

CARE EGYPT



LONG RANGE STRATEGIC PLAN 2007- 2011

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Introduction

The in-depth assessment opportunity presented by the Long Range Strategic Plan (LRSP) happens only once every 5 years. Therefore, the LRSP preparation process is a time for striving hard, a time for meticulous self-assessment and dealing deeply and earnestly with the tough questions related to our future. For it is only by rigorous examination of the internal CARE and external country environment that we can achieve what we ultimately set out to do. That is, to envision a strategy that will create the organization that we know we can, and ought, to be.

For CARE Egypt, our 2007-2011 LRSP proceeds directly from the CARE International (CI) Vision. As relevant to the purpose of CARE Egypt as it has ever been, the CI Vision provides the fundamental inspiration for all of our current actions and future aspirations. The Vision is also accompanied by the CI Mission, which articulates the purpose for CARE Egypt as an organization. The CARE Egypt Program Goal, based on the sum of our year long research guided by the CI Vision, spells out the specific impact that we hope to achieve over the next 5 years. Following from the Program Goal, the 4 Strategic Directions represent areas in which we will need to achieve organizational breakthroughs in order to accomplish the impact we desire. Over the course of working through these Strategic Directions, our work will be guided and informed by our geographic focus and target group approach, as well as the CARE programming principles and core values. This is represented in the LRSP Summary Diagram on the following page.

On certain levels, elements of the 2007-2011 LRSP embody some of the same strategies, methods and focus areas that characterized CARE's previous LRSP (2002 – 2006). However, many other elements of this new LRSP represent an evolution from the past. This is evidenced by our desire for deeper involvement in areas such as governance and advocacy, for example, as well as the strategic directions aimed at fundamental organizational transformation in both function and form. On the one hand, these changes reflect our commitment to continue striving for improvement in internal governance, transparency, programmatic development, and other elements that will help to align ourselves better with the CI Vision. On the other hand, they are also recognition of the fact that the external development environment in Egypt is fundamentally evolving, and CARE must continue to evolve with it in order to maintain its organizational viability and relevance. As with all changes, however, the LRSP is only the starting point of a long-term process, and during the coming period of implementation CARE will identify and mobilize the appropriate resources so as to transform the "paper plan" into reality.

In line with this thinking, the 2007-2011 LRSP thus presents an effective strategy for deepening our impact on the underlying causes of poverty in Egypt over the next 5 years. Because CARE Egypt has not been afraid to confront the "inconvenient truths" facing our organization, many of the proposals developed in the various sections of this documents are (in light of the past) unconventional and ambitious. Implementing the changes that we have proposed will no doubt force us to grapple deeply with fundamental issues related to our identity, image and purpose as a development organization. However, *if* we retain our commitment to this new strategy and continue "striving earnestly" to achieve it, *then* it is our sincere belief that CARE will have a greater impact on poverty eradication in Egypt; and a greater realization of the CARE International Vision.

Cairo. March 2007

LRSP Summary Diagram

Vision

We seek a world of hope, tolerance and social justice where poverty has been overcome and people live in dignity and security. CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakeable commitment to the dignity of people.

Mission

CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by:

- Strengthening capacity for self-help
- Providing economic opportunity
- Delivering relief in emergencies
- Influencing policy decisions at all levels
- Addressing discrimination in all its forms

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

Target Groups & Geographic Focus

The poorest and most marginalized in Upper Egypt with an openness to move into other regions. All decisions will be based on strong analysis.

Program Goal

By 2012 CARE Egypt will contribute to achieving social justice and equity for the poor and marginalized through 4 key approaches:

- Promoting transparent, inclusive and responsive governance.
- Cultivating a culture of rights and responsibilities which enables people to realize (claim) their rights and fulfill their responsibilities.
- Empowering civil society to organize, negotiate and influence power structures and policies.
- Building effective, strategic alliances and partnerships to better address causes of poverty at multiple levels.

Programming Principles

- Promote Empowerment
- Work with Partners
- Ensure Accountability and Promote Responsibility
- Address Discrimination
- Promote the non-violent resolution of conflicts
- Seek Sustainable Results

SD 4: Transform CARE Egypt for more relevance

Organizational transformation will allow CE to achieve greater impact and legitimacy enabling us to become more relevant & accountable to the poor & marginalized.

SD 3: Realign the organization to a program approach

Transform the resource base and mode of operation towards a program approach.

SD 2: Promote a culture of rights & responsibilities

Promote a wider awareness and knowledge of individual rights and responsibilities to bring about greater voice for the marginalized.

SD 1: Promote good governance

Promote accountable, transparent and inclusive governmental and civil society institutions to serve the vulnerable and the marginalized.

CORE VALUES

- Respect
- Integrity
- Commitment
- Excellence

Country Context

Since its inception in 1954 CARE Egypt has passed through many phases and is currently on the cusp of significant change. Economically, Egypt has achieved Middle Income Country status. In view of this, what is the rationale for CARE's presence and what role should CARE assume? Despite Egypt's economic gains, there remain significant income disparities and pockets of poverty. This economic reality is accompanied by significant challenges in the areas of social justice and discrimination. Similarly, economic change and globalization have created a need for increased development and adaptation of Egyptian institutions and civil society. In addition, there are specific populations, such as refugees, which have unmet needs that fall within CARE's mandate. These factors indicate that CARE can continue to play a meaningful role in Egypt's development. To do this, CARE must expand beyond its traditional roles of service delivery and provision of financial resources, and increase its role as a source of expertise, concepts and tools. It needs to change its governance structures and transfer more responsibility for oversight and management to Egyptian shoulders. It needs to work more in strategic partnerships and develop credibility as a vibrant member of civil society. Finally, as the country's economic strength continues to grow, the resources to support CARE programs must be increasingly generated within the country. The LRSP process has explored the above issues, further defined CARE's role and formulated a strategy to pursue the required changes.

