and management; increasing community participation in schools; supporting a more enabling system. It does so mainly through capacity building interventions (training and coaching) and awareness and sensitization (meetings, conferences, forums), all of which are intended to result in improved class room instruction and a gender sensitive school environment that will be supported by the local communities and all levels of the MOE. A mid-term evaluation of the project confirms that STEPS II has made significant contributions in that respect, and that it is now facing the challenge of replication and sustainability.

Concerning the mainstreaming of GE, the evaluation notes that while STEPS II has been active in mainstreaming GE capacity building interventions, and in placing GE on the agenda of stakeholders, "considerable additional time is required before the formalized structures created in support of these agendas are institutionalized". Reference here is to the Equal Opportunity Units (EOUs) and the idaras and mudiriyas, the Boards of Trustees (BoTs), which were both inactive prior to project intervention, the Gender and Inclusion teams, and the school leaders (SL) NGO committees established by the project together with the Egyptian NGO Center (ENGOSC), to promote community participation in schools.

The EOUs were initially established by the NCW in the various sector ministries to address gender issues nationally. In the Ministry of Education (MoE), there is a central EOU, which is paralleled in terms of function at the idara and mudiriya levels. Most of these structures are weak, limited in capacity despite various trainings offered by NCW, and staffed by individuals who are assigned this responsibility in addition to their main job. In the governorates where STEPS II worked, they were largely inactive. STEPS II undertook the vitalization of these units to become the driver of GE in all aspects of the education system. Based on directives from the ministry, the EOUs were trained by the project to deliver trainings in other Governorates using the manual developed by STEPS II.

In its last annual report, STEPS II reports the following achievements: three trained idara- level EOUs (25 people of which 50% are women), which have implemented their first annual work plans, and finalized case studies and gender- responsive check lists for schools. These check lists have been introduced by STEPS II as part of the annual school self-assessments (SSAs) and school improvement plans (SIPs), to ensure that the education process is gender sensitive. These check lists are quite comprehensive and cover a broad number of areas, beginning with the school location and facilities available, proceeding to the teaching practices and the class room set up, the composition of the student union and BoTs, ending with the responsiveness of recreational activities to the needs and preferences of both girls and boys.

The Equal Opportunity Units in Dayrout and in Assuit

For the purpose of this review, a meeting was held with the unit in Dayrout (sub-directorate level), and the unit in Assuit (directorate level). The membership of these units ranges from 4-6 people, and includes more women than men. In Dayrout, the EOU includes among its members, one man, who is the head of the BoT and also the head of the LPC, a fact reported by other women members, to have facilitated much of the work of the EOU. "It gives us leverage at the school and community levels and with local government officials (el Masouleen)."

The importance of "political support" was also emphasized by the unit in Assuit. " We are not part of the formal administrative structure of the Ministry. We are just a unit not a department, which means that we do not have an annual plan, and accordingly, we do not have resources for implementation. This means that our ability to act effectively is largely dependent on the goodwill and conviction of the Governor who has issued a decree recognizing us as a unit."

It was noticed during the meetings with members of both units, that there was a significant level of enthusiasm for the "mission" they were undertaking. We are educators said the head of the unit in Dayrout, "therefore our mission is to correct concepts that lead to injustice in the education system. Gender inequality is an injustice that has its roots in culture and in misinterpretations of the religious texts." The effectiveness of relying on religious texts and on RBA as a strategy to deliver messages about GE was reported by members in both units. "After all, religion is about human rights".

The value of using the RBA to introduce and discuss GE issues is emphasized by project staff and EOU members as being a key factor to community receptivity and acceptance. "It is a fundamental human right and as such it is in line with our religious principles. It is not a Canadian bedaa (invention)". The example of a man who used to oppose the project because of his "rigid" religious beliefs, and who is now its most ardent supporter, was cited by the EOU in Assuit as exemplifying the success of the RBA approach.

