

Institute of Cultural Affairs

Middle East & North Africa

Annual Report 2002

2002

Annual Report 2002

Prepared & Compiled by
ICA-MENA Staff

Photographs
ICA-MENA Staff

Design & Layout
Marwa Seoudi

Color Separation & Printing
Sunflower Advertising Agency

November 2003

Forward by the Regional Director

The Light At The End Of The Tunnel

In the journey of organizations, similar to the life of individuals, there are landmark years. 2002 was certainly one for ICA MENA. This was the year we experienced the effects and results of change. Although the process had begun a couple of years before, 2002 witnessed our collective experience of change.

The previous year had ended with some serious reflection, exploration and determination for improvement. It ended with an agreement that much needed to change. The resolve to change was not as much the "what" we do but more specifically the "how" we conduct our business. Armed with the results of the past year, a clear vision, a re-articulated mission statement in addition to four very focused strategic directions, our destination course was set with a vision for distinction.

We set out to reinvent ourselves. The first few months of the year, efforts were focused on re-thinking the functions needed to organize ourselves to achieve our declared goals. We moved with small steps, sometimes with courage many times in apprehension and uncertainty of the end result. One of the most difficult things to deal with was to stay on a clear course, a course that transcended individual fears, limitations, and diverse hidden agendas. The challenge was throughout to nourish a collective vision. With the production of a **Functions Document**, the requirements of change became even more apparent and more daunting. The accomplishment itself was motivating and exciting but the implications were a different story. The first was a new structure with different job titles, new team configurations and individual positions, and different job descriptions. Things were not going to stay the way they are.

By the beginning of April we were ready to apply our new **organ gram*** for a testing period of six months. Change was becoming a reality and a scary one indeed. For reassurance and motivation we upheld our long term organizational values of participation and transparency. A process of communication, which included attention to each and every individual in the organization and personal interviews conducted for further clarification and encouragement was implemented. The impact was varied: Few dropped out at the onset: some had difficulty to trust themselves and the process, and for some the challenges and implications were simply too much. But most of the ICA team adopted the new "way", and strengthened their resolve to move on towards the vision. To all I owe my deep respect, admiration, and gratefulness for what they taught me along these hard and challenging times.

* see page 29

Table of Contents

Forward by the Regional Director of ICA-MENA	2
ICA International	4
Introducing ICA - Middle East & North Africa	5
Projects implemented in 2002	9
1. Participatory Community Development Program in 10 villages in Aswan Governorate	10
2. Gender Awareness program in 5 communities in Beni Suef	12
3. Women Action Facility Project in Fayoum	15
4. Local Initiative Project	17
5. Volunteer Child Project	19
6. Enhancement of Women Status in 1 village (Maneeha) in Aswan Governorate	21
7. Training of Facilitators for New Horizons program	22
Other Activities im 2002	24
Training and Consultancy services	26
Year 2003 - The Vision in Action	28
Inside ICA-MENA	29
Advisory Board	31
Our New Logo	32
Annex 1 (Donors & Sponsors)	33
Annex 2 (Participating Schools in Volunteer Child Project)	33
Financial Report	34

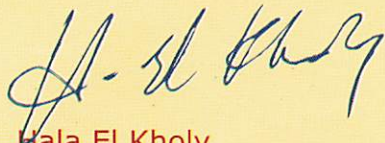
Within our new form and position titles we explored our new responsibilities. We embarked on a number building strategies, one was a recruitment strategy to add on as many young university graduates from all over Egypt especially from our field location in the governorates, 20 Development Trainees were recruited, in addition to filling in all the positions available. Another was the design of the **Salary scale** systems, the **performance appraisals** system, **detailed job descriptions** and **coding systems** to enhance our organizing and documentation capacity.

The energy began flowing, we engaged in delving deeper into our procedures, into the way we did all our activities and tasks, we questioned, recommended changes and confirmed some. The entire organization, everyone documented their experiences, learnings insights and wisdoms. **A process and procedures document** was created by all and reviewed by all. It will form the foundation of all our operational manuals pending expert review.

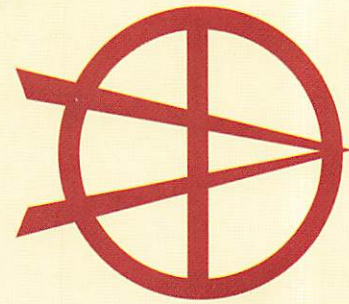
As the whole staff grappled with the realities of change, we continued to create our work plans. By September the two monthly performance appraisal rhythm was encouraging all of us and motivating efficiency and effectiveness. Each function was working hard to accomplish its target results. We were preparing for the end of year **annual retreat**. The 2002 event was among the many landmarks of the year. *On the 17th of November the entire team of ICA MENA, with the old and new the experienced and the energetic convened to account for 2002. What this report sets out to show is the end result of this year of change. The report scans the programs, the partners, the challenges, the successes and the team of courageous people who made it all happen.*

The tunnel was long and winding, sometimes dark sometimes cold but in the final analysis the light shone and the energy flowed to launch us into a very productive, vibrant and dynamic 2003. None of the organizational development efforts or the following description of programs and activities would have been possible with out YOU: our supporters, partners, advisors, consultants, colleagues and friends and families.

On behalf of all of us I thank you. My sincere wishes the accounts of this report would in some way contribute to the knowledge and imagination of many.



Hala El Kholy
Regional Director & Country Manager - Egypt
ICA-MENA



ICA International (ICA-I)

Founded in 1977 in Brussels, Belgium

It's an international non-profit association that facilitates the activities of autonomous, national member Institutes, ICAs, and their global relationships.

Aims of ICA-I

The principal aim of ICAs is to develop and test methods of individual, community and organizational development. Their programmes are highly participatory in nature and are often conducted in collaboration with other organizations, be they public, private, voluntary or local community groups. ICA national offices undertake a variety of activities depending on their particular locations. The three major arenas of activities are sustainable development, life-long education and organizational transformation. The central concern of their diverse programmes is to maximize the participation of people in the process of taking responsibility for their own lives and for society as a whole.

Statutory Members

Australia, Belgium, Canada, Chile, Cote d'Ivoire, Egypt, Ghana, Guatemala, India, Japan, Kenya, Malaysia, Nepal, Netherlands, Nigeria, Taiwan, Tanzania, Uganda, UK, USA, Venezuela and Zambia.

Provisional Statutory Members:

Tajikistan, South Africa and Zimbabwe.

Organization Associate Members:

Bosnia & Herzegovina, Peru and Spain.

ICA - MENA

Foundation / Mission / Vision / Principles and Values

ICA-MENA is a private non-profit organization concerned with the human factor in world development

ICA-MENA began work in Egypt in 1976 in a village in the Bayad El Arab local government unit in Beni Suef Governorate.

Foundation

Foundation

Concerned with the human factors in world development, ICA - MENA launched its programs in Egypt in 1976, with a demonstration of self-help development model in Bayad, the biggest village in the Bayad El Arab local Governorate unit, situated on the poorest East Bank of Beni Suef, 120Km South of Cairo.

ICA - MENA is part of a network of financially and programmatically autonomous organizations federated in the Institute of Cultural Affairs International (ICAI), which was chartered by a royal decree in Belgium in 1977, with the aim of developing and testing methods of individual community and organizational development.

Mission

Mission

Our mission, as a development organization is to improve the quality of life of community groups through mobilizing their potentials in order to build a dynamic society that is aware of its assets and opportunities and capable of interacting with and affecting change.

Vision

Vision

ICA becomes a distinguished organization in improving the quality of life of community groups.

Principles and values

Principles and values

Our development practices are embodied in how we do business and how we interact with partners, stakeholders and colleagues every day. The following principles of Good Development Practices will enable us to effectively carry out our mission and realize our vision:

- Valuing the work we do and emphasizing on self-evaluation and accountability
- Adopting a participatory approach to our work by involving all concerned in all processes that concern them
- Ensuring good planning, time management, and monitoring practices
- Being creative in our thinking and embracing changes in the development environment

ICA - MENA

Strategic Objectives // Approaches //

Areas of Concern

Strategic Objectives

Strategic Objectives

ICA-MENA incorporated its mission and vision in the following strategic objectives:

Community Development - Contributing to the improvement of health, environment, education and economic status of local communities.

Community Groups - Enhancing the capacity of community groups especially women, children and youth.

Partnership - Building partnerships for the facilitation of effective and sustainable community development.

Quality Organization - Developing ICA-MENA's organizational capacity to be able to realize its mission

Approaches

Approaches

In order to achieve the above mentioned objectives, ICA - MENA identified some approaches to facilitate and catalyze local community development and identify their needs and their available resources

- Capacity Building of Local Counterparts
- Human Resource Development (through training and exchange)
- Raising awareness and advocating for good development practices
- Improving physical environment
- Introducing innovative technology & development approaches
- Mobilizing voluntary human, material and financial resources
- Mobilizing and engaging all partners in the development process
- Adopting a gender-balanced approach
- Adopting a holistic development approach

Areas of Concern

ICA-MENA's nine areas of concern:

- | | |
|----------------------|---------------------|
| 1. Capacity Building | 2. Gender |
| 3. Education | 4. Health Awareness |
| 5. Job Creation | 6. Small Loans |
| 7. Agriculture | 8. Environment |
| 9. Volunteerism | |

ICA-MENA began work in Egypt in 1976 with a demonstration self-help development model in Bayad, the biggest village in the Bayad El Arab Local Government Unit, situated on the poorer East Bank of the Nile, in the Upper Egyptian governorate of Beni Suef, 120 km South of Cairo.

Within 4 years, the model expanded to include all the other mother villages and satellites in the Local Unit. The work of the ICA-MENA has since expanded to other areas in the governorate in order to capitalize on the experience gained and to broaden the impact of the methods and techniques developed over the previous years.

The Institute worked under an agreement with the Governor of Beni Suef and in partnership with the Local Units and 35 CDAs on capacity building and integrated project activities in the East and West bank of the Nile, thus covering the entire governorate of Beni Suef and serving a population of around 500,000.

In March 1999, the Institute signed a Memorandum of Understanding with the Ministry of Social Affairs granting the ICA-MENA the right to pursue development efforts in all of Egypt's governorates. It has also signed an accord with the Ministry of Foreign Affairs in its capacity as a regional entity to allow ICA-MENA work opportunities all over the Middle East & North Africa. Accordingly, we resumed community development work in Aswan governorate where the Institute has established an office and initiated programs with 5 CDAs. In 2001, we increased the number of served communities to 15 and launched yet another project in Fayoum governorate.