LRSP Background: Process & Analysis

CARE's 2007-2011 LRSP planning process began in early 2006 with the formation of the LRSP steering committee. During the senior management team (SMT) meeting in March of the same year, staff identified key questions related to the internal and external environment that CARE should be asking during the LRSP preparation process. Based on the outputs from this meeting, the steering group identified the following 7 principle Streams of Enquiry (SOE):

- Linking CARE's work to the Vision and Mission
- Partnerships & partner relations
- Transparency & decision making (GED GAP Analysis)
- Donor environment
- Poverty (particularly the Underlying Causes of Poverty (UCP) in Egypt)
- Political environment
- Status of Civil society

Early on the steering group decided that given the centrality of poverty to CARE's work as an organization, the poverty SOE would be the centerpiece of the LRSP preparation process – represented by a study of the underlying causes of poverty (UCP) in Egypt. Staff and consultants were assigned to the other six streams, and research began in late April 2006 and carried on throughout the summer. For the political environment SOE, CARE decided to host a panel of external experts during the fall who would give their analysis of the current situation, and present trends and possible future scenarios.

Throughout the summer research process, field office staff played critical roles in helping to direct the work of consultants and in facilitating the collection of information from key informants in Upper Egypt. Field officers also acted as key informants themselves, supplying the bulk of the feedback used to draft the assessment report on CARE's Vision/Mission & Partnerships as well as the GED GAP Analysis. In August, preliminary findings from the streams of enquiry were shared, discussed and analyzed with all staff members during 4

workshops held in Cairo (for headquarters staff), Fayoum, Beni Suef and Luxor (covering Sohag, Qena, El-Minia, and Assiut offices).

The outputs from these meeting fed directly into the LRSP workshop in September, where participants used the feedback from the field workshops to inform a further participatory group analysis of the findings from the studies. During this time, a panel of experts also gave a presentation on the political environment in Egypt, including a discussion of potential future scenarios. After the conclusion of this workshop, the steering group identified 3 key gaps that needed further analysis ahead of the final LRSP meeting: the UCP study, and to a lesser extent the GED GAP and donor trends analyses.

During the months following the September workshop, work carried on to finalize the GED GAP and donor trends studies, and in December the UCP working group brought together a number of senior staff to perform a final analysis of the poverty findings utilizing CARE's Unifying Framework for Poverty Eradication & Social Justice. Facilitated by a representative from the Middle East Regional Management Unit (MERMU), the meeting resulted in the identification of 4 primary UCPs that would inform CARE's decisions both during the final workshop and in its long-term programming. The findings from this workshop, along with the UCP study, were compiled into a CARE Egypt UCP analysis document and disseminated to those participating in the final workshop. In preparation for the final LRSP workshop, CARE also concluded the GED GAP analysis, and completed and disseminated a donor trends document, political environment backgrounder, gender summary paper and a set of "future scenarios" papers meant to provoke thought about possible future directions. The relevant findings from this work are summarized below according to theme.

Linking CARE's Work to the Vision and Mission

Analysis in this SOE highlighted a number of linkages of current programs to the Vision and Mission. However, a majority of CARE staff perceived that there is considerable scope for improving the project design phase, and the degree to which programs take into account the different indicators, programming principles and newer development concepts that CARE International is currently using. There is still a certain amount of confusion surrounding these newer concepts (such as RBA, UCP and GED), and a general lack of consensus (even within projects) about the degree to which these concepts have been integrated by different projects (For example some project staff saying they fully use the RBA approach, others saying that it is not used at all, and still others in between the two). This has hindered the development of tools for application, and has created a feeling among some staff that these concepts are being imposed on the implementation process for projects and activities that have until now been practiced in the "traditional" manner. Moving towards greater realization of the CI Vision thus requires more orientation in the coming period towards a unified, shared understanding of these ideas, concepts and methodologies (RBA, UCP, GED, etc.), in addition to the development of practical tools for implementation.

Partnerships & Partner Relations

Based on feedback from CARE staff and its partners, it appears that each project has its own specific selection criteria for working relationships and partnerships with the various organizations and institutions that serve the project goals. While the majority of staff in the various projects consider partnerships with the various institutions very important for achieving of the objectives of the project, project partnerships are generally limited to implementation of project objectives and partners usually do not participate in the process of project design or in monitoring and evaluation. Project goals generally do not include clear objectives to create genuine partnerships with the various institutions, and therefore CARE does not retain relations with these institutions after the end of the project. However, personal relationships among some CARE staff and certain government institution

employees that work directly in certain specialized sectors (such as the Department of Agriculture and the Ministry of Education) do continue after the project's end.

In the view of staff and partners, CARE does not appear on the whole to have a program approach and is not fully applying the programming principles in all projects. The lack of a specific program has lead directly to the absence of long-term strategic relationships between CARE and the majority of those who deal with its projects. Relationships exist primarily between the project and the partner, and relationships are not being created between partners and CARE as an organization.

Transparency & Decision Making

Within CARE, the GED GAP Analysis results indicate a solid foundation with room for improvement. While there were no signs of widespread, serious issues related to GED in the organization, staff, especially in field offices, nevertheless expressed frustration with consultative processes which do not yield concrete results and urged action to address the issues raised. Overall, staff expressed less confidence in management's ability to respond to discrimination when it occurs, and did not feel their confidentiality would be respected. This hampers the organization's efforts to address controversial topics and solve interpersonal conflicts.

Only a little over half of the employees were aware that CARE Egypt has a policy against discrimination against people on the basis of their gender, religion, nationality or age. Nearly one third did not know whether CARE has such a policy, and around one in every six employees believed that CARE does not have such a policy. Training and learning opportunities also earned a weak rating in the GED survey, with around one third (*always/frequently* cumulative percentage) reporting that they had received the right learning and training opportunities to succeed - one of the lowest scores in the entire survey. Results were particularly low for women, field office staff and those with lower education levels. The gap between HQ & field offices also deserves attention, as well as the fact that organizational factors are compounded by differences in class, levels of education, and urban & rural cultures. Mechanisms such as the FO SMT are not as effective as they should be in facilitating communication throughout the organization.

Donor Trends

The strategies of major donors to Egypt are changing in 2 primary ways. First, the focus of donors is increasingly being directed towards the democracy & governance sector. Second, donors are shifting their support away from NGOs (especially international NGOs) in favor of direct bi-lateral aid to the government of Egypt (GoE) and/or strengthening funding relations with UN organizations and/or private consultancy companies. Some donors are also slowly shifting from wide sector approaches (i.e. education, agriculture and water) to governance and rule of law. In addition to these two trends, the amount of total donor funding will probably also be affected by the fact that Egypt is now considered a Middle Income Country (MIC) with considerable potential for macro-economic growth.