EOU members report that the training and awareness-raising delivered by STEPS II, has provided them with the tools to understand behavior and practices that they used to take for granted and that they now understand to be due to gender neutral measures. "For example, girls always sit at the back of the class room and they rarely raise their hand to answer a question, etc… Now that we look at the school environment through a gender lens, we understand why this is happening and we are able to instruct the teachers to make sure that girls and boys are seated in a more equal arrangement, that girls are given the appropriate chance to express themselves, and that boys are taught to respect girls and to treat them as equals". Another example cited is that of the school in Dayrout that had only one toilet, the other being closed, which meant that girls had no access to toilet facilities, went home early and did not come back to school. The EOU succeeded in having the other toilet opened and functional, so that the girls could use it.

The son of one of the EOU members, a student in the faculty of law of the University of Assuit, chose Gender and Human Rights, as his university research project after having heard about it from his mother. This choice of topic together with the opening of the girls' toilet, are signs of increased awareness, whereas the decision by other schools that are not part of the project, to establish their own gender unit similar to those established in the project schools, is a successful result, albeit an unintended one, that was reported to the reviewer by a member of the Assuit EOU.

Conclusion

STEPS II is able to report results at both project output and outcome levels, contributing at the program level to Development Results "*Enhanced participation of girls and women and reduction of gender gaps at all levels of the education system (social, cultural rights)*, and enhanced *equal participation of women with men, girls with boys as decision- makers in all aspects of CIDA's programming for Egypt ((civil and political rights).* Its revitalization of the BoTs to become an effective decision-making mechanism has meant that parents, many of whom are influential members of the community, were on board with the changes required to make the school environment gender sensitive and inclusive. The composition of the BoT membership has also changed. Whereas it was previously predominantly male-dominated, it now includes both women and men who understand the importance for their children of having both mothers and fathers equally represented in this decision-making and monitoring body. The BoTs are supported by the SL NGO committees, two of which have been officially registered. Due to security reasons, only the one in Assuit remains.

STEPS II has been diligent in ensuring that GE activities are mainstreamed in all its activities. The work of STEPS II has generated much enthusiasm among educators because of the positive results they see at the school level, but also in the case of women, because it addressed issues that affected them both personally and professionally. "We outnumber men in the education sector. However, because of family obligations, men get to go to most of the trainings and therefore have better opportunities than women for promotion. As a result of the project, our husbands and families have become more understanding and therefore supportive of what we are trying to do, making it possible for us to attend trainings in Assuit and elsewhere".

STEPS II has effected a change in the mindset of those who have been touched by the project activities either directly or indirectly, and has provided models and developed tools for the Ministry to adopt in the course of implementing its national reform plans. However, as pointed out in the mid-term evaluation and recognized by project staff, unless the structures supporting this change are embedded in the system, they will remain vulnerable. Accordingly, STEPS II has developed a sustainability plan for its remaining year that is based on intensifying policy work at the central level, continuing to support the Quality Assurance Units (QAUs) in preparing the schools for accreditation, as well as documenting and disseminating project achievements and lessons learned.

iv. CENACT

The project goal is "*to strengthen and increase NGO participation in environmental management within the context of the national policy of partnership in environmental improvement.*" The project is designed as a capacity building intervention in the area of waste management (household waste, agricultural waste, and household sewage collection and disposal). It works with the NGO Unit -currently a department- of the Egyptian Environmental Affairs Agency (EEAA), where it is embedded to strengthen the capacity of the department to promote and support environmental and waste management by NGOs, while ensuring that gender requirements are mainstreamed in the various related activities. The CENACT model is based on fostering partnerships between local communities and governmental authorities at the local/regional and national levels. Accordingly, it is promoting a support network of NGOs within a Regional Environmental Federation (REF), and government authorities

within Governorate Environmental Committees. The project works with 36 NGOs in the two governorates of Ismailiya and Menoufiya.

CENACT works with NGOs that have submitted successful proposals for community- based initiatives in the field of environmental and solid waste management building their capacity through a combination of formal trainings, coaching, learning by doing, and exchange visits. A capacity assessment is developed to inform the Capacity Building (CB) plan. One of the criteria for selecting the subprojects is that it should encourage the participation of women and youth groups.