Over the past five years, ICA-MENA's activities in other parts of Egypt included a Capacity Building Training & Coaching Program with 5 communities in the governorate of Giza that was implemented in 1997/1998 in partnership with the Giza NGO Federation and the Ministry of Social Affairs; two exchange Internship Projects that were implemented for 122 local NGOs from all over Egypt; in 2001, in addition the Volunteer Child Project was initiated in 18 schools in the governorates of Beni Suef, Cairo, and Giza.

The impact of ICA-MENA's development activities reaches other governorates in Egypt, as well as Africa and the Middle East through its training programs and consultancies for a number of local and international organizations in the region.

ICA-MENA implements its programs according to a five-year strategic plan. In September 2000, ICA-MENA developed its plan for (2001-2006), which would introduce it to the new millennium. However, the process was far from being conventional, as it was built on two main pillars: Using a participatory approach that involved not only all ICA-MENA staff, but also counterparts, partners and clients. Secondly, an Impact Assessment Study of 10 years of ICA's commitment to the socio-economic development in Egypt. In addition to the above, the new Strategic Plan has taken into consideration the current development trends as expressed by the Egyptian government, UN bodies, International organizations and other NGOs.

**ICA - MENA
Extension in Egypt**

The Regional Extension of ICA - MENA

While the core of ICA-MENA's activities is implemented in the three Governorates where the branch offices are located, the Institute has worked in numerous other countries in the Arab World. As part of its regional activities, ICA-MENA has facilitated several workshops and training courses, such as the facilitation of a Participatory Rapid Appraisal (PRA) for the Water and Sanitation Project funded by The Royal Netherlands Embassy in Yemen. In 1997 FAO contracted ICA-MENA to conduct PRA training for employees of the Tunisian agricultural directorate. The Institute has also organized the Field-Practitioners Exchange Program for development practitioners from the region, this event took place 15 times over 12 years with the participation of 250 individuals representing NGOs from Egypt, Jordan, Morocco, Palestine, Sudan, Syria, Tunisia, Yemen, as well as Kenya and Uganda.

Projects Implemented in 2002

Project Name	Location	Duration	Financing Agency
Participatory Community Development Program	Aswan	June 2001 to July 2004	MISEREOR
Gender Awareness program in 5 communities in Beni Suef	Beni Suef	Sept. 2002 to Feb. 2005	MISEREOR
Women Action Facility Project	Fayoum	July 2001 to Nov. 2004	The Royal Netherlands Embassy in Cairo
Local Initiatives Project	Aswan, Beni Suef, Fayoum	July 2002 to Feb. 2003	GTZ
Volunteer Child Project	Beni Suef, Cairo, Giza	Oct. 2001 to Dec. 2003	General Electric Fund, Unilever Egypt, Coca Cola Egypt, Rotary, Elmohandess-Jotun
Enhancement of Women Status in Maneeha village	Aswan	Jan. 2002 to Dec. 2002	The Embassy of Japan
Training of facilitators for New Horizons program	Aswan; Beni Suef, Fayoum	Jan. 2002 to July 2002	CEDPA

1. Participatory Community Development Program in 10 Villages in Aswan Governorate (PCD)

Duration: July 2001 – June 2004

This is a three-year program, which started implementation in July 2001. The main objective of the program is to enhance the capacity of partner Community Development Associations (CDAs) to better identify, analyze and resolve community development problems making use of a participatory approach to development and good governance principles. This program is an extension of a preceding project entitled Institutional Strengthening for five local CDAs that ended in June 2001. Following a comprehensive evaluation of the above mentioned project, it became apparent that the five CDAs involved were in need of further capacity building interventions. As a result, a new project was designed including the five aforementioned CDAs in addition to five new CDAs.

Furthermore, the project focuses on increasing the participation of women in the development process by integrating gender as a cross cutting focus in all of the project's components. In order to practice what they have learned each of the ten CDAs will design and implement an average of 25 community development projects that respond to the communities' needs. These proper implementation of these project will act as an indicator of the extent to which the capacity of the CDAs have been built.

Stakeholders

- Local CDA board members
- Members of local communities, specifically women and youth
- Katholische Zentralstelle für Entwicklungshilfe (MISEREOR)

Project Activities

Upgrading the institutional capacity of the CDAs

A set of activities were undertaken to achieve this objective. For example, the physical facilities of CDAs were upgraded according to their needs. Also, ICA-MENA provided training and technical assistance to the CDA board members; this included training on strategic planning, the Participatory Rapid Appraisal (PRA) approach and project proposal writing for eight of the CDAs, that resulted in the development of ten project proposals to be funded by ICA-MENA. Other training sessions were conducted on the following subject: the financial management of NGOs, community project management, and the monitoring and



Understanding the real needs of every community are the key to success for any development initiative which is illustrated in the village of Kajoj where existing programs targeting illiteracy did not address the needs of women over the age of 35. The project that the Kajoj CDA requested to implement in cooperation with ICA-MENA specifically targeted this group of women, thus meeting a real need within the community. The project was implemented and was indeed very successful.

In El Manshiya village, a project was implemented to increase the revenue of small farmers through cultivating new crops. Farmers thus received loans to plant potatoes, which were not traditionally cultivated in Upper Egypt and are in demand in both the domestic and international markets.

evaluation of community projects. In addition, several exchange visits were arranged for members of the 5 new CDAs to other similar NGOs inside and outside the governorate. Local contribution from the five CDAs amounted to L.E. 3,837 to complement ICA's funding.

Upgrading the CDA's facilities

Women Committees

Ten women committees have been established in the ten communities. Women committee members received three workshops in order to enable them to plan, implement and manage community projects targeting women. Each class was attended by 25 women

Women Centers

After the CDAs had donated an appropriate space for establishing a Women Center library, ICA-MENA provided the libraries with the audio-visual aids as well as books in different subjects to establish the library in the CDAs. A training event was conducted for two days on library management; it targeted 10 female Library Supervisors from ten CDAs.

Women Seminars

ICA-MENA, in coordination with women committees in the 10 villages planned and implemented ten seminars for women in their respective villages. A total of 802 women participated in these seminars. The main objective of these seminars was to raise the awareness of women towards women related issues such as reproductive health, violence against women, family planning, women's role in community development and the legal rights of women.

New Horizons Component¹

Training for the selected New Horizons facilitators was completed and 46 *New Horizons* facilitators opened 39 classes for girls and young women aged between 14 and 25 years. The total number of women that attended and benefited from the New Horizons component is 767 women and girls.

The project's Assessment: assessment

The institutional capacity building activities carried out with the ten CDAs have developed and promoted to a great extent the thoughts, concepts and management techniques among them. This has been reflected in the relationship between the CDAs and local communities in terms of increasing the participation of local community members in their activities. This was, also, apparent in the cash contributions the community made to cover part of the projects' costs. Meanwhile, Women Committees and seminars have demonstrated its effectiveness even in CDAs that were suffering problems of institutional capacity.

¹ See program description under "training of facilitators for New Horizons program" project (page 22)

2. Gender Awareness Program in Five Communities in Beni Suef

Duration: September 2002 – February 2005

This program aims at enhancing the participation of women through involving men in the process in five communities in Beni Suef Governorate in partnership with Community Development Associations (CDAs) and local government counterparts. For many years, organizations have focused on building the capacities of women without changing the attitudes of men in order to make them appreciate the active participation of women in their communities and to provide them with the necessary support to achieve this. Furthermore, the project aims at encouraging the involved partners to form networks among each other in order to facilitate dialogue and coordinate their efforts, which will ultimately lead to not only sustainability of some activities but also to the development of new interventions.

Throughout its duration, the project activities will be geared towards the achievement of the following specific objectives:

- Strengthening the capacities of CDAs and gender committees through a gender-sensitive perspective
- Facilitating the engagement of women in decision-making processes both at the personal and community level through gender-balanced socio-economic activities
- Facilitating the development of strong local networking activities among different stakeholders, both governmental and non-governmental

The approach to this project conforms with ICA-MENA's strategy to build the capacities of its partners through various interventions focusing on coaching rather than implementing.

Stakeholders

Stakeholders

- Five CDAs in five communities
- Board members of CDAs and women committees who are to receive various training programs and institutional capacity building
- Local facilitators who receive training on gender concepts and gender awareness, *New Horizons*, *New Vision*²
- Groups of young boys and girls between the age of 9-25 years old who will graduate from *New Horizons* and *New Vision* classes and will benefit from other community activities
- Groups of mothers and women who are to participate in the *Arab Women Speak Out*³

²A program developed by CEDPA to raise the awareness of young males with regards to various topics such as family life education, reproductive health issues, work, planning, communication and other life skills; the program equally aims at increasing gender awareness among young males

³An advocacy and training program that aims to help Arab women overcome social, economic, educational and political obstacles to achieve their potential inside and outside the home

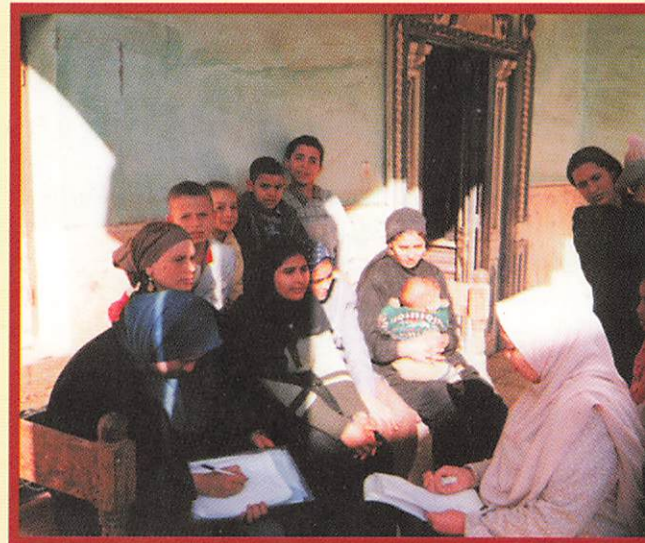
- program managed by CDAs/small loans committees
- The National Council for Women in BS (NCW)
- The Center for development & population activities (CEDPA), as partners in the awareness programs for girls and boys
- The Ministry of Social Affairs (MoSA)
- Katholische Zentralstelle für Entwicklungshilfe (MISEREOR)

Project Activities

Project Activities

Selection of CDAs and formation of gender committees

An orientation workshop was organized for representatives of the Ministry of Social Affairs (MoSA) to introduce them to the project. Villages and CDAs were then selected in cooperation with MoSA according to a set criteria. After the selection of the five CDAs, ICA-MENA facilitated a collective orientation session for them, which was attended by 35 persons.