Poverty

Despite strong economic growth that has led to Egypt's designation as a middle-income country, statistics indicate that poverty and income inequality (especially in urban areas) have grown dramatically across all regions in the last few years. However, while the growing number of poor in the urban and slum areas of Greater Cairo and the Urban Governorates has emerged as a serious problem, poverty at the regional level remains deepest and most severe in Upper Egypt (especially in rural areas). In addition to this regional trend, poverty in Egypt also displays a distinctly feminine aspect. Growing economic hardship in rural areas,

for instance, is increasing forcing male rural-urban migration, and in turn contributing to the feminization of poverty in these areas.

However, one must also bear in mind that poverty in Egypt is often localized and obscured by regional/governorate averages. Upper Egypt, while being the poorest region of Egypt overall, is far from being uniformly poor. Likewise, Lower Egypt and the Urban Governorates, while comparatively better off at the regional level, contain populations that are just as poor as the poorest in Upper Egypt. This requires CARE to consider carefully the targeting of its interventions. On the other hand, women's poverty in many cases is often connected to larger social and economic forces.

Through its research, CARE identified 4 principle underlying causes of poverty in Egypt, which are: widespread acceptance of inequality (e.g. gender, class, kinship, education, minorities); lack of culture of rights & responsibilities; lack of open & equitable governance systems; lack of strong & recognized civil society. The relationship between these UCPs is extremely complex; all are mutually reinforcing and causally linked on a number of levels. Improving the targeting and impact of our interventions in the coming years will thus require a great deal of improvement in shared learning around UCPs as we address them through various programs and projects.

Political & Economic Environment

In the last few years, the GoE has shown signs of supporting a move towards decentralization and good governance. However, the momentum towards political reform that was building as recently as 2005 has diminished, as public pressure on Egypt from the US and other major donors gradually decreased in the months following elections. A new set of crackdowns on the media has occurred since 2006, and NGOs and other civil society institutions in Egypt still remain under considerable pressure. Nevertheless, given the country's highly uncertain political future, there is still space for positive changes to occur and growing opportunities for collaboration between government entities and civil society organizations.

Economically, Egypt is currently experiencing a rapid rate of economic growth, with increasing investment expected over the next few years. While this economic upturn represents a boon to the country at the macro level, it is highly uncertain, however, whether this will have a real impact on the lives of Egypt's poorest citizens. Experts that spoke with CARE repeatedly denied the validity of the assumption that poverty will be reduced as economic development continues to increase. Rather, they stated that in order to reduce poverty, clear policies should be set in that direction. However, such policies are presently non-existent. They affirmed that many of the social problems created from past economic policies will not be solved purely through resorting to a more market-based economy, and that there are fears that new policies centered around increased privatization and foreign investment represent a gradual abandonment of governmental social responsibility.

Regarding women's role in political and economic life, their position in these areas has improved markedly over the past few decades. However, women still face many challenges to participation in public life, and their level of participation remains weak overall (although this varies considerably between rural-urban areas as well as between rural areas themselves). While people may believe that women have the right to work equal to men, gender roles nevertheless have a great influence on what *types* of work women may engage in. In general, women's roles and their capacity to participate in public life in Egypt are still determined and conditioned by deeply held and longstanding conceptions of gender.

Civil Society

In Egypt, the lack of a strong and recognized civil society is deeply connected to the persistence of poverty. Whereas in times past when the country could rely on strong informal institutions at the local level, these have now by and large been replaced with weak formal ones. The failings of civil society in Egypt are strongly linked to issues of governance, and the lack of support for civic participation, accountability mechanisms and the increasing pressure on civic institutions by the government remain great challenges for civil society development. In many cases, local leaders who are in a position to advocate for the community are themselves severely constrained by the highly-centralized government system that limits what they can do. Local government officials often argue that their lack of advocacy for the local community reflects the fact that their own freedom is being abused, and that they have limited capacity to affect change. Thus the lack of strong and recognized civil society could be considered as a manifestation of the overall governance system starting from the rule of law, and the space that the government allows for participation, and accountability. Civil society organizations role is thus determined by such factors.

On the other hand, many civil society organizations themselves lack the capabilities and knowledge needed to empower themselves from the inside. There is very little knowledge of rights, for example, and skills needed to engage in advocacy – such as writing and researching skills – are lacking. Local civil society leadership is frequently deficient, with leaders both lacking skills or confidence, and with many unaware of citizens' rights. In addition, other factors related to social attitudes and customs – such as ageism, sexism, etc. – prohibit the full participation of all members of the community in civil society. Women's participation in CSOs, for example, is often limited. There are few, if any, women on Boards of Directors, and, if there are female directors on the Board, they are often passive participants. Some local development associations have women's committees, but these are generally weak or inactive. Female who have spoken with CARE have generally had the view that, while local associations address their interests to some extent, these bodies are nevertheless male-dominated and leave little room for participation by women. Lack of integration of minorities, women and youth – who often have obtained the education that older community members lack – thus further hinders the development of a strong and recognized civil society by not utilizing the skills and capabilities of certain community members.

The final LRSP Workshop was held in February 2007 and included a broad range of CARE project staff, senior management as well as representatives from the CARE Middle East Regional Management Unit (MERMU). During the half of the workshop, participants reviewed the major findings from the LRSP process, examined possible trends that could affect CARE's future work (the 'scenarios'), and developed criteria for choosing target populations and geographic scope. This work laid the groundwork for the second stage, in which staff identified the organizational Program Goal, strategic directions and related milestones (below) which will bring CARE Egypt closer to realizing the CI Vision and Mission over the next 5 years.

Vision

As part of the global CARE network, CARE Egypt aspires to the overall CI Vision. The CARE International Vision, as stated below, is the foundation on which CARE Egypt's 2007-2011 LRSP is built:

We seek a world of hope, tolerance and social justice where poverty has been overcome and people live in dignity and security. CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakeable commitment to the dignity of people.