Although the project's gender strategy was developed in 2005, the project performance with regards to the integration of GE remained weak until 2006, a fact noted in the mid- term review conducted in 2007. This situation changed in June 2006, when a new social development specialist (SDS) and a new project director were appointed. Gender was then mainstreamed in all capacity building activities, with the CENACT staff and with all partners, including the NGOs implementing the subprojects, as well as the EEAA NGO department and Gender Unit.

CENACT's strategy was to rely on female motivators recruited within the CDAs (either on employment or voluntary basis) as agents who would deliver GE messages. Accordingly, they became a key target for capacity building, a decision that according to the mid-term review, and further confirmed by the SDS, has led to significant progress in the operationalization of gender mainstreaming.

Results reported include the collaboration between the NGO Unit (recently declared a department) and the Gender Unit at EEAA. This collaboration according to the SDS was not easily established, mainly because the EEAA mostly conservative staff did not take easily to the concept of GE. However, CENACT found its champion in the person of the current head of the EEAA, who used to head the Gender Unit. EEAA now has its own GE strategy, which was developed with the help of CENACT.

Results pertaining to the subprojects include a number of NGOs securing permanent employment opportunities for women within the administration of the sub-projects, while others have included women for the first time in their Boards of Directors.

It is unfortunate that the final report was not available, allowing the reviewer a more complete understanding of the project achievements after 2007 and until it closed down. However, interviews with the SDS and with the CENACT Program Field Manager and the Monitoring manager at the EEAA Gender Unit indicate that the regional support system, which had yet to be operational at the time of the mid- term review is now in place. Capacity has been installed within the RBO regional offices and regional GE focal points trained by CENACT have been appointed to monitor the performance of the NGOs.

The Association for the Development of Rural Women

The Association selected by CENACT in 2005 was established in 2004 by the current Head of the Association who always had an interest in volunteer work. "At one point, I was giving literacy classes to a group of 40 women in my home, so I was advised to register as an NGO, which I did with LE 84, which was all I had." The Head of the Association, a school teacher, is also a member of the village LPC, and a member of the National Democratic Party (NDP).

The Association has a board of 9 people, 6 men and 3 women. The treasurer is the husband of the Head of the Association. When asked about the reason for his engagement in the Association's work, he said that he did so to stop all the talk (gossip) about his wife's activities". The Head of the Association explained that her husband had always been supportive of her work. She recently obtained a degree from the Faculty of Law and intends to continue studying for a Masters degree in the field of human rights. Her husband, an employee working at the university hospital, has no university degree.

The Association provides solid waste collection services, and septic tank pumping to approximately 300 households in the village of Toukh, district of Deir Mowass, using equipment obtained through CENACT. The households are charged a monthly fee of LE 3 for the collection of garbage and LE 15 for the emptying of the septic tank. The fees are collected by the female motivators who have easy access to the households. At the time of the interview, the solid waste collection had come to a standstill because the dump site was closed. The Head of the Association is communicating with the local authorities so that they could designate a new dump site.

The entry point to the household is through the female motivators "It is the women who create the waste. We need to talk to them because if they are convinced, they pay. The men have very little say in such matters" explained the motivator, a young woman who is also in charge of the NGOs kindergarten. She explained that children were a great conduit to their parents, especially to their mothers, and therefore were targeted for messages about hygiene and waste collection.

The subproject has ended; however, building on the experience with CENACT, the Association obtained LE 70,000 in funding from the Dutch embassy to install 100 taps, and was at the time of this interview, trying to get funding for another 60. "This way I will have covered the whole village", explained the Head of the Association.

Conclusion

CENACT was able to report GE results on both output and outcome levels through results reported by sub-projects regarding the employment of the motivators, thereby contributing at the Program level to the Development Result "*Enhanced access to and control by women over resources, benefits and productive assets of employment (economic rights*). It has also contributed through its sub-projects appointment of women in their board of directors to the Development Result "*Enhanced equal participation of women with men, girls with boys as decision-makers in all aspects of CIDA's programming for Egypt (civil and political rights)*

Through its capacity building of the EEAA NGO department and Gender Unit, the staff and local partners, and the materials produced and shared with partners and donors, CENACT has contributed to all three Program Enabling Results.