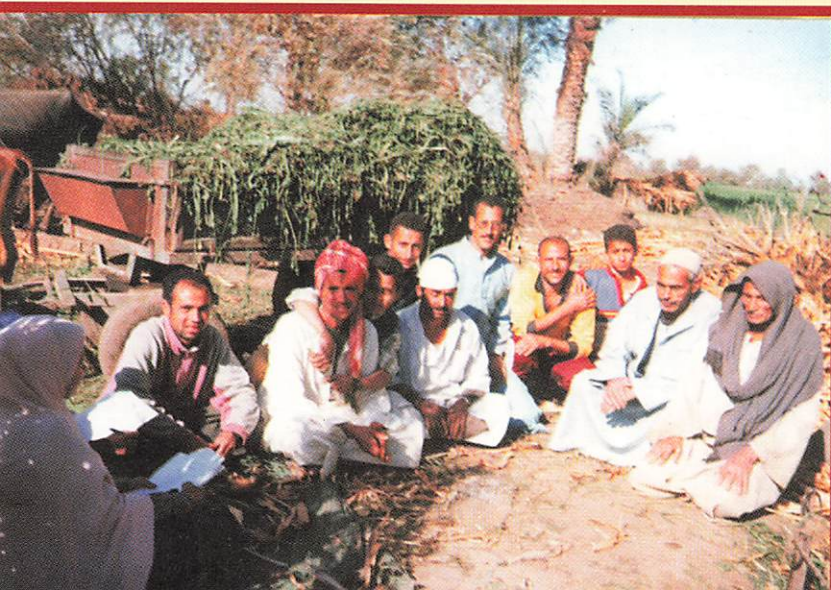


PRA in one of the villages in Beni Suef to assess their needs

Gender committees were formed within each CDA who were chosen from a pool of candidates based on specific selection criteria through interviews, open discussions and written questionnaires. Each committee's role is to manage project activities, which include *New Horizons*, *New Vision*, *Arab Women Speak Out*, community libraries and the loans component. Each committee consists of six females and four males

PRA and Comprehensive Strategic Planning

A Participatory Rapid Appraisal (PRA) was conducted in the five villages to assess the need of the communities. Forty five participants (CDA members, community leaders, local government counterparts and ICA-MENA staff) participated in the design and implementation of the PRA. They participated in a training course for 5 days on the processes of PRA and data collection tools. By the end of the training courses, all the participants came up with a plan for each village with the help of ICA-MENA staff members and under the supervision of the trainers. Following this, they collected data from the villages for another 5 days using different tools such as questionnaires and group discussions; this was in turn followed by a one-day training on analyzing data, and finally a one-day briefing session was organized for all the people involved in the PRA process. All of the results were compiled and documented into a final report.



A female volunteer village researcher conducts a discussion with local farmers as part of the PRA process in the Manshaat Haidar village. Such meetings have allowed the formulation of tailored project based on the needs of each community. The active participation of women in the process accomplished an equally important objective, that of enhancing the status of women in their communities, especially among men.

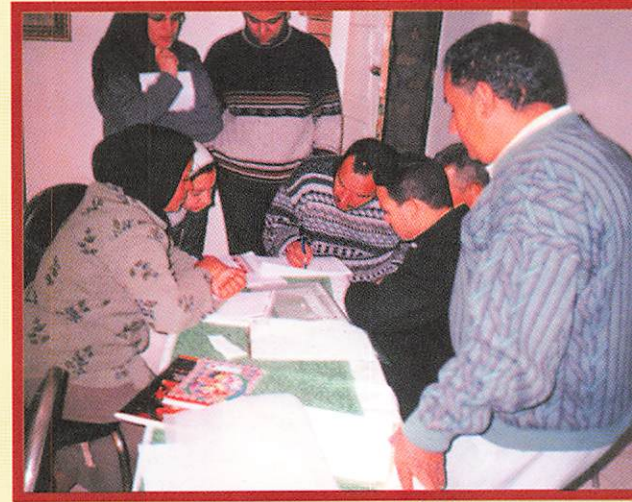
Following the completion of the PRA process, ICA facilitated Participatory Strategic Planning sessions (PSP) for the CDAs, lasting for four days each. The results of the PRA were reviewed during the sessions and the participants discussed the long-term vision, the recommended interventions, and the available resources. By the end of the PSP, each CDA came up with a three year strategic plan and a new organizational structure.

New Horizons

A training targeting members of the gender committee in each CDA who were assigned to be *New Horizons'* facilitators in order to implement the program. More details on the training will be shown under "Training of facilitators" project.

Establishing a small loans program

The objective of this activity is to improve the economic status of the people in the communities through establishing small loans programs within the five selected CDAs, with a total loan fund of L.E.25, 000 per village to be managed by the CDA; each CDA contributes with 20% of the loans fund (LE 5000). Following the training course for the loans committee of the 5 selected CDAs; a first installment of the loans fund was provided to each CDA (LE 10,000 each) to start managing the program for an initial 6 months period. A week after the training, 4 CDAs had made their contributions to the loans fund and had opened a separate bank account for the loans program.



analysing the data collected during the PRA

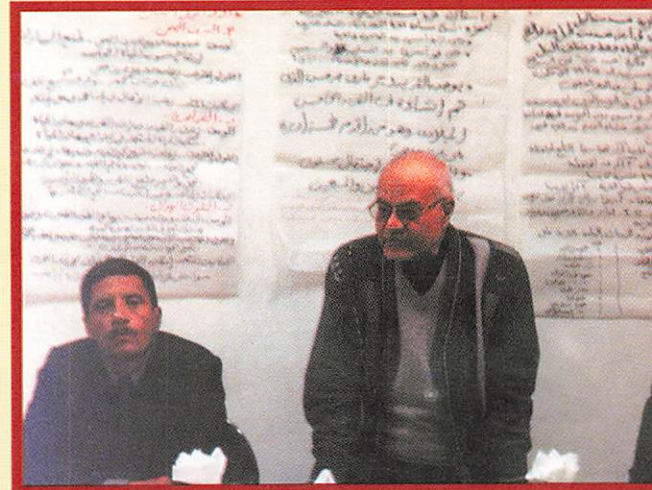
The Project's Assessment

The Project's Assessment:

The Gender Program in Beni Suef, in its first few months of implementation, was able to establish a very strong base the fruits of which should be seen during the upcoming year 2003. With specific regards to the Participatory Rapid Appraisal (PRA) that has implemented a full analysis of this activity revealed that all indicators identified to measure the success of this activity were met.

In general, the level of community participation was high, a strong link was created between the CDA and the community, gender committee members fully understood the role they were playing, youth participation was high, the gender component was clearly portrayed in the PRA results, the CDAs are now able to identify not only their role vis a vis the community, but they are also now able to identify the community's problems and possible solutions to these problems.

Though the process itself was very smooth, a key lesson learned was that ICA should be very careful with regards to those who attend the PRA training. Not all of the people involved in the implementation of the PRA attended the training. While this was resolved by having a mini orientation in each village before implementation, the ideal situation would have been to make sure that all implementers attended the full one week training.



Briefing session on results of the needs' assessments

3. WOMEN ACTION FACILITY IN FAYOUM

Duration: July 2001 – November 2004

Recent studies revealed that the number of Female Headed Households (FHH) in Fayoum is increasing simultaneously and that they are suffering from various problems, on top of which are illiteracy, lack of skills, unemployment, low income, malnutrition, seclusion and lack of NGO and governmental support. The Women Action Facility (WAF) project has been developed to meet the need for expert support in the process of developing gender strategies; it seeks to address some of the priority issues facing women in the Governorate of Fayoum through a participatory process involving stakeholders, both governmental and non-governmental. The final aim of the project is to achieve the effective incorporation of gender concepts and approaches into the design, formulation, planning and monitoring of developmental strategies and programs; this should manifest itself in the reduction of inequality between men and women in their enjoyment of benefits and responsibilities, and in their access to resources and opportunities.

The strategies of the project include mobilizing and creating networks between women support organizations; encouraging collaboration between governmental and non-governmental organizations in addressing gender issues; the capacity building of selected governmental organizations and NGOs through training courses, seminars and workshops; advocating some FHH related issues; and providing legal support to FHH.

ICA-MENA has signed 10 protocols with 10 governmental and non-governmental organizations for cooperation on the WAF project. The protocols were signed with: the Governorate for Fayoum; the Directorate of Social Affairs in Fayoum Governorate; the National Council for Women in Fayoum; the Social Fund for Development in Fayoum Governorate; the Training Center for Recycling of Agricultural Residues; the Regional NGOs Union in Fayoum; the Al-Amal Community Development Association; the Matartars Community Development Association in Senores District; the Family and Community Development Association in Fayoum Governorate; and the Abi Bakr El Seddik Association for Development and Islamic Services.

Stakeholders

- Relevant Government directorates and specific districts
- Quasi Governmental organizations
- Regional NGO's Union
- Royal Netherlands Embassy in Cairo



Mushroom production is one of the innovative projects that provide a source of income for individual households. Mushroom can be produced at home at low cost and requires minimal space and expertise; it is also in demand in the local market. As part of the innovative interventions of the WAF project, the introduction of mushroom production in Fayoum has proven to be exceptionally successful.

Project Activities

Project Activities

Gender awareness and development training courses

Nine Gender awareness training courses were Conducted for representatives from 35 government departments and 21 NGOs, the courses covered topics such as participation, gender stereotypes, culture and gender mainstreaming, and the social and reproductive roles of women. designed action plans for enhancing awareness.

The gender awareness courses had a substantial effect on the strategies of participating organizations; for example, the Family Planning Association in Fayoum, which participated with 5 members in the first training course, resolved to involve men in family planning activities. The association was determined to put its effort in convincing men of the benefits of family planning at different levels instead of focusing on women only.

Participatory Strategic Planning (PSP) training courses

A four days participatory Strategic Planning training course for 17 NGOs was held in April. The course discussed topics such as the Technologies of Participation, workshop methods, action planning. One of the outcomes of the workshop was that five action plans were developed for five NGOs to mainstream gender issues in their respective plans.

Encouraging and Introducing New Initiatives

New initiatives aimed at increasing the socio-economic status in Fayoum, and particularly FHH, were promoted to GOs and NGOs in Fayoum. Examples of these initiatives are the production of compost, non-conventional feed, and mushroom production.