The CARE International Vision remains as relevant to the purpose of CARE Egypt as it ever has, and continues to challenge us as an organization to realize the goal of poverty eradication in Egypt. During the entire LRSP process, the CI Vision provided the inspiration and standard of measurement for the development of our Program Goal and 4 Strategic Directions.

Mission

Our work within Egypt is also directly guided by the CARE International Mission, which is:

CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by:

- **Strengthening capacity for self-help**
- **Providing economic opportunity**
- **Delivering relief in emergencies**
- **Influencing policy decisions at all levels**
- **Addressing discrimination in all its forms**

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

CARE Egypt is committed to the CI Mission, and it has been a valuable source of direction for translating the CI Vision in to the Egyptian context as reflected in the CARE Egypt Program Goal below.

Program Goal

The new 5 year program goal of this LRSP is a sign of our deep desire to have a greater impact on poverty in Egypt. Whereas CARE Egypt's interventions in the past have tended to focus more on activities geared towards poverty *alleviation*, the new program goal points CARE in the direction of dealing more deeply with poverty *eradication*. This does not imply a wholesale abandonment of work related to intermediate causes of poverty – such as improving livelihoods and access to skills and services, for example. These kinds of interventions are still relevant to addressing poverty in Egypt, and they have traditionally

been our strongpoint. However, the adoption of the new Program goal does mean that we are committed to increasing our focus on areas which have a more direct affect on the *underlying causes of poverty*. With this in mind, our 5 year Program Goal is the following:

By 2012 CARE Egypt will contribute to achieving social justice and equity for the poor and marginalized through 4 key approaches:

- **Promoting transparent, inclusive and responsive governance.**
- **Cultivating a culture of rights and responsibilities which enables people to realize (claim) their rights and fulfill their responsibilities.**
- **Empowering civil society to organize, negotiate and influence power structures and policies.**
- **Building effective, strategic alliances and partnerships to better address causes of poverty at multiple levels.**

In addition to drawing upon CARE Egypt's significant cumulative experience, the 5 year program goal also incorporates to a large extent what the organization has learned about the underlying causes of poverty in Egypt. The findings of our poverty study have alerted us to the fact that power structures and socio-cultural attitudes which contribute to the denial of freedoms and the suppression of rights exist at all levels of society. Therefore, having an impact on the underlying causes of poverty requires a holistic combination of 'top-down' and 'bottom-up' approaches at all levels within communities, civil society, government as well as the private sector. Moreover, given that our research indicates underlying causes of poverty in Egypt are chiefly related to aspects of socio-cultural structures/norms and systems of governance – areas where change requires strong advocacy efforts and building large social movements – CARE will need to significantly increase the number and strength of its strategic alliances, and look towards greater participation in broad-based coalitions.

The Program Goal's 4 objectives represent CARE's best attempt to identify where and how we will need to work in order to better realize the CARE International Vision in Egypt. Based on our analysis, successfully promoting transparent, inclusive and responsive governance, cultivating a culture of rights and responsibilities in institutions and communities, and empowering civil society to organize, negotiate and influence power structures and policies represents the most effective strategy by which CARE can help bring about – in line with the CI Vision - greater hope, tolerance and social justice with less poverty and more dignity and security for the people of Egypt. Furthermore, in utilizing effective, strategic alliances and partnerships throughout our work, CARE will be able to have a more significant and comprehensive impact on changing the structural power dynamics and socio-cultural attitudes and norms underpinning poverty in Egypt. This will also help us to better build our reputation – also in alignment with the CI Vision – as partner of choice within a national movement dedicated to ending poverty in Egypt.

Building stronger strategic alliances and moving towards a more holistic combination of service-oriented activities *and* those focused more on governance, rights and related areas, as required by the Program Goal, means that CARE Egypt will need to significantly change its current mode of operation. This will involve the development of many new skills and competencies that we currently lack, requiring a significant capacity building initiative over the next 5 years linking all 4 strategic directions.

Strategic Directions

The following Strategic Directions (SD) represent the major breakthrough areas in which CARE Egypt will need to work over the next 5 years in order to achieve the organizational Program Goal and better realize the CI Vision. All four of these Strategic Directions are highly complimentary, and to achieve impact CARE will need to work on all simultaneously and with equal conviction.

The first two Strategic Directions - **promoting good governance** (SD 1) and **promoting a culture of rights and responsibilities** (SD 2) – are more externally oriented, and involve a shift on the project side to specific focus areas identified by CARE as important to addressing UCPs. While they are closely related, the key difference is that while SD 1 is primarily concerned with issues of *systems/structures*, SD 2 deals more with changing *attitudes*. Nonetheless, effecting both attitudinal and structural changes is required in order to have an impact on poverty, and shifts in attitudes are oftentimes closely accompanied by changes in structures (and vice versa). Regardless of the scope our operations, however, achieving greater impact will further require that we change not only *where* we work, but also *how* we work as well. Thus, critical to CARE's success in affecting change within both *systems/structures and attitudes* will be our ability to foster more longer-term strategic partnerships and greater participation in broad-based coalitions and alliances.

The last two Strategic Directions - **realigning the organization to a program approach** (SD 3) **transforming CARE Egypt for more relevance** (SD 4) - are more internally oriented, and have to do with changes that CARE needs to make as an organization from the inside. Achieving a breakthrough in SD 3 will allow CARE to move beyond the limitations of the project-based approach, and deepen its impact through increased organizational learning. A breakthrough in SD 4, on the other hand, will most importantly ensure that CARE continues to maintain a high level of organizational legitimacy, relevance and accountability to its own staff, donors and civil society and governmental partners, thereby allowing us to better realize the CI Vision and achieve greater impact.

The strategic directions are also accompanied by **milestones**, which will be used as indicators to measure progress towards achieving each direction's purpose. These milestones are multi-year in nature. During the preparation of annual operating plans (AOP), activities will be set to move towards reaching them.

1. Promote good governance

Purpose: Promote accountable, transparent and inclusive governmental and civil society institutions to serve the vulnerable and the marginalized.

Dimensions:

- Promote good governance practices within governmental institutions.
- Build the capacity of civil society in the areas of policy analysis, rights-based approaches (RBA), advocacy, and good governance.
- Support initiatives that challenge power dynamics.
- Develop strategic alliances to influence policies and address underlying causes of poverty.