The issue with the CENACT, as it is with STEPS II, is the sustainability of results. The NGO that was interviewed for the purpose of this project is headed by a woman; however, with most other NGOs, this is not the case. The question therefore arises as to the level of commitment of the NGOs to GE and to including women as board members. Their interest in hiring women is somewhat assured by the fact that women have easier access to the households than men. The CENACT project has ended, and the NGOs are accountable to the MSS not to the EEAA where capacity was installed. The Canadian funded Egyptian Environmental Initiatives Fund (EEIF), established to promote sustainable and sound environmental practices by SMEs and NGOs, is definitely a carrot that could be used to incentivize the NGOs to continue having a more gender-balanced representation on their board and to develop gender sensitive interventions around solid waste management; however, this is only a temporary measure that does not make for long time sustainability.

v. PPIC- WORK

The project goal is "*to improve the conditions of work and learning opportunities for economically active children (both girls and boys) who participate economically in the growing M/SME sector in Egypt.*" The project intervened in Cairo and Aswan with girls and boys working in family and non-family businesses in situations that are unsafe, or for long hours preventing them from attending school and/or performing well. It also intervened with business owners who are ready to cooperate to improve working conditions and learning opportunities for working girls and boys; and with families of working children, who are most of the time, the children's employers.

Project partners include, the Egyptian Association for Community Initiatives Development (EACID) in Aswan and Komombo. A microfinance institution (MFI), it is considered a founding member of PPIC-Work as it helped design and test project interventions. Other partners are the Urban and Rural Women Development Association (RUWDA), Qena, Kewft and Negada, and the Zeinab Kamel Hassan Foundation (ZKHF), in the districts of Boulak El Dakrour, Aziz Ezzat and El Warak, and the Coptic Evangelical Organization for Social Services (CEOSS), with its two local NGOs working in Dar El Salam, Cairo: the Bible Servants Association and El Abd Community and the Development Association in Dar El Salam.

The project intervened with three types of tools: Loan Products (mainly the dual purpose loans for businesses as the two other loan products- education loans and children-owned businesses- were discontinued); Improving Learning Opportunities for Children through educational support and computer-based learning; and, Process Tools. Gender Rights and Child Rights are the process tools that target both the MFI and the children.

The development of standards for working conditions is part of the tools targeting the work place (code of conduct). Its development was facilitated by the project in participation with business owners and children.

A capacity building plan including formal trainings and learning-through-work initiatives, was developed based on the above mentioned intervention tools. Training was delivered to MFI managers, loan officers, social workers and business owners.

The mid-term evaluation conducted in 2007 concluded that the NGOs' staff trained on the child rights and gender equality intervention tools made efforts to reach working children, families and business owners, giving as an example the one day mini workshops organized separately and jointly by EACID, CEOSS, and its two partner NGOs, to raise awareness of target groups concerning child rights, gender equality, and hazards to working children. Moreover, a study carried out in 2008-2009 by the Population Council on "Hazards and Gender in Children's Work: An Egyptian Perspective", refers to PPIC-Works use of "participatory, gender-sensitive, rights-based and business-focused approaches to programming" and to its innovative approach to applying socially responsible microfinance practices.

The computer based game "Bakalty" literally meaning my grocery was developed in response to the girls' need and requirement to learn a skill which would enable them to get better jobs, and more equal wages. This game is reported to have stimulated higher self esteem and confidence among girls

The Egyptian Association for Community Initiatives Development (EACID)

Established in 1998 with support from CIDA's Women Initiative Fund (WIF), EACID is a profitable MFI operating in Upper Egypt (Aswan and Komombo) as well as in Doweika, Cairo. EACID's most recent collaboration with CIDA is through PPIC-Work. In a meeting with the director of EACID, he explained that he was not worried about the sustainability of the PPIC-Work model because it is tied to a loan product which has been tested and proven successful especially with business owners who require larger loans

The MFI premises are spacious enough to accommodate space for the children who come to learn, play, or consult with the social workers who also act as mediators between the children and their parents or business employer. This space has been rented by the MFI for the purpose of the project; however, the MFI intends to keep the lease on premises, paying for it from the revenues of its financial operations, which according to the MFI Director will also pay for the salaries of the project appointed staff (5 officers).