Technical support for GOs and NGOs

Twelve Protocols were signed to provide Governmental Organizations (GOs) and Non Governmental Organizations (NGOs) with technical support in the form of gender awareness, capacity building training courses, initiatives for income generation and public seminars.

Other activities included a one-day workshop on the role of women in technology transfer; visits to different local Women Support Organizations (WSO) for the purpose of networking; collection of data to produce a WSO directory; collecting data to produce a directory of SMEs in Fayoum; and a workshop discussing the problems associated with marriage to foreigners.



This seminar was conducted as part of the WAF awareness and advocacy activities. The session discussed the problems faced by Egyptian women who marry foreigners, and the possible solutions to these problems. The major problem that faces them is that – in the utmost majority of cases – their children do not get the Egyptian nationality. This in turn creates a myriad of problems ranging from high school fees to lack of health insurance, in addition to the numerous problems that can be associated with the divorce of parents. Hundreds of women, representatives of the government, NGOs, and the judiciary attended the seminar.

The Project's Assessment

The Project's Assessment⁴ :

The WAF Project in Fayoum began in July 2001 and had difficulty implementing its activities on schedule. On the whole, the program has been successful in achieving very strong relations/links with key government officials, NGOs, specifically the five NGOs that make up the FHH Network and with relevant quasi governmental organizations such as the National Council for Women (NCW) and the Regional Federation of NGOs. The program is currently in the process institutionalizing gender concepts within the above mentioned institutions.

4. Local Initiatives Project – Aswan, Beni Suef and Fayoum

Duration: July 2002 – February 2003

This project is implemented in cooperation with the Ministry of Planning and GTZ. ICA-MENA is the recipient of funds that are channeled to local CDAs in the three Governorates of Aswan, Beni Suef and Fayoum. ICA-MENA supervises and assists local CDAs in developing ideas that emanate from the needs of each specific community. The project aims to accomplish a visible change in each community while developing the capacities of local CDAs. The project is implemented in five communities by their respective CDAs.

Stakeholders

Stakeholders

- Local CDAs and local communities where the projects are implemented
- Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)

The projects

The Projects

Garbage Collection Project in Dimishkin Village (Fayoum Governorate)

The project aims at removing garbage from the village. The CDA bought a tractor and other supplies and has appointed people to collect garbage through daily rounds in the village; in addition, septic tanks are emptied at regular intervals. Furthermore, garbage and water retrieved from septic tanks are disposed off in a manner that protects the health of the local inhabitants, which has provided a remedy to the pollution of the "Bahr Youssef" and "Hassan Nasser" streams that provide Fayoum with drinking water. The garbage and water collection activities are financed by minor fees that are collected from participating households; the activities are planned to be sustainable after the project ends.

Furthermore, four seminars addressing the project aims were conducted. The number of participants was 259 men and women. The seminars aimed at spreading environmental awareness and addressed the harms of throwing garbage in the water and streets.

Implementing Partner

Dimishkin Community Development Association

"Dubara" Production from Textile project in Garfass village (Fayoum Governorate)

Dubara is a versatile fiber produced from linen. A survey was conducted with the inhabitants of the village who were practicing this handicraft for decades and abandoned it for economic reasons; the survey identified project beneficiaries. About 180 families were chosen and 79 women from these families were given loans for buying raw materials and marketing their products. The loans have been also used to buy new machinery, which helped boost production and increased the income of participating households.

Implementing Partner

Family and Community Development Association in Fayoum

Improving Environmental and Sanitary Conditions in Nagagra Village (Aswan Governorate)

The project aims at solving the problems associated with the existing septic tanks in the village, which

negatively affect the environmental and sanitary conditions in the village. This is achieved through the provision of a tractor and tank to empty septic tanks and clear the streets of the village from unclean water.

Implementing Partner

Nagagra Community Development Association

Combating Scorpion Bites in Gaafra Village (Aswan Governorate)

The aim of this project is to decrease the incidence of scorpion bites in the Gaafra village. The dangers of scorpion bites are increased due to the high numbers of scorpions that hide in the garbage in the streets of the village and due to the lack of light in the village streets. The project has remedied to this situation through the installation of streetlights, the regular cleaning of the village streets and the training of medical practitioners on dealing with scorpion bites. Furthermore, serums against scorpion bites have been made available in the different areas of the village.

Implementing Partner

Gaafra Community Development Association



domestic waste collection in Riad Basha village in Beni Suef

Improving Environmental Status in Riad Basha Village (Beni Suef Governorate)

This project aims at removing the domestic waste for 1000 families, removing solid waste from the streets, and disposing of the wastewater of 50 families. Finally, the project aims at raising environmental awareness in Riad Basha village. Through the project, Solid waste was collected from 662 houses through a monthly fee collected from each household. The septic tanks

in the village were emptied, benefiting 311 people. Furthermore, two environmental camps were organized in the village through the help of youth, the local unit, and other partners; through the camp, several activities were implemented such as two awareness seminars, planting of 200 trees, and the removal of garbage from the streets. Finally, four awareness seminars were conducted for the villagers on the role of CDAs, voluntary work, the role of youth, and environmental awareness.

Implementing Partner

Riad Basha CDA

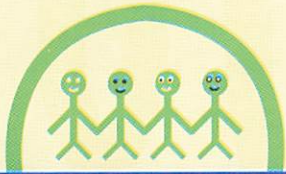
The Project's Assessment

The Project Assessment:

The Local Initiatives Project, though small, has been one of ICA's most successful projects in terms of impact for the year 2002. Through the various initiatives, the project succeeded in increasing income for a number of families in Garafass (a village in Fayoum), improving environmental conditions in Nagagra in Aswan, Riad Basha in Beni Suef, and Dimishkin in Fayoum in addition to reducing the number of scorpion bites significantly within the village of Gaafra in Aswan. In essence, this project demonstrates the effectiveness of small projects that have high impact are essential to the overall development process.

5. VOLUNTEER CHILD PROJECT

Duration: October 2001 – December 2003



الطفل المتطوع
VOLUNTEER CHILD

This two-year project aims at enhancing the principle of volunteerism among children and attempts to facilitate a generation that demonstrates the enthusiasm, the will and capacity to implement community service activities to serve their societies and reflect a sense of commitment and responsibility towards it. The program engages 18* schools in Giza, Cairo and Beni Suef when a team of 30 students (9-15 years old) guided by two school facilitators are formed. The teams studied the needs of different institutions in their respective communities (orphanages, institutes for children with special needs,

elderly homes...etc.) in different areas of activities such as health, culture, environment and entertainment. This project is unique as it relies on the private sector for sponsorship of its activities. The aim of this strategy is to start engaging the private sector in Egypt in development work and build on the cooperation in this pilot project in order to achieve a greater level of cooperation and participation between ICA-MENA and private sector entities in future projects.

Stakeholders

Stakeholders

- Ministry of Education
- Participating schools (see Annex 2)
- Volunteer children of the participating schools
- Volunteer caretakers
- General Electric Fund, Unilever Egypt, Coca-Cola Egypt, Rotary, Elmohandess-Jotun (sponsors)

Project Activities

Project Activities

A series of preliminary activities were conducted to set up the project, these included:

Orientation Sessions to the Ministry of Education and the Selection of Eighteen Participating Schools And Coordinators

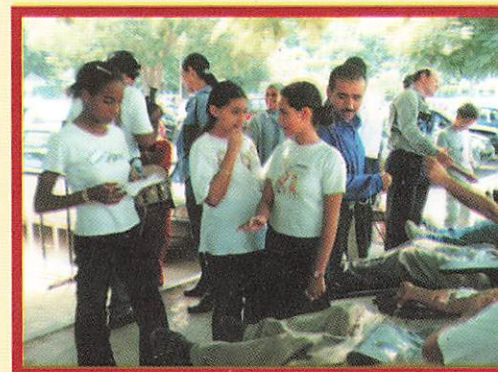
Orientation sessions and meetings were held with representatives of the Ministry of Education in Cairo to present the program's objectives and plans in order to get the approval of the Minister and sign cooperation agreements to work with eighteen schools in three Governorate where thirty four coordinators were selected.

Forming the Volunteer Child Project's Support Committee

In order to further support and reinforce the project's activities, a support committee was formed. This committee consists of 20 members representing various sectors in the community such as the ministry of education, media, NGOs, businessmen, professionals and youth volunteers. The committee provided fruitful input for the project in facilitating and coaching the activities.



Volunteer groups of Beni Suef schools having iftar (breakfast) in one of the orphanages



Gamal Abdel Nasser Prep. school and Orman Experimental school during the blood donation campaign they organized in the Shooting club

* One school withdrew along the program

Forming Volunteer Child Committees in 17 schools

34 social workers were selected to be trained as facilitators (2 from each school). The social workers are receiving continuous training to enable them to accomplish their role as best as possible. Facilitators have selected about 30 children from each school and are guiding and coaching them on the implementation of voluntary social services.

The volunteer groups started planning, organizing and implementing projects' activities in the September 2002; the activities included:

- Blood donations

Five blood donation campaigns have been jointly undertaken by groups of three schools in all three Governorates during the months of August and September.

- Clean-up campaigns

Five clean-ups in Beni Suef in addition to those in Cairo in Giza were undertaken. In October 4 schools in cooperation with other non-profit organizations undertook a joint clean-up campaign. Two of the schools in Giza also had their individual clean-up campaigns in October.

- Ramadan Visits and Iftars

Those were carried out during the month of Ramadan. Visits were made to orphanages, institutions for people with special needs and houses for the elderly, whereby a number of children from each school spent time with those living in these institutions. Iftars were also organized whereby the school children spent time and shared the meal with those living in these institutions.

Participating in External Events:

400 volunteer students from the three governorates participated in the fundraising festival that was held by AFNCI.

In addition, the volunteer groups from four participating schools participated in the Open Volunteer Day that was held at the Maadi Public Library in Cairo to celebrate the International Volunteer Day.



Volunteers of Hadayek El Maadi, Oasis and Maadi Preparatory schools participating in Cleanup the World campaign in cooperation with Maadi Environmental Rangers and under the supervision of Mohamed El Dakhkhny, Maadi District Head

The Project's Assessment

The Project's Assessment:

In terms of impact, the Volunteer Child Project, has proven to be a unique experience for ICA. Although the preparation phase was long as the concept of volunteerism was a new approach, the project has activated the volunteerism spirit in young students and adult caretakers. The project has also enhanced the children's ability to plan, be creative and take initiative.