Promoting and instituting good governance systems is vital to CARE's goal of poverty eradication, and it comes in direct response to our identification of the lack of open & equitable governance systems as an underlying cause of poverty in Egypt. In Egypt, poor governance systems nurture corruption and bolster existing power structures which maintain

inequitable distribution of resources and inhibit citizens from obtaining their rights. This is mainly to the detriment of the poorest and most marginalized members of society, who, having the fewest rights and least amount of economic capital, become trapped in a generational cycle of poverty.

While improving governance within civil society is important, one must realize that without working to improve governance within governmental institutions themselves, these efforts will most likely be for naught. The first dimension of CARE's strategy therefore involves promoting good governance practices within governmental institutions. In doing so, CARE will seek to capitalize on the strong relationships it has built up with many of its governmental partners at the local, regional and national level and work to identify key ministerial officials who are supportive of promoting good governance practices within GoE institutions.

The second dimension entails capacity building within civil society to improve key knowledge areas and internal governance. At this juncture in Egypt's history, the need for a strong, transparent and well-governed civil society that can advocate for the poorest and most marginalized is greater than ever; formal and informal social safety nets are rapidly deteriorating, and without a strong civil society the potential for thousands more to fall into poverty is very real. In order to advocate for the poor and marginalized, however, CSOs must increase their legitimacy and relevancy in the eyes of their constituencies and government. So that they can speak with authority and they are the voice of the poorest and most marginalized, it is imperative for CSOs to strengthen their memberships and constituencies by improving internal governance and organizational knowledge. CARE will therefore work with civil society organizations (CSOs) in fighting poverty by partnering with them to act as effective, representative vehicles by which citizens can better attain rights and hold local leaders accountable.

In addition to the necessity of capacity building within civil society and government, CARE also realizes that in order to really have a meaningful impact on governance, it is necessary to challenge existing power structures. Thus, a key aspect of CARE's governance strategy will be to support initiatives that challenge power dynamics. However, since this will undoubtedly involve upper-level advocacy and policy-related work, CARE will need to work with others in order to build broad constituencies capable of exerting pressure for reform. Therefore, the final aspect of CARE's governance strategy will be to develop strategic alliances to influence policies and address underlying causes of poverty.

Milestones

- **Good governance is recognized as an approach to development in CARE Egypt and the majority of CARE's projects are promoting good governance principals and practices.**
- **Development of an M&E system to validate and attribute the contribution of the governance approach towards achieving the CARE Egypt program goal.**
- **CARE is an active member in a coalition of strategic partners that lobby for adopting good governance principals and practices on the national and local levels (e.g. Empowers thematic group).**
- **CARE and strategic partners are exploring and analyzing the enabling and disabling factors of the governing environment in Egypt and are exchanging lessons learned within CARE and with outside partners.**

2. Promote a culture of rights and responsibilities

Purpose: Promote a wider awareness and knowledge of individual rights and responsibilities to bring about greater voice for the marginalized.

Dimensions:

- Promote rights and responsibilities awareness for marginalized groups and power holders.
- Ensure that marginalized groups have voice within all organizations we work with.
- Incorporate power/rights analysis - with a particular emphasis on gender - in all our programs.
- Seek strategic alliances to promote rights and equity.

Egypt's poorest and most marginalized citizens have the fewest rights, and the frequent suppression of these rights is often directly linked to their low socio-economic position and/or status as minorities. Conversely, those who are in a position to grant rights (i.e. wealthy, well-connected, and often male) often lack any sense of responsibility to do so, preferring to maintain the status quo in order to safeguard their own interests. This lack of culture of rights and responsibilities is clearly manifested in the key deficits of knowledge, freedom, and women's empowerment identified by the UNDP Arab Human Development Reports, and it is one of the most serious underlying causes of poverty identified by CARE Egypt. The suppression of rights and lack of responsibilities on the part of power holders at all levels has had an enormous impact on the growth of the generational poverty phenomenon and the consistent marginalization of women and minorities in Egypt

The lack of rights and responsibilities culture that is prevalent throughout Egypt occurs at all levels and across all sectors. This means that like in its governance work focused on changing *structures*, CARE Egypt must also target its interventions to change *attitudes* through promoting a culture of rights and responsibilities within both civil society and government at local, regional and national levels.

One of the basic obstacles facing rights-based work in Egypt is that many citizens (duty-bearers and claim-holders alike) do not view the problem of poverty and marginalization through the prism of rights. Thus there is a general lack of understanding of what is meant by a 'rights-based approach,' and a widespread ignorance of rights. The first dimension of CARE's strategy to change attitudes and build a culture of rights and responsibilities in Egypt thus involves promoting rights and responsibilities awareness for marginalized groups and power holders. This consists of ALL power holders, including government officials, as well as representatives from civil society and local leaders.

In order for the poor and marginalized to fully realize their rights, however, awareness alone is not enough – they must have the opportunity to voice their concerns and represent their interests. All too often, be it in government institutions or CSOs, agendas are dominated by high-status power holders without regard to the interests and needs of poorer and more marginalized (especially women) community members. Therefore, the second dimension of CARE's strategy in cultivating a rights and responsibilities culture will be to ensure that marginalized groups have voice within all organizations we work with.

In regards to rights from the standpoint of human development, moreover, one of the features of Egypt that is particularly striking is that marginalization tends to exhibit an especially strong female element. There is a conspicuous gender gap and the rights of women to participate in economic and public life are comparatively limited, often by gender-

specific social, cultural and economic constraints.¹ In recognition of the fact that women make up a disproportionate portion of the poor and marginalized, the third dimension of CARE's strategy to promote rights and responsibilities thus involves incorporating power/rights analysis - with a particular emphasis on gender - in all our programs. CARE will move to make gender a primary cross-cutting theme of its entire project portfolio.

Across all of these 3 dimensions, CARE realizes that changing attitudes and instituting a rights and responsibilities culture is extremely challenging, and transforming them into reality will no doubt be difficult and time-consuming. In fact, it is something impossible for CARE to do alone. Rather, bringing about a culture of rights and responsibilities necessitates the mobilization of a broad social movement involving a range of actors from government, civil society and as well as the private sector. Therefore, in its efforts to build a culture of rights and responsibilities in Egypt, CARE in its fourth dimension will actively seek strategic alliances to promote rights and equity.