During a field visit to EACID the reviewer had the chance to meet some of the working children who made a presentation on their perception of how PPIC-Work contributed to their working conditions, and to opportunities for learning. The enthusiasm of the children ranging from 8 years to 17 years old was quite palpable. Most had ambitions to continue with their education, and some wanted to become entrepreneurs. There were no differences detected during the meeting between the desire of girls and boys to excel and both girls and boys stood up to express themselves. Statements were articulated around working conditions: "I now know that I am not supposed to lift very heavy things" education "I now have time enough to study but also to play, both of which are my rights"; and gender "I can sit beside a boy and I can express myself because now I know that we have equal rights"

The Social worker later explained that it was more than shyness that prevented the proximity between boys and girls. "The girls might feel shy but the boys feel revulsion at the idea of being close to girls" Therefore, the establishment of the "Working Child Club" by EACID in response to a request from children is a positive sign indicating that this "shyness" and "revulsion", was dissipating as a result of project interventions. This change in the mind set of the children (girls and boys), touched by the project, was confirmed in the mid-term evaluation "Learning gender equality and equal gender rights made them more aware that girls as boys should be educated and can work and generate income. One girl in Komombo said that she learned how to demand her rights and two boys in Aswan said that when they get married they will allow their wives to work for their own good and self-respect. Hence, the concept of gender equal rights had benefited girls as well as boys".

There is no longer a need for the Association to search for the working children, who hear about it from their own friends. Despite the director's warning about the limits on capacity, it seems these have not yet been reached. The older children keep coming to the project because of the rapport established with the social workers, who often ask them to act as mentors to the younger children

Conclusion

PPIC-Work reported results at the output and outcome levels, thereby contributing at the Program Level Development Result "*Enhanced participation of girls and women and reduction of gender gaps at all levels of the education system (social and cultural rights*). It also contributed in some measure to the Development Result "*Enhanced Participation of women with men, girls with boys as decision-makers in all aspects of CIDA programming (civil and political rights)*" The establishment by partner

NGOs EACID and CEOSS of the Working Child Club in Aswan and Komombo and the Child Parliament in Dar El Salam attest to such contribution.

The Project also contributed through its training materials and outreach to the Program level Enabling Result " *Enhanced availability, use and sharing of information/tools on GE by CIDA and partners*"

Despite the varied success of PPIC-Work with its partners, the project has provided a model that has significant potential for sustainability, linking its social interventions with a market-led industry. The demand for micro and small loans far exceeds the current supply, and the concept of tying the MFIs ability to attract capital -especially international capital- to operating in a socially responsible manner, is taking hold among Egyptian MFIs, albeit not as fast as one would wish it to.

The performance of PPIC-Work on the policy and network fronts has been weak, a fact also admitted by the PPIC-work team leader. However, and despite the legitimacy of the reasons for such shortcoming, a more sustained effort to engage the SFD, the NCW and NCCM would have been advisable, if only for the purpose of disseminating the model to a greater audience of national stakeholders.

VI. CONCLUDING REMARKS

A. CIDA's Legacy

Through its pilot interventions, CIDA has introduced models for sector reforms that are intended "*to contribute to poverty reduction in Egypt in accordance with Egypt's and Canada's shared commitments and experience in gender equality and human rights*". The models have been mostly successful because of a number of reasons, including the financial and technical resources allocated, but mainly because of the "CIDA Approach" that is built on the capacity building of project staff and partners "implementors", sharing of information and tools, and working closely with local and national partners.

CIDA's GE goal was well served by the direction provided by CIDA's corporate policy on Gender, the Egypt GE strategy and PMF. It was also well served by a GE training that has evolved and become increasingly relevant through the contributions of the implementors.

Review of documentation available (project mid-term reviews and performance reviews), indicate that there is steady progress in the reporting of all projects on GE results at project outcome and output levels, and that all projects have contributed to one or more Development Results, with most of them also contributing to one or more Enabling Results.