The challenge of realizing the ultimate goals of such a demonstration is to continue putting efforts to increase private sector involvement. This can be achieved by providing appropriate education

material to ensure future sustainability and ability of schools to continue their consolidating relations built between the different partners and enlarging them. Moreover, creating and sustaining networks and enhancing linkages nationally and regionally.

Volunteer children from the Red Crescent Experimental School, the Maadi Preparatory School for Girls, and the Victory College, designed and implemented a blood donation campaign in the Maadi suburb. This poster and its slogan (a drop of blood makes million happy) are all the products of the children's creativity.



6. Enhancement of Women Status in Maneeha Village in Aswan Governorate

Duration: January 2002 – December 2002

The Goal of the "Enhancement of Women Status in Maneeha village in Aswan Governorate" project is to strengthen the participation of women in the development of their community, in Maneeha village in Aswan Governorate. The project aims at building a physical facility to be used as a Women's Center. The Center comprises of four rooms that will house preschool classes for the village children; a training facility for women on income-generating activities; a meeting room for the women committee and the CDA board members; a library and seminar room. The Women Center is fully furnished and provided with outdoor games and educational material for the pre-school, as well as books for the library.

With the implementation it all culminated with the inauguration of the center in June 2003 under the auspices of Mr. Samir Youssef, Governor of Aswan.

Stakeholders

Stakeholders

- Maneeha CDA and the village as a whole
- The Embassy of Japan

Project Activities

Project Activities

Forming women's committee among women leaders in the community to:

1. Manage the activities of the Center.
2. Receive training on project planning and monitoring and reporting skills among others.
3. Organize awareness workshops for women on issues such as reproductive health, pregnancy, and personal hygiene among others
4. Manage the library; literacy classes for women and home economics classes such as sewing, food processing and handicrafts.



Maneeha Women's center

vocational Training in the center



7. Training of facilitators (ToF) for New Horizons program Aswan, Beni Suef, Fayoum

Duration: January 2002 – July 2002

This project aimed at enhancing the status of girls and young women (9 to 25 years old) in their communities by providing them with knowledge and skills through the New Horizons program (NH). NH is a non-formal educational program designed to communicate essential information in the areas of basic life skills and reproductive health. The practical aim of the project is to empower girls and young women to make informed life choices through a carefully designed program of information and awareness. The program is comprehensive in scope and covers every major area of a young girl's life. NH is comprised of one hundred carefully designed and structured sessions, one hour-long each. Sessions are facilitated by trained facilitators, and are intended for groups of up to twenty-five participants. New Horizons was developed by CEDPA-Egypt in cooperation with other Egyptian Non-Governmental Organisations including ICA-MENA.

ICA-MENA implemented the project in 17 communities; 10 communities in Aswan, 3 communities in Beni Suef and 4 communities in Fayoum in cooperation with CDAs and women centers for a period of seven months.

Stakeholders

Stakeholders

- 17 Community development associations in the 3 Governorates
- Local facilitators who received training on the NH program
- Young women and young girls who graduated from the NH classes
- Board members of CDAs
- Communities in which the project was implemented
- NH network members
- The Center for Development & Population Activities (CEDPA)

Project Activities

Project Activities

Orientation workshops

Orientation workshops were held for officials from the Ministry of Social Affairs in January 2002 to introduce the NH program. This was followed by orientation meetings in the three governorates for the CDAs that were selected to implement the project; the main output of these workshops was that each CDA designed a plan for the implementation of the program in their CDAs and nominated women candidates according to set criteria to be trained as facilitators for the program.

Training of facilitators (TOF)

A ToF was conducted for a total of 120 women facilitators in Aswan, Fayoum and Beni Suef; the women were divided into 4 groups of 30. The training was divided into three rounds, each lasting for five days. Each round of training was followed by classes covering the topics addressed by each round, respectively.

The first round covered the topics of leadership skills, facilitation, voluntary work, communication and other technical topics from the NH manual 1 - part one. A fruitful exchange of ideas took place throughout the training period between the participants. Some of the board members of the CDAs attended the sessions in the training so as to enable them to follow up the program implementation in the field. During the second round, the participants reviewed the field implementation of the material covered in the first round, they also discussed the challenges and problems faced during that period. Part two of NH manual 1 was covered during the second round; it includes topics addressing the life skills of women and young girls; children education and rights, the environment, and income generation. The training was also attended by some of the board members of the CDAs

As in round two, the sessions of round 3 started off by discussing the implementation of the previous phase. NH manual 2 was covered; this included 6 units on reproductive health issues for women and young girls (adolescence, violence against women, marriage, motherhood and child care, family planning - contraceptives and sexual transmitted diseases). Experts in each of these fields covered these topics. It was planned that by the end of the year a total of 40 classes in Beni Suef and Aswan and 30 in Fayoum would have been opened and that 1750 women and young girls would have been trained on the New Horizons' manuals 1 and 2. The tables below summarize the total number of classes opened, as well as the women and young girls that have been trained.

Governorate	No. of classes	No. of facilitators who joined	No. of facilitators who graduated	No. of girls who joined	No. of girls who graduated
Aswan	37	66	46	1034	798
Beni Suef	17	30	21	531	462
Fayoum	20	33	20	485	432
Total	74	129	87	2050	1692

The Project's Assessment

The Project's Assessment

During the period of the project, monitoring visits were made once per round for each class to observe the facilitators, as well as the degree of participation of the women and young girls and their assimilation of the lessons. Throughout the period from March to July 2002, monitoring visits were made to 175 classes in 17 villages. Monitoring visits reports then revealed a high degree of participation. Feedback from the girls, their parents and community gave evidence of an increased awareness of hygiene, cleanliness, proper nutritional intakes and women's rights.

ICA- MENA Other Activities in 2002

In addition to the projects described above, in order to further enhance its mission, ICA-MENA, in collaboration with key partners, undertook several activities throughout the year 2002; these included the following:

Environmental Awareness Seminar

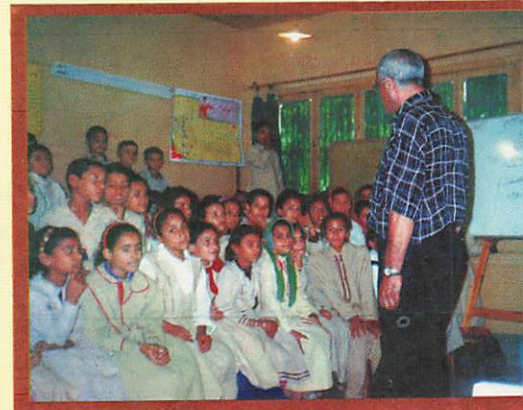
Environmental Awareness seminars

In October 2002, the education team in the Beni Suef office and Mr. Nazih Girgis, author of "Carnival of the Animals" and "Queen Waters" books organized 10 environmental awareness seminars in 5 primary schools in Beni Suef. Five hundred children attended the seminars in the five schools. The seminars were delivered in a non traditional manner where environment was connected to a series of animal stories. Several audio and visual aids were used, making it easier for the children to understand sophisticated concepts connected to environmental protection. Following the seminars, many children formed environmental committees in their schools.

New Vision Program

New Vision Program

After many years of implementing the New Horizon program for girls, an idea was developed to establish a similar program for boys and young men. To follow through on this idea the Center for Development and Population Activities (CEDPA) asked ICA-MENA to help develop and pilot test the idea in Beni Suef. The result of this collaborative effort was the New Vision program, developed to raise the awareness of young males with regards to various topics such as family life education, reproductive health issues, work, planning, communication and other life skills; the Program equally aims at increasing gender awareness among young males. ICA-MENA participated with 2 staff members in a group of 22 participants representing different organizations and associations. By the end of 2002, CEDPA had finished printing the manual and the educational materials to be used for the training of facilitators and for the New Visions classes.



one of the environmental awareness seminars in Beni Suef facilitated by Mr. Nazih Girgis



Capacity Building Training for 5 CDAs in Beni Suef

Capacity Building Training for 5 CDAs in Beni Suef

This activity aimed at enhancing the skills and capacities of CDA board members to plan and manage community development programs in a participatory manner and based on the needs of the 5 communities in which it was implemented. The approach to capacity building in this project was to offer direct training courses covering the following areas:

- Participatory strategic planning
- Community mobilization
- Project design & proposal writing

Three training courses were conducted. Each course lasted for five days and were attended by 25 board members. We provided support in the form of technical assistance to the CDAs in finalizing and marketing their proposed plans to potential donors.

Eye Treatment Campaigns

Eye Treatment Campaigns

ICA-MENA has implemented five eye-treatment campaigns in 5 villages in 3 districts of Beni Suef Governorate, in cooperation with the Egyptian Association for the Prevention of Blindness in Cairo. Each campaign included:

A. Medical services

- Detection and diagnosis of eye infection cases in each target village
- Supplying free medicine for some cases as well as prescription for others
- Carry out simple surgical operations as well as more complicated ones at a Cairo hospital
- Making eyeglass measurements for those in need
- Providing medical glass frames for many cases

B. Awareness workshop about eye diseases in each village

This was held in CDAs; the speaker was an ophthalmologist who was invited by ICA-MENA. The workshops focused on the causes and symptoms of the most prevalent eye infections. The workshops also addressed how to use first aids and eye care for early treatment and prevention.



For years, this woman from the Tansa Elmalk village in Beni Suef has suffered from glaucoma, which impaired her ability to conduct a normal, productive life. The lack of awareness and medical services in many of Upper Egypt's villages leave thousands of people practically disabled, negatively affecting their productivity and imposing a burden on their families. During the eye treatment campaign conducted in her village she was diagnosed then transferred to the Gezira eye hospital in Cairo where she underwent a successful free surgical operation (which normally costs about LE 4,000), in addition to receiving free medical consultation and periodic check ups.

More Activities...

Preschool teachers training in Beni Suef

team participated with the Motherhood and Childhood Department at the Ministry of Social Affairs, in organizing and implementing a training course for preschool teachers in Beni Suef. Twenty Nine participants attended the training to enhance and improve their skills in using creative educational materials in dealing with children from 3 to 6 years old. Many of the tools of the Montessori approach were used by preschools teachers such as the effective use of the local resources, of the environment, and the implementation of different activities. Also visits were made to the preschool teachers at their workplaces to make sure they are applying the learning.