Milestones:

- **Building on CI and national partners' experiences, all CARE projects employ an approach that promotes rights and responsibilities.**
- **Development of an M&E system that includes specific indicators to monitor progress in promoting awareness of rights and responsibilities within projects.**
- **Gender has been incorporated into the life-cycle of all CARE projects. Prior to implementation, all projects have developed a project-specific gender equity action plan which details how the project will incorporate gender considerations and what impact it will have on gender equity.**
- **CARE is working with strategic partners on raising awareness about citizens' rights and responsibilities, including joint analysis and lobbying in at least two policy areas that are hindering marginalized communities from having a voice and attaining their rights**

3. Realign the organization to a program approach

Purpose: Transform the resource base and mode of operation towards a program approach.

Dimensions:

- Create and adopt an approach for better integration of projects, ensuring common practice and enhancing program quality.
- Strengthen CARE Egypt staff capacity (skills & competencies) at all levels in the areas of advocacy, RBA and good governance and encourage cross learning between projects and staff.
- Seek innovative models to implement a program approach.
- Expand existing fundraising efforts and institute a clear strategy for the organization.

CARE Egypt, like many CARE COs, understands that effectively and sincerely dealing with the underlying causes of poverty by addressing issues of rights and governance requires us to eventually abandon the current project-based mode of operation. The project-based

¹ In female economic participation as a percentage of males, for example, Egypt (value 28) falls significantly below even the average for the Arab world as whole (value 34) – the region with the lowest average of any region in the world (UNDP, HDR 2006).

approach, characterized by relatively short and frequently disconnected interventions, poses several major challenges. First, because of the short life-cycle of most projects, it is incredibly difficult to assess deeper impacts. 'One-off' projects usually tend to limit their demonstrable effect to the level of objectives and outputs (which are often the only demands of donors), and are rarely able to show impact at the deeper levels of goals and outcomes. Second, the project-based approach significantly hinders organizational learning. The frequent staff turnover from project to project, coupled with the lack of common thematic or geographic focus across projects and time, makes it difficult to build staff capacity and to develop a deeper, nuanced understanding of poverty based on long-term shared experience. Finally, the project-based mode of operation obstructs the cultivation of long-term, strategic alliances with partners. Partnerships frequently depend on the orientation and staffing of individual projects, and relationships with partners often end with the termination of the project.

Moving away from the project-based model to a program approach will allow CARE Egypt to overcome many of these obstacles. By building a program-based model, our growth as an organization will be organic. As we move to integrate projects thematically and across time, we will be better able to reduce staff turnover and increase long-term shared learning, allowing priorities to be determined based on a deeper and clearer understanding of the impacts of our work. Our shared commitment to sustainable, long-term change will also force us to be more accountable to our Egyptian stakeholders and make us less subservient to donors' agendas, giving CARE more freedom to create the organizational image that it wants.

Moving from the project-based model to a program approach will not be easy, and will require significant long-term commitment from all staff and strong internal leadership. Moreover, due to our affiliation with the global CARE network, it is not something that CARE Egypt can do alone. Rather, we must also actively seek opportunities to synthesize our efforts in this area with the overall CARE International movement towards a program-based operating model. Moving towards program-based work requires a fundamental realignment of program strategy, however, and for this reason it is one of the more difficult strategic directions to achieve. Nonetheless, CARE is convinced of the importance of moving to a program approach, and believes that by committing to sustained work in 3 key dimensions over the next 5 years, we will be able to make the fundamental shift and deepen our impact on the underlying causes of poverty in Egypt.

For realignment to a program approach to occur, CARE must first begin to increase the integration of current and future projects. Currently, there is no overall framework to ensure common practice and programming strategy across projects. Therefore, a first step in CARE's strategy to realign itself to a program approach involves creating an approach for better integration of projects, ensuring common practice and enhancing program quality. In the near future, this will entail producing and adopting a project manual to ensure common practice and enhance program quality. Ensuring that all projects move towards common practice and inclusion of key developing programmatic themes – such as governance, rights and responsibilities – will be one of the first steps forward.

At the same time, CARE also needs to begin cultivating capacities and competencies in areas required to build and sustain its developing program. Given the fact that we are still in the initial stages of creating a CARE Egypt program approach, it is admittedly difficult to predict and identify all of the skills and capacities we will need to develop in the future. However, based on the sum of our LRSP strategic thinking and the dimensions contained within the 4 Strategic Directions, we have already been able to identify several key areas where CARE needs to begin building its human capital. Thus, in the second dimension CARE Egypt will educate and strengthen CARE Egypt staff capacity (skills & competencies) at all levels in the areas of advocacy, RBA and good governance and encourage cross learning between projects and staff. As CARE progresses in its efforts to realize the goal of a

program approach, shared learning will help us to identify other areas which require capacity building as well. As these areas become clear, CARE will integrate them into our work during the time of future AOP processes.

The third dimension - seek innovative models to implement a program approach -represents the very essence of this strategic direction. While dimensions 1 and 2 center on capacities and integration of technical procedures, this dimension is focused on the actual organizational realignment that needs to take place. In this dimension, CARE will develop the broader learning framework and focus areas – the program – specifically tailored to the Egyptian context and suited to the type of impact on poverty that we want to have.

Finally, In order to maintain our relevance, CARE Egypt must move ahead to expand existing fundraising efforts and institute a clear strategy for the organization. As stated before, the donor environment in Egypt is changing rapidly, and traditional sources of funding that the organization has relied on in the past may no longer be available. Donor's project based model limits CARE's ability to pursue a longer term program approach. This points to a need to increase the amount of flexible funding, both from CI members, and from locally available sources.

Milestones:

- **Development of a program strategy linking target groups, geographic focus, themes and projects and non-project interventions to address key underlying causes of poverty.**
- **A staff development plan and performance management system have been created and implemented to build staff capacity to analyze and manage complex facilitative processes which tackle the key underlying causes of poverty.**
- **CARE has diversified funding sources, increased corporate fundraising and located alternative options to CI flexible funding.**

4. Transform CARE Egypt for more relevance

Purpose: Organizational transformation will allow CE to achieve greater impact and legitimacy enabling us to become more relevant & accountable to the poor & marginalized.