The review concludes that projects that have developed specific GE initiatives have not taken the easy way out and done so at the expense of a more mainstreamed approach. There is a conscious effort made by the projects to mainstream gender within their recruitment as well as their partners' recruitment processes, in capacity building activities, and more importantly, through the establishment of links between the GE specific activities and the other non-specific GE project activities. Having said this, GE remains secondary to the achievement and therefore to the reporting of the main sector-related results. This is because of shortcomings in the advising and monitoring processes, which reflect the CIDA program bias towards a sector approach rather than a thematic approach. This is structural a problem that is recognized by CIDA management, including the Head of AID, and the PTLs who when interviewed affirmed that they would like to see a more stringent monitoring of the CCTs in general and of GE in particular.

The sustainability of the models, including that of the structures supporting GE, is a challenge facing most of the projects. This is due partly to the insufficient attention that was paid to the national level policy discourse on one hand, and on the other hand, to the fact that too much focus was placed on the local models, which is the plague of all pilots. Having said this, some of the models, have a better chance at replication and scaling up because of being linked to market dynamics, rather than to a specific government body, e.g. the EACID (PPIC-Work), AWA (PDP), and MAWA (BDSSP) models.

Concerning GE, there is definitely a change in the mind-set of those individuals (women and men) who have been involved in CIDA's projects or touched by it. CIDA's commitment to GE as a fundamental human right, has given credibility to its messages and interventions, a fact that is widely recognized to have had significant sensitizing influence. The decision to have Egyptian Development officers acting as the project GE focal points was a sound one, as they were able to contribute to a balanced and culturally sensitive discussion of GE within the sector of focus. There input was critical to the revisions made to the initial GE project strategies, as well as to the contextualization of the training materials and tools.

CIDA has elected to focus on PSD and SME development. Our recommendations as they pertain to GE are therefore articulated within that context, taking into consideration the need to build on investments made so far at the program and project levels.

B. Lessons Learnt

The prototypes reviewed for the purpose of this report present us with a number of conclusions about entry points to the discussion of politically and culturally sensitive concepts such as GE. These "lessons learned" are worthy of reflection and highlighting because of the guidance they should provide to future CIDA programming, but also because of their potential value added to other actors concerned with GE. The section below highlights main entry points that were pointed out by project staff as having facilitated/contributed to their ability to achieve and report on their target results.

- Establishing good relations with local government was critical to the success of the pilots. Keeping local government informed and engaged meant that potential obstacles were removed and that facilities were extended, thereby contributing significantly to the credibility of the project and to community acceptance of project interventions and messages.

- The choice of field managers who are solid networkers was a very important factor contributing to project success. In some cases, the field manager was able to leverage his/her connections for the benefit of the community, assisting in resolving issues unrelated to the project. By doing so, the field manager established a good rapport with the community.

- Identifying a champion at the national and/or local level is always a plus, especially when the message to be relayed is a potentially controversial one.

- The RBA approach to the discussion of GE proved to be very effective as even the more conventional communities could relate to it as being part of their religious and/or moral frame of reference, as opposed to being a concept that is imposed by the West.

- The participation of GoE and civil society partners in the GE trainings and in other CIDA learning events was a good move because it introduced the concept and rationale for GE to these partners, and accordingly contributed to a leveled ground of understanding between project staff and partners.

Informing CIDA's work during 2011-2015

A. The Program

- The technical thematic advisors' role should be expanded beyond that of advising the PTLs to become more engaged in reviewing the monitoring of project performance with regards to mainstreaming the crosscutting themes. Their reviewing role should be explicitly stated in their job descriptions and made clear to the executing contractors. By doing so CIDA would emphasize the message that the cross-cutting themes, are not of secondary importance, but rather a corporate mandate that needs to be given due attention. The interview held with the SME PTL indicated that a more coherent approach to monitoring the CCTs was in fact being discussed for the next phase.

- The expertise of the thematic advisors should be better utilized to bring the CCTs in general and GE in particular, to a more upfront position in the policy dialogue with national partners.