A trained preschool teacher

Training and Consultancy services

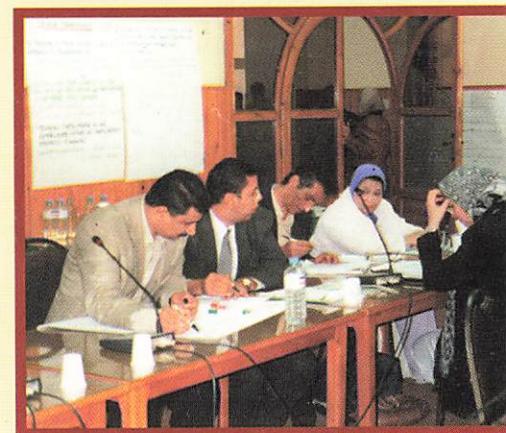
Training and Consultancy services

ICA-MENA provides a large array of training and consultancy services. These consultations are a service provided by ICA-MENA on the request of external clients or ICA-MENA's branch offices. Facilitators of training consultancies come from different ICA-MENA departments and branches in accordance to the expertise needed.

The following training and consultancies were conducted in 2002 in cooperation with other NGOs:

- Organizing the Comprehensive Strategic Planning and Technologies of Participation Regional Workshop that was held in Cairo between the 22nd and the 26th of September; the workshop was attended by participants from 10 different NGOs from 4 countries (Sudan, Lebanon, Jordan and Egypt).
- Conducting a Child-to-Child workshop facilitated by Dr. Farid Antounm, Child-to-Child expert, which was held in Ain ELSokhna (Egypt) from the 17th to the 23rd of June 2002. The workshop was attended by participants from 17 NGOs from 4 Arab Countries. The workshop aimed at enabling children to make qualitative improvements in their own lives and act as change agents to bring about positive changes in their communities.

- Conducting an "Early Childhood Development" training workshop that targeted preschool teachers from 15 different schools in Beni Suef Governorate from the 21st to the 25th of July 2002, which was attended, by 28 preschool teachers. The workshop was designed to meet the needs of teachers through exposing them to innovative and interactive learning methods in working with children of preschool age.
- Facilitating a Training of Trainers (TOT) session on Comprehensive Strategic Planning for the Labor's University in Cairo from the 7th to the 11th of April 2002, funded by EL Tadamon Center. The participants were introduced and trained on the facilitation methods of the Technologies of Participation technique.
- Designing and facilitating a workshop on writing funding proposals for CDAs in Qena, Fayoum, and Beni Suef for the Mother and Child Health project (John Snow) from the 2nd of May to the 19th of June 2002.
- Designing and facilitating a training course on development approaches and participatory project planning for Egyptian Women Employment in the New Millennium for the Arab Women Association.
- Designing and facilitating a strategic planning workshop for sanitation project for staff members of the AWACO Dutch project in the Der El Azab District of Fayoum Governorate from the 19th to the 21st of May 2002, the workshop was held in Beni Suef.
- Organizing the Organizational Development Think Tank / Forum Meeting on the 13th of March 2002; it was facilitated by Mr. James Taylor of the Community Development Resource Association (South Africa).



A typical training work group

Moreover, ICA-MENA provides a large array of training and consultancy services. A most prominent activity among them is the Organizational Development forum (OD forum), facilitated by the Institute. Following the previous OD forum that was facilitated by the Institute in 2000-2002 and was attended by many development organizations from Sudan, Palestine, Jordan, Lebanon, and Egypt, the participants decided to continue the process in the form of OD instead of training. The OD forum will be facilitated by the Technical Support Department of ICA-MENA to bring the different organizations together to have regular dialogues and exchange their experiences in the area of organizational development. Furthermore, it will facilitate the exchange of experiences and the learning process that is a very essential part of ICA-MENA's development interventions.



Facilitating a ToT session on Comprehensive Strategic Planning for the Labor's University in Cairo

Year 2003

The Vision in Action

In accordance with ICA-MENA's vision for its future role in the development process and in accordance with our five year plan, which was re-affirmed during a Strategic Plan Review meeting in November 2002, ICA-MENA will maintain its horizontal and vertical outreach for the development of the national and regional communities.

The next year will witness a wide scale extension into the MENA Region with the following objectives in mind:

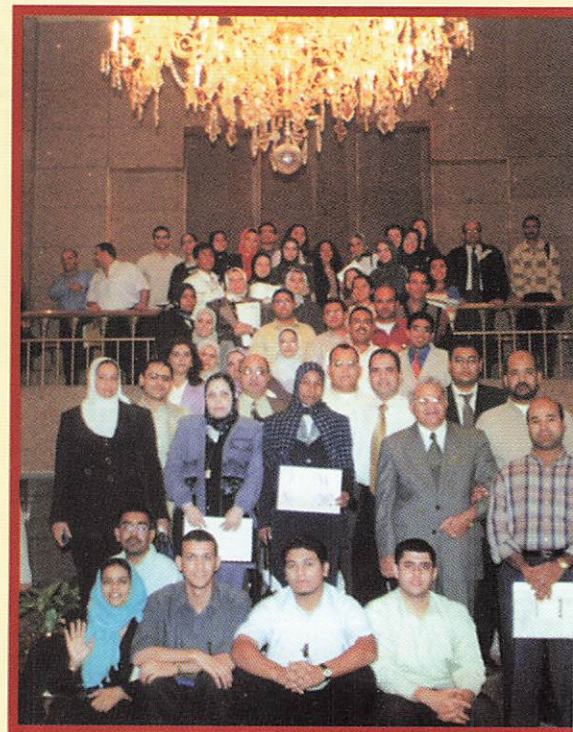
- To develop the organizational capacities of NGOs in the MENA Region
- To improve the response of MENA region NGOs towards community needs, project management and community outreach
- To establish an Arab Network of professional facilitators in the Arab region.

Meanwhile, we will continue our outreach in the five governorates, using the same nine tracks as our methodology for intervention.

In addition, in 2003, ICA will start a new initiative targeting youth, which aims to open and increase job opportunities for young people through training 30 (male & female) youth on "How to Start your Business" and providing 150 youth with credit in addition to helping an additional 150 youth to find jobs. The 2- years project will be carried out in three villages in Beni-Suef governorate.

Moreover, ICA-MENA will work on funding and launching the following projects which are still on pipeline:

1. Green Schools
2. In-country Internship
3. Participation for Health
4. Job Creation
5. Improvement of Education Process in 5 Schools
6. Volunteer Child
7. Organizational Development Forum
8. Gender Mainstreaming in the Education sector
9. Education Scholarship Programme
10. Solid Waste Management in Beni Suef

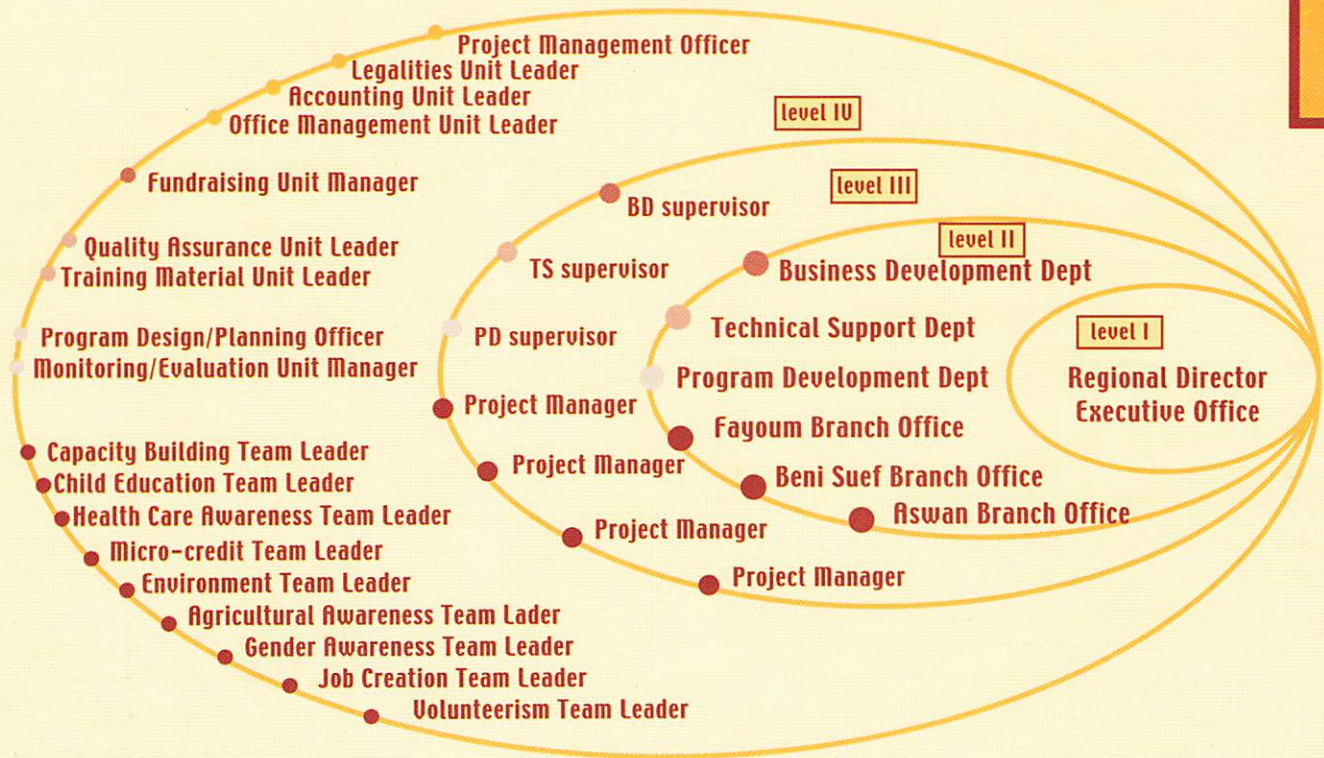


ICA-MENA staff during 2002 annual retreat

During 2003, ICA-MENA will work on establishing partnerships with new governmental entities namely the National Council for Childhood and Motherhood (NCCM) and the Ministries of Culture and Youth.

Inside ICA - MENA

Branch Offices, Departments, and Units



Branch Offices and units

ICA-MENA has three branch offices in the three governorates of Aswan, Beni Suef, and Fayoum. Each branch office has a self-contained internal structure that includes all the expertise needed to plan and run its projects led by a strong initiative leader. Each office has a number of permanent specialized teams, each focusing on a certain area of development. The Beni Suef office is the largest and oldest of these offices. It houses 8 specialized teams, as follows: Capacity Building; Gender Awareness; Education; Health Awareness; Environmental Awareness; Agricultural Awareness; Job creation; Micro Credit. The Aswan and Fayoum branch offices have each two permanent specialized teams focusing on Capacity Building and Gender Awareness, with plans to increase the number of teams to better serve the projects that they implement. It is important to note that the Volunteer Support Team, the ninth track, is based in the Cairo Office.