Dimensions:

- Align internal governance, identity and image with the CI Vision and CARE Egypt program goal.
- Manage the change process.
- Improve efficiency and cost-effectiveness.

For CARE Egypt, the CARE International Vision remains as the fundamental principle guiding all of our work. As relevant and ambitious today as ever it was, the CI Vision is the fundamental source of our 5 year Program Goal and 4 Strategic Directions – the very core of this new LRSP. However, even while the CI Vision remains the same, the external Egyptian and internal CARE environments continue to be constantly in flux. The challenge for CARE Egypt as an organization, therefore, is to be able to effectively evolve and adapt, so that even in the face of change we may continue moving closer to achieving the CI Vision.

This being said, organizational transformation is nonetheless difficult. It requires one to deal with fear of the unknown, and for this reason initiatives to activate change often meet with resistance. During the course of the LRSP process, there was a considerable amount of internal dialogue and debate around the need for CARE Egypt to adapt not only to the changing external environment, but to also deal effectively with challenges we face within the organization. For we recognize that beyond the challenges coming at us from the outside, constant organizational self-improvement is also necessary. Our commitment to the CARE core values of *respect, integrity, commitment* and *excellence* demand that we do this. This is why, in the end, we have chosen to embrace change as an opportunity, rather than an imposition. Rather than viewing change as a drawback, we see it as the chance to increase our capacity and effectiveness as an organization, and have a greater impact on poverty eradication in this country.

Within CARE, our commitment to the CI Vision pushes us to continue striving towards improving the structure of our organization through better internal governance, more efficient operational practices and financial innovation. Likewise, challenges emanating from the external development environment in which CARE Egypt operates also provides an impetus to change. Current trends and understandings of poverty and its causes, for example, require that we strategically build the type of human capital that will allow us to achieve greater impact and legitimacy, enabling CARE to become more relevant and accountable to the poor and marginalized. It also means that we must consider the way in which we will need to work, and to create the type of organizational changes that will improve our approach to fighting poverty, such as our methods of working with/through partners and alliances.

The Egyptian political environment also presents a key challenge. With the future of Egypt's political landscape and the outlook for reform highly uncertain, CARE and other international and national civil society organizations face many questions related to their operating environment. Many organizations are coming under increased pressure and scrutiny, and CARE will need to carefully consider its identity and image in the face of possible changing political circumstances. In addition, the Egyptian donor environment is also evolving. Many funding organizations are reducing the amount of overall funding, as well as increasingly abandoning large international NGOs in favor of national entities. This is coupled with the development of new priority areas and a shift in funding focus away from direct service delivery and towards activities centered on advocacy and capacity building.

In order to maintain its relevancy and maximize the impact of its program, CARE Egypt needs to successfully manage these uncertainties and challenges, and transform itself as an organization. Simply put, if we do not respond effectively to the changes going on around us, then we will eventually become irrelevant and cease to exist. With this in mind, our fourth and final strategic direction combines 3 different dimensions which will allow CARE Egypt to effectively transform itself from the inside in order to increase its relevance over the next 5 years. While we are not entirely certain what the end result will definitively look like, we are nevertheless convinced that commitment to deep engagement within these 3 dimensions will render a clear path forward.

The first dimension - aligning internal governance, identity and image with the CI Vision and CARE Egypt program goal - cuts to the heart of the need for transformation to maintain relevance. It involves a process of self-transformation which results in CARE's being an organization that is – and is perceived to be - in the best possible position to address the underlying causes of poverty with impact. This requires that our internal governance is characterized by transparency and equity, and that our image and identity as an organization reflects to outsiders our core values and commitment to the CI Vision and program goal.

The second dimension – manage the change process - is about building staff consensus and ownership of the transformation process. Realizing that change is often difficult and met with resistance, CARE will seek to address staff concerns and foster and maintain dialogue in order to unite the organization as we move forward in the coming period. While this dimension does not deal with the more substantive change issues facing CARE, it is vital nonetheless as it deals with keeping the organization together during the transformation process.

The third dimension – improve efficiency and cost-effectiveness – confronts the need to improve the cost-effectiveness and efficiency of CARE. Besides the fact that this is essential to CARE's long-term financial well-being, cost-effectiveness and efficiency also have a critical impact on our identity and image as a development organization. In plain terms, CARE Egypt can simply not afford to be – or to be seen as - an inefficient organization which wastes money on unnecessary operating expenses. Besides the fact that this is out of line with our Vision, the reality of the extremely competitive funding environment necessitates that we maximize our fiscal efficiency. As an international organization, CARE Egypt is finding itself in the position of having to increasingly compete against national organizations for donor funds. If CARE Egypt is perceived by donors as just another "big wasteful INGO" (as many INGOs are being seen nowadays), then the competitive advantage that we bring in other areas (such as technical expertise and experience) will be lost.

Perhaps more than any other strategic direction, "transforming CARE Egypt for more relevance" will require major shifts in our collective thinking and attitudes as staff. Committing ourselves to CARE Egypt's better reflecting the CI Vision and adapting our image, identity and mode of operation to the changing development environment will most likely require us to ***fundamentally change the way that we see ourselves as an organization***. While this will most surely be difficult and require a great deal of open and honest internal dialogue, it is also an incredible opportunity. By engaging sincerely in the transformation process, CARE Egypt has the very real potential to create a profound and lasting impact on the underlying causes of poverty in Egypt.

Milestones:

- **CARE's governance structures and programs have been reviewed and modified to achieve greater input of external constituencies, increase accountability to these constituencies, enhance transparency and promote leadership and active participation of Egyptian staff.**
- **Program support strategy and structures are realigned to improve efficiency and cost effectiveness and facilitate innovative projects models.**

Geographic Focus & Target Groups

Our Vision, Mission, and Programming Principles will guide us to continue concentrating our efforts on the most marginalized and vulnerable communities in Egypt. In the future, our selection of specific target groups will be based on more substantive, careful analysis of the underlying causes of poverty (UCP), as well as how working with potential groups supports our overall Program Goal.