- Revisiting the gender training course material so that it is better tailored to the sector of focus: Economic growth and M/SME development is advisable as it would benefit CIDA's work during the current CDPF, and maintain its image as a "serious and committed" donor. Having the projects pay part of the cost could be an option which would promote a measure of ownership in the process. However, unless the cost sharing arrangement is carefully crafted, it could come at the expense of the integrity of CIDA's capacity building process, which is based on widespread sharing and disseminating of knowledge and tools, also placing limits on the nature and size of the audience targeted.

- The Annual Performance Review Meeting is a forum where the learning process takes place through the exchange of experience that occurs in the meeting but more importantly, as a result of connections made during the event. This event brings together partners and peers into a "community of practice" around gender issues and provides a measure of visibility to CIDA which is far more extensive than warranted by the financial size of its donor assistance to Egypt. It is therefore up to CIDA to decide whether it will continue organizing such meetings at reasonable enough intervals (18-24 months) so that they will remain relevant to CIDA's partners.

- CIDA is perceived to have played an energizing role in its communications with donors around GE issues in the various meetings and workshops or through the GAD. ""CIDA has a voice" that should continue to be heard as it proceeds forward during the next phase. The sector PSD and MSME Development is one where significant donor and GOE investments are made. CIDA should therefore focus on critical partners and audiences within the context of PSD, and ensure that they are engaged and on board of the discussion around GE.

- The conversations about the gender and education module with UNICEF and violence within the workplace with the GTZ should be resumed; the first one because it completes CIDA's investments in the education sector (particularly that CIDA already has a developed module on

gender and education that could be used by UNICEF with its education partners), and the second because of its relevance to PSD and employment

- CIDA should make sure that RFPs and ToRs for new projects specify that Executing Agencies allocate adequate resources for the proper integration of GE.

- CIDA should make sure that RFPs and ToRs for new projects specify that Executing Agencies should contribute to knowledge management by creating, storing, and sharing project-related reports and tools with CIDA, the PSU and other projects.

- CIDA should make an effort to bring the results and lessons learned from the pilots to the national level, and accordingly shift its attention and resources to the policy level, while providing technical assistance to "critical partners (GAFI, SFD, EBI, MoF) The models are already available. THERE IS NO NEED FOR MORE MODELS.

B. The Projects

- In case BDSSP is extended, the Project should be more diligent about its dialogue on GE with partners such as GAFI and EBI. Both the SME unit at EBI and the Bedayat Center are headed by women; however, this by itself does not make for a gender- sensitive program set up. Awareness must be raised within both institutions. The reviewer found both organizations to be very receptive concerning the integration of GE in their operations; however, they lack capacity, which is an opportunity for CIDA (BDSSP and program) to ensure that the requisite expertise is made available to them.

- STEPS II still has one year to go, which should be devoted to implementing their sustainability plan.

- Given the wide coverage and scope of PDP, a thorough impact assessment would be very informative to the CIDA program at this point.

- New CIDA projects should continue to allocate adequate resources (both human and financial) to implement GE and CCT strategies systematically

- New projects should ensure that their pilot activities are aligned to national priorities and policies. They should therefore give equal weight to the policy dialogue with national counterparts. THE PILOT IS A DEMONSTRATION NOT AN END IN ITSELF

ANNEX 1: LIST OF PERSONS MET

Persons Interviewed

CIDA Program and Projects

Amina Abdel Aziz, PSU Director

Andre St. Pierre, Head of AID

Ahmed A. El Yazid, SME Program Consultant

Ahmed Douidar, ME Education Consultant

Eman Omran, SME Program Team Leader

Ghada A. Tawab, Technical Lead, GE

Mohamed A. El Magd, Program advisor

Naela Refaat, Technical Lead, Governance

BDSSP

Azza Kandil, Project Field Manager

Nashwa Samy Habib, Senior Capacity and Social Development advisor

Salama Fahmy, Senior Advisor

Minya Arab Women Alliance （MAWA）

Lamia Mahmoud, Manager MAWA

Laila Ramzy, Manager Projects

Marwa Abdel Moneim, Marketing Manager

Women Entrepreneurs

PDP

David Mattey, Program Team Leader

Ghada Hammam, GE Officer

Zeinab Mahmoud, Program Director

Mohamed El Kholy, M&E and Research Officer

Fatma Soliman, Capacity Building Manager

Rafik Ramzy, CPDF Officer

Arab Women Alliance Association (Qalyubia)