Departments and Units

ICA-MENA adopted a new organizational structure through a high participatory process which was implemented in April 2002 and tested by everybody for 6 months. The functions of each job was reviewed every two months and the final official version came out in November 2002.

The adopted structure arranged Cairo office into 3 support departments and an executive office composed of 4 units. As the restructuring took place in 2002, the various departments and units underwent a process of development whereby they developed their new procedures and their human capacity. Below is a short description of the departments and units.

Business Development Department (BD)

The overall objective of the BD Department is to create, enhance and maintain relationships with donors and partners, initiate and consolidate new business opportunities, as well as to develop ICA-MENA's overall image. BD is thus responsible for the initiation of contacts with donor agencies, beginning with the submission of project ideas, development of a framework for partnership, contract negotiations and follow-up during a project's implementation phase. The BD department is also responsible for all ICA-MENA's publications; it publishes a bilingual development newsletter "Ru'ya", which provides a much-needed forum for discussion and exchange of ideas within the development community. The department also publishes ICA-MENA's annual report, which describes all project activities and includes a financial audit report.

Program Development department (PD)

PD provides the staff of branch offices with support for their program design process; furthermore, it supervises the development of project ideas, concept papers and proposals; a total of 15 proposals were produced by PD in 2002. Also, 2002 witnessed the inauguration of the Ideas Bank, which provides all innovative and creative ideas of ICA-MENA staff members with a formal channel through which these ideas are reviewed and eventually transformed into implementable programs. One major objective of this department is to have a monitoring and evaluation system in place to establish a learning environment where all staff members are aware of their progress in relation to the program objectives. The PD is also responsible for designing a unified monitoring system to be followed by all ICA-MENA offices; conducting periodic field visits to all projects; carrying out annual reviews, periodic and final evaluations.

Technical Support Department (TS)

TS has two core functions: one is to provide internal services to support the staff of ICA-MENA in the different branches by planning, supporting and organizing training sessions in different fields. Fulfilling this function is the most important target for TS to improve the quality of ICA-MENA services in the field of development and training consultation. Furthermore, the human resources development falls under the responsibility of the TS Department; achieved by facilitating and organizing various training events for all ICA-MENA staff. The second core function of the TS department is to provide training and technical consultancy for other organizations. Developing training material for facilitators and ensuring the quality of training services by providing supervision and coaching before and after the training are two main objectives of the department

*See the **training and consultancy services** section for a list of those provided by TS in 2002 (page 26)*

Executive Office of the Regional Director

The executive office consists of 4 units; their role is to provide support in the areas of banking and accounting, legal matters and governmental relations, project management, human resources management, and office management. They are as follows:

Advisory Board

The advisory board is composed of 12 esteemed personalities; gender balance and the representation of a comprehensive set of expertise have been taken into account in its composition. The diversity in the areas of expertise of the members of the board ensures support for ICA-MENA in all fields. We're planning to increase membership in 2003 to offer more space for Egypt's prominent figures to enhance social responsibility.

Abdel Aziz El Aguizy

Chairman, Petroleum & Management Consultants Inc.

Dr. Farida El Wakil

Secretary General and member of board of directors, Integrated Care Society

Dr. Fatma Khafagy

Project Manager, National Council For Women, Ombudsman Office

Eng. Hussein Rizk

Chairman, Reika Misr

Dr. Maged Gobran

Chairman & Managing Director, Egypt & Sudan, GlaxoSmithKline

Mr. Mohamed Labib

Former Governor of Beni Suef

Mrs. Mona Galal

General Manager, ABN AMRO (Delta Securities)

Ms. Mona Zulfikar

Senior Partner, Shalakany Law Office

Dr. Sadek Abdelaal

President, Peacediatric

Dr. Sawsan Osman

Egyptian Assoc. of Family support

Dr. Shahira Loza

Consultant Psychiatrist

Dr. Tarek A. Hatem

Chairman, Management Consultant Association



INSTITUTE OF CULTURAL AFFAIRS
Middle East & North Africa

Towards the end of 2002, we created a new logo to reflect our work. ICA-MENA's new logo is not a mere graphical representation of our name; it represents our approach to development and our commitment to the human factor in world development. The individual – represented by the letter I – is at the center of our approach, for s/he is the building block of a productive and healthy society. The C in the logo - which is surrounding the individual - represents the comprehensive array of fields we intervene in, from health to the education, from capacity building to the environment; all of these serve the greater goal of positively influencing the development of a community through affecting its culture. Finally, the A, starting narrow and widening at the end, represents the overarching aim of achieving development through widening participation, to include all members of a community.

Annex 1

Donors

The Center for Development & Population Activities (CEDPA)
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Evangelischer Entwicklungsdienst e.V. (EED)
Interchurch Organization for Development Cooperation (ICCO)
The Japanese Embassy
Katholische Zentralstelle für Entwicklungshilfe (MISEREOR)
The Royal Netherlands Embassy in Cairo
The Social Fund for Development

Sponsors

General Electric Fund
Unilever Egypt
Coca-Cola Egypt
Guezirah Rotary
Elmohandess-Jotun

Annex 2

Participating Schools in the Volunteer Child project

Cairo Governorate

Victory College School
New Horizon School
Oasis School
Hadaek El-Maadi School
Red Crescent School
Maadi Preparatory School for Girls

Giza Governorate

El-Horreya Language School
Greenland School
Om El-Abttal School
El-Orman School
Gamal Abdel Nasser School for Girl

Beni Suef Governorate

Saint Mark Language School
Sunrise School
El-Shorouk Language School
Alia Roushdy School for Girls
Om El Moemenin School for Girls
El Aqbatte School for Boy

The Institute of Cultural Affairs
Middle East and North Africa
Financial Statements and Auditor's Report
for the Year ended December 31, 2002

Table of Contents

	<u>Page</u>
<u>Financial Statements</u>	
Independent Auditor's Report	1
Statement of Financial Position	2
Statement of Activities and Changes in Net Assets	3
Statement of Cash Flows	4
Notes to the Financial Statements	5



KPMG Hazem Hassan
Public Accountants & Consultants

KPMG Hazem Hassan Building
Km 22 Cairo/Alexandria Desert Road
P.O. Box 48 Al Ahram
Giza - Cairo - Egypt

Telephone : (202) 539 22 33 - 539 22 77
Telefax : (202) 539 23 03 - 539 23 05
E-Mail : egypt@kpmg.com.eg
Postal Code : 12111 Al Ahram

Auditor's Report

To: The Institute of Cultural Affairs - Middle East and North Africa

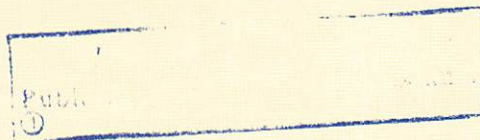
We have audited the accompanying statement of financial position of the Institute of Cultural Affairs-Middle East and North Africa (ICA-MENA) as of December 31, 2002, and the related statements of activities and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Institute of Cultural Affairs-Middle East and North Africa's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Institute of Cultural Affairs- Middle East and North Africa (ICA-MENA) as of December 31, 2002, and results of its operation, and its cash flows for the year then ended in accordance with International Accounting Standards.

KPMG Hazem Hassan
Cairo, Egypt

KPMG Hazem Hassan
March 9, 2003



The Institute of Cultural Affairs
Middle East and North Africa
Statement of Financial Position
as of December 31, 2002
(Amounts in Egyptian Pounds)

<u>Assets</u>	<u>Note</u> <u>No.</u>	<u>2002</u>	<u>2001</u>
Cash and cash equivalents	(3)	1,867,049	1,325,766
Grants receivable	(4)	6,389,372	5,698,606
Prepayments and other receivables	(5)	55,016	25,073
Total Assets		<u>8,311,437</u>	<u>7,049,445</u>
<u>Liabilities</u>			
Accounts payable	(6)	76,916	-
Other payables	(7)	31,392	21,187
Provisions	(8)	210,203	141,755
Total Liabilities		318,511	162,942
<u>Net Assets</u>			
Unrestricted		1,110,903	1,586,589
Temporarily restricted		6,882,023	5,299,914
Total Net Assets		7,992,926	6,886,503
Total Liabilities and Net Assets		<u>8,311,437</u>	<u>7,049,445</u>

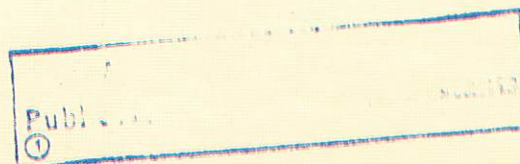
The accompanying notes form an integral part of these financial statements and to be read there with.

ICA Regional Director &
Country Manager - Egypt



KPMG Hazem Hassan

KPMG Hazem Hassan



The Institute of Cultural Affairs
Middle East and North Africa
Statement of Activities and Changes in Net Assets
for the year ended December 31, 2002
(Amounts in Egyptian Pounds)

	<u>Note</u> <u>No.</u>	<u>Unrestricted</u>	<u>Temporarily</u> <u>Restricted</u>	<u>Total</u> <u>2002</u>	<u>Total</u> <u>2001</u>
<u>Revenues, Gains and other Support</u>					
Contributions		67,806	3,618,819	3,686,625	6,170,215
Facilitation fees		50,395	-	50,395	41,192
Interest revenue		16,687	-	16,687	24,106
Foreign currency gain		417,845	575,215	993,060	285,305
Miscellaneous		23,296	-	23,296	29,157
Total Revenues, and other Support		<u>576,029</u>	<u>4,194,034</u>	<u>4,770,063</u>	<u>6,549,975</u>
<u>Net Assets Released from Restrictions</u>					
Satisfaction of program restrictions	(10)	1,837,700	(1,837,700)	-	-
Total Net Assets Released from Restrictions		<u>1,837,700</u>	<u>(1,837,700)</u>	<u>-</u>	<u>-</u>
Total Revenues, Gains and other Support and Net Assets Released from Restrictions		<u>2,413,729</u>	<u>2,356,334</u>	<u>4,770,063</u>	<u>6,549,975</u>
<u>Expenses</u>					
Program and support services	(11)	3,080,632	-	3,080,632	3,576,432
Total Expenses		<u>3,080,632</u>	<u>-</u>	<u>3,080,632</u>	<u>3,576,432</u>
Excess of Revenues, Gains and other Support and Net Assets Released from Restrictions over Expenses		(666,903)	2,356,334	1,689,431	2,973,543
Other Changes in Net assets	(9)	191,217	(774,225)	(583,008)	(512,416)
Net Assets at Beginning of the Year		1,586,589	5,299,914	6,886,503	4,425,376
Net Assets at End of the Year		<u>1,110,903</u>	<u>6,882,023</u>	<u>7,992,926</u>	<u>6,886,503</u>

The accompanying notes form an integral part of these financial statements and to be read there with.