In regards to geography, the focus of CARE's work will continue to be in Upper Egypt. This decision is based both on our poverty research, as well as CARE's capabilities, expertise and long experience working with local communities in the region. Nevertheless, we will also be open to working in other regions as well. While poverty on the macro level may be concentrated in Upper Egypt, our research has also indicated that poverty is also extremely localized, and that there are many equally poor and marginalized communities in other regions as well. CARE's analysis during the strategic planning process has also alerted us to the need for considering possible alternative operational tactics and targeting approaches in order to increase impact (working on policy-based advocacy in urban areas in order to reduce poverty in rural communities, for example). Part of the implementation process will thus involve determining precisely who we should target and how.

In all cases, future decisions concerning alternative targeting will be based on strong analysis. This includes careful background research, as well as assessment of impact, potential risks to CARE and beneficiaries, as well as technical/financial feasibility. In addition, CARE will also examine what other organizations are working with proposed areas/groups, and consider the ability to integrate/compliment existing programs (*depth* over expansion).

Programming Principles

In order to achieve its 5 year Program Goal, all of CARE Egypt's programming should conform with the following Programming Principles which have been adopted by CARE International as an articulation of the CI Vision and Mission. These principles are characteristics meant to inform and guide the way we work at a fundamental level, and are therefore not optional. These Programming Principles are:

Promote Empowerment

We stand in solidarity with poor and marginalized people, and support their efforts to take control of their own lives and fulfill their rights, responsibilities and aspirations. We ensure that key participants representing affected people are involved in the design, implementation, monitoring and evaluation of our programs.

Work with Partners

We work with others to maximize the impact of our programs, building alliances and partnerships with those who offer complementary approaches, are able to adopt effective programming approaches on a larger scale, and/or who have responsibility to fulfill rights and alleviate poverty through policy change and enforcement.

Ensure Accountability and Promote Responsibility

We seek ways to be held accountable to poor and marginalized people whose rights are denied. We identify those with an obligation toward poor and marginalized people, and support and encourage their efforts to fulfill their responsibilities.

Address Discrimination

In our programs and offices we oppose discrimination and the denial of rights based on sex, race, nationality, ethnicity, class, religion, age, physical ability, caste, opinion or sexual orientation.

Promote the non-violent resolution of conflicts

We promote just and non-violent means for preventing and resolving conflicts, noting that such conflicts contribute to poverty and the denial of rights.

Seek Sustainable Results

By acting to identify and address underlying causes of poverty and rights denial, we develop and use approaches that ensure our programs result in lasting and fundamental improvements in the lives of the poor and marginalized with whom we work.

Core Values

CARE has established a set of guiding principles and values for all its employees to help guide their work within the organization, with our counterparts and with the people we serve. These values stress the importance of providing the best quality work we can, and help ensure that both the means with which we do our work, as well as the ends are successful. There is a great conviction in the importance of these guiding values in our day-to-day work, and we have thus established our own local understanding of each value in the Egyptian context. These Core Values are:

Respect: Unconditional acceptance of others with recognition of everyone's human dignity and value.

Integrity: Act consistently with CARE's mission in what we say and do, inside and outside of CARE.

Commitment: Attaining the organizational vision through effective individual and collective action.

Excellence: Challenging ourselves to higher levels of performance and continually learning how to achieve greater impact.

LRSP Implementation & Evaluation

Given that this new LRSP represents a significant shift away from the current mode of operation in many respects, there are likely to be questions surrounding the implementation of CARE's new directions. However, as the new LRSP would not have been possible without the participation of the entire organization, so its implementation requires the involvement of *all* staff members in *all* offices. Therefore, in the coming period CARE Egypt will expend every effort to build consensus around the new LRSP, so that we may be united as an organization and capitalize on the tremendous opportunities that lie ahead.

Accordingly, putting the plan into action will occur through a participatory process with leadership from the Senior Management Team (SMT). The first step in this process was the planning process for the FY08 Annual Operating Plan (AOP) during the Strategic Management Team (SMT) meeting in May 2007. The FY08 AOP details the objectives and

activities which will be undertaken during the next year to put the LRSP into action, taking into consideration current CARE International Member priorities. During years 2 through 5 of the LRSP period, future AOPs will likewise guide the implementation of activities needed to effect the 4 strategic directions. This yearly planning process will allow CARE to take advantage of self-learning and analysis to adapt its strategies to future circumstances, thus ensuring that the development of the LRSP is organic.

The milestones developed for each strategic direction will also provide a useful guide for both implementation and evaluation during each of the AOP planning processes and through the next 5 years. During the planning process, milestones will be used to develop objectives and activities, and throughout the process of implementation they will provide useful means for general monitoring and evaluation.

In addition to ongoing examination of the milestones, evaluation of the LRSP will also take place in several other phases. First, during the course of preparing each AOP, CARE will analyze what had been learned the previous year, identify gaps, and build this knowledge into the following LRSP. Second, in the beginning of 2010, CARE Egypt will undertake a mid-term review. During this process, CARE will also review learning from the LRSP process to date, measure progress against the program goal and strategic directions, and make adjustments for the final two and a half years. Finally, before the formulation of the next LRSP (2012-2016), there will be a comprehensive analysis of the current LRSP, as well as an examination of the implications of this analysis for CARE as an organization.

With the expected implementation of CARE International's Middle East Strategy in November, 2007, CARE Egypt will also work closely with the Regional Management Unit (RMU) in the next few years to align implementation and evaluation of the 2007-2011 LRSP with the goals and objectives of the Regional Strategy. To a greater and lesser extent, CARE Egypt is already implementing programs in all five streams of research (water, governance, women's empowerment/gender equity, conflict and civil society) currently being undertaken within the Regional Strategy preparation process.

Annexes

Annex 1: List of relevant 2007-2011 LRSP documents

CARE Egypt / MERMU

- UCP LRSP Summary Document
- UCP Report
- Poverty Trends & Mapping Paper
- Donor Trends Analysis
- Vision/Mission & Partnerships Report
- GED GAP Analysis
- GED Research Summary
- Understanding the Egyptian Political Environment Paper
- Civil Society Mapping Paper