Mariam Ezzat, Project Manager

Amal Solieman, Head of the Association

Hanaa Solieman, Board Member

Hayam Eid, Accountant

Mona Abdel Aziz, Community facilitator

Nadia, Entrepreneur and Trainer

STEPS II

Ashraf Eid, Community Development & Gender Advisor

Mona Zikry, Deputy Field Director

Balquiss Hagrass, Area Manager Assuit

Michel Labib, Community Facilitator

Badreya Sobhy, Education Facilitator

Heba Nagaty, Schools Monitor

Sherine Fouad, Schools Monitor

Equal Opportunity Units in Assuit and Dayrout

CENACT

Doaa Hussein, Social Development & Gender Specialist

Hany Tewfik, Program Field Manager

The Association for the Development of Rural Women (Minya)

Amal Taha Mohamed, Head of the Board of Trustees

Maryan Marzak, Motivator

Abdel Ghani Eissa, Treasurer

PPIC-Work

Richard Carothers, Program Team Leader

EACID ASWAN

Inshirah Amin, Social worker

Mamdouh Fouad, Executive Director

Working Children

CIDA GE Trainers

Magdy Helmy Keddees, Health Program Officer, CARITAS

Somaya Ibrahim, Gender Specialist

GoE Partners

EBI

Laila Oteifi, Manager SME Unit

EEAA

Samah Saleh Abdel Shafi, Coordinator of Gender Equality Unit

GAFI

Samir Radwan, Senior Economic Advisor

Reem Saady, Director, Bedaya Center

MoF

Ayat abdel Moty, Unit Director & Project Manager

Emad El Din Abdel Kader, Administrative Development Officer, EOU

Ragaa Mansour, General Manager, EOU

Farida Maqar, Project Officer, EOU

SFD

Hanaa El Hilaly, General Manager, Technical Office of the General Secretary

Rafaat Abbas, SME Unit Manager, Technical Office of the General Secretary

Donors

GTZ

Marwa Sharaf El Din, Consultant Gender and NGOs

Ebba Augustin, Consultant

USAID

Soad Saada, Development Program Specialist, Gender Advisor

UNICEF

Inas Hegazy, Gender Specialist

UNIFEM

Maya Morsy, Coordinator

Other Partners:

Dr. Gamal Ezz El Arab, Medical director, El Noor Magrabi Foundation

Dr. Ebtehal Ahmed Rashad, Development, Gender and Human Rights Consultant

Annex 2: Main Documents Reviewed

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- Mid-Term Review of Business Development Services Support Project (BDSSP), M.M Lynch and Consultants International Inc. September 2007
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- Report On the advanced Gender Analyses Training, BDSSP May 2008

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- Participatory Development Program Implementation Plan and First Annual Work Plan, November 2003
- Participatory Development Program Gender Equality Strategy
- Participatory Development Program (PDP) Annual Progress Report (1 April 2008 – 31 March 2009)
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- Participatory Development Program: Building Organizational Capacity: Framework and Tools, February 2006

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- Support to Egyptian Primary Schooling, Annual Report April 2008- March 2009
- Revised STEPS II Gender Strategy
- Gender Equality Check List for Primary Schools
- Self assessment Tool for Schools

CENACT

- Mid-Term Evaluation Assignment: Community Environment Action Project (CENACT), March 2007
- CENACT - Logical Framework Analysis (April 2007)
- CENACT - Gender Equality Strategy, July 2005

PPIC-Work

- Promoting and Protecting the Interests of Children who Work (PPIC W) Project Implementation Plan, December 2002

- Hazards and Gender in Children ' s Work: An Egyptian Perspective. The Population Council, 2009
- Promoting and Protecting the Interests of Children who Work （PPIC W) - Revised LFA, 2007
- Draft Final Report for Mid-Term Evaluation of PPIC-WORK Project, Social Planning, Analysis and Administration Consultants （SPAAC), 2007
- PPIC-Work Gender Equality Strategy, 2007