The Institute of Cultural Affairs
Middle East and North Africa
Statement of Cash Flows
for the year ended December 31, 2002
(Amounts in Egyptian Pounds)

	<u>Note</u>	<u>2002</u>	<u>2001</u>
<u>Cash Flows from Operating Activities</u>	<u>No.</u>		
Excess of revenue, gains and other support and net assets released from restrictions over expenses		1,689,431	2,973,543
<u>Adjustments to Reconcile Excess of Revenues, Gains and other Support and Net Assets Released from Restrictions over Expenses to Net Cash Flows Provided by Operating Activities</u>			
Provisions		68,448	20,439
Fixed assets	(2.4)	104,527	200,494
Other changes in net assets	(9)	(583,008)	(512,416)
<u>Changes in Assets and Liabilities</u>			
Grants receivable		(690,766)	(1,991,253)
Prepayments and other receivables		(29,943)	(6,571)
Accounts payable and other payables		87,121	9,693
Net Cash Provided by Operating Activities		<u>645,810</u>	<u>693,929</u>
<u>Cash Flows from Investing Activities</u>			
Purchase of fixed assets	(2.4)	(104,527)	(200,494)
Net Cash Used in Investing Activities		<u>(104,527)</u>	<u>(200,494)</u>
Net Changes in Cash and Cash Equivalents during the Year		<u>541,283</u>	<u>493,435</u>
Cash and Cash Equivalents at the Beginning of the Year		<u>1,325,766</u>	<u>832,331</u>
Cash and Cash Equivalents at the End of the Year	(2.2) & (3)	<u>1,867,049</u>	<u>1,325,766</u>

The accompanying notes form an integral part of these financial statements and to be read there with.

The Institute of Cultural Affairs
Middle East and North Africa
Notes to Financial Statements as of and for the
Year Ended December 31, 2002

1. Background

The Institute of Cultural Affairs-Middle East and North Africa (ICA-MENA) is a non-governmental organization operating in Egypt as a member of the Institute of Cultural Affairs International (ICAI). The ICAI is a federation of financially and programmatically autonomous organizations operating in approximately 30 countries around the world. The activities of the ICAI are principally associated with the human factor in social and economic development programs and initiatives.

The financial statements include the financial activity of ICA-MENA, which is located in Cairo, Egypt.

The ICA-MENA operates in Egypt under agreement with the Ministry of Foreign Affairs dated June 5, 2000. Procedures to register this agreement with the Ministry of Social Affairs are in process to be in conformity with NGO's Law No. 84 for year 2002.

2. Summary of Significant Accounting Policies

The financial statements of the ICA-MENA have been prepared on the accrual basis of accounting. Other significant accounting policies are described below:

2.1 Classification of Revenues, Expenses, and Net Assets

Revenues, Expenses and Net Assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of ICA-MENA and changes therein are classified and reported as follows:

Unrestricted net assets-Net assets that are not subject to donor-imposed restrictions.

Temporarily restricted net assets-Net assets subject to donor -imposed restrictions that may or will be met either by actions of the ICA-MENA and/or the passage of time.

Revenues are reported as increases in unrestricted net assets unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulations or by law.

The satisfaction of **temporary restrictions** on net assets (i.e., the donor-simulated purpose has been fulfilled and or the stipulated time period has elapsed) is reported as reclassifications **between the applicable classes of net assets.**

Temporarily restricted net assets are available for program and support services. During 2002 temporarily restricted net assets were released from restrictions by incurring expenses satisfying the restricted purposes.

2.2 Cash and Cash Equivalents

ICA-MENA reports cash on hand and cash invested in short-term demand deposits as cash and cash equivalents.

2.3 Contributions and Grants

Contributions and grants, including unconditional promises, are recorded as support upon signing the agreement, with such amounts specified for future periods recognized as temporary restricted support.

2.4 Fixed assets

Fixed assets are principally funded through agreements with ICA-MENA's donors. Accordingly, fixed assets are recorded as expenses at the date of requisition and are not capitalized in the financial statements, therefore, the financial statements does not include depreciation expense.

2.5 Facilitation Fees

Facilitation fees related to contracts are recognized as revenues when earned. To the extent that such fees are received in advance, they are recorded as unearned fees.

2.6 Foreign currency transactions

The organization's functional and reporting currency is the Egyptian Pound. Transactions dominated in foreign currencies are translated to Egyptian pounds during the year at rates prevailing on the date of such transactions. At year-end, monetary assets and liabilities denominated in other currencies are translated into Egyptian Pounds at the rates prevailing on that date. Exchange differences are recorded in the statement of activities and changes in net assets.

3. Cash and Cash Equivalents

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Current Accounts	1,867,049	251,934
Time Deposit	-	1,073,832
Total	<u>1,867,049</u>	<u>1,325,766</u>

4. Grants Receivable

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Deutsche Gesellschaft Fur Technische Zusammenarbeit (GTZ)	28,750	-
Evangelischer Entwicklungsdienst e.V. (EED)	-	565,600
Center for Development and Population Activities (CEDPA)	81,580	-
Interchurch Organization for Development Cooperation (ICCO)	700,520	693,968
Katholische Zentralstelle fur Entwicklungshilfe E.V (Misereor/Gender Programme in Beni-suef)	825,000	-
Katholische Zentralstelle fur Entwicklungshilfe E.V (Misereor/Aswan 10 CDAs)	1,337,674	1,414,000
Social Fund for Development (SFD)	-	102,570
Social Fund for Development (New Contract)	186,500	-
Royal Netherlands Embassy	1,998,982	2,574,982
Katholische Zentralstelle fur Entwicklungshilfe E.V (Misereor/ Exchange Events)	80,531	55,743
Katholische Zentralstelle fur Entwicklungshilfe E.V (Misereor /Women Enhancement)	84,322	169,026
UNDP- Global Environment Facility (GEF)	5,513	9,153
Embassy of Japan	-	113,564
Royal Danish Embassy/Participatory Community Development Program (Danida)	1,060,000	-
Total	* <u>6,389,372</u>	<u>5,698,606</u>

* Grants receivable as of December 31, 2002 include LE1,458,465 due after one year.

5. Prepayments and other Receivables

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Prepaid Expenses	46,764	4,966
Staff Advance	3,502	-
Grantee Deposit	4,750	20,107
Total	<u>55,016</u>	<u>25,073</u>

6. Accounts Payable

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Social Fund For Development (SFD)	67,676	-
Food and Agriculture Organization (FAO)	9,240	-
Total	<u>76,916</u>	<u>-</u>

7. Other Paybles

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Tax Authority	6,722	3,376
Social Insurance	9,170	-
Accrued Professional Fees	15,500	17,811
Total	<u>31,392</u>	<u>21,187</u>

8. Provisions

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Severance Payment Provision (1)	195,203	141,755
Other Provision	15,000	-
Total	<u>210,203</u>	<u>141,755</u>

(1) This amount represents end of services bonus for ICA – MENA employees according to ICA – MENA policies. This bonus is calculated using last year basic salary multiplied by number of year services.

9. Other Changes in Net Assets

	<u>Unrestricted</u> <u>LE</u>	<u>Restricted</u> <u>LE</u>	<u>Total</u> <u>LE</u>
Remaining balance of grants that are satisfactory completed	(467,648)	(115,360)	(583,008)
Reclassifications of net assets that are no longer subject to donor -- imposed restrictions	<u>658,865</u>	<u>(658,865)</u>	<u>0</u>
Total	<u>191,217</u>	<u>(774,225)</u>	<u>(583,008)</u>

10. Funding Sources of Program Expenses

Restricted program expenses for the year ended December 31, 2002 have been funded by the following donor contributions:

	<u>31/12/2002</u> <u>LE</u>	<u>31/12/2001</u> <u>LE</u>
Amoco Foundation Inc	-	12,952
Association for the Advancement of Education (A.A.E.)	-	19,324
Center for Development and Population Activities (CEDPA)	43,139	38,371
Royal Netherlands Embassy	571,404	325,173
Embassy of Japan	39,031	-
Ford Foundation (F.F.)	-	286,239
General Electric Fund (GEF)	109,383	18,574
Interchurch Organization for Development Cooperation (ICCO)	15,714	42,149
Moers Synod Development Committee (MOERS)	-	-
Social Fund for Development (SFD)	13,200	48,556
Katholische Zentralstelle fur Entwicklungshilfe (Misereor)	696,153	1,948,008
Coca Cola Company	1,314	-
United Nation for Development Programs (UNDP)	19,847	87,811
Deutsche Gesellschaft Fur Technische Zusammenarbeit (GTZ)	269,689	-
Others	<u>58,826</u>	<u>130,924</u>
Total	<u>1,837,700</u>	<u>2,958,081</u>

11. Programme and Support Services

	<u>31/12/2002</u>	<u>31/12/2001</u>
	<u>LE</u>	<u>LE</u>
Personnel	1,290,827	932,605
Program Activity	968,414	1,902,427
Staff Development	72,794	48,317
Evaluation and Documentation	19,552	81,912
Fixed Assets	104,527	150,587
Office Operation Expenses	129,232	146,387
Central Administration	495,286	314,197
Total	<u>3,080,632</u>	<u>3,576,432</u>

12. Comparative Figures

Comparative figures were reclassified to be in conformity with presentation of the financial statements for the year ended December 31, 2002.

Cairo office:

48 Road 79 Maadi - P.O. Box 23.
Cairo, Egypt.

Telephone / Fax: (202) 753 0059
Mobile: 010 101 4820 - 010 661 4992
Email: cairo@ica-mena.org

**Beni Suef office & Human Resource
Development Center:**

Bayad El Arab, Beni Suef, Egypt.
Telephone: (2082) 331 535
Fax: (2082) 314269
Mobile: 010 533 0205
Email: benisuef@ica-mena.org

Aswan office:

Daheyat Amin El Sherif, Atlas Bldg.
Aswan, Egypt.
Telephone / Fax: (2097) 314474
Mobile: 010 533 0208
Email: aswan@ica-mena.org

Fayoum office:

Governorate General Divan, 3rd floor.
Fayoum, Egypt.
Telephone / Fax: (2084) 364665
Mobile: 010 661 4994
Email: fayoum@ica-mena.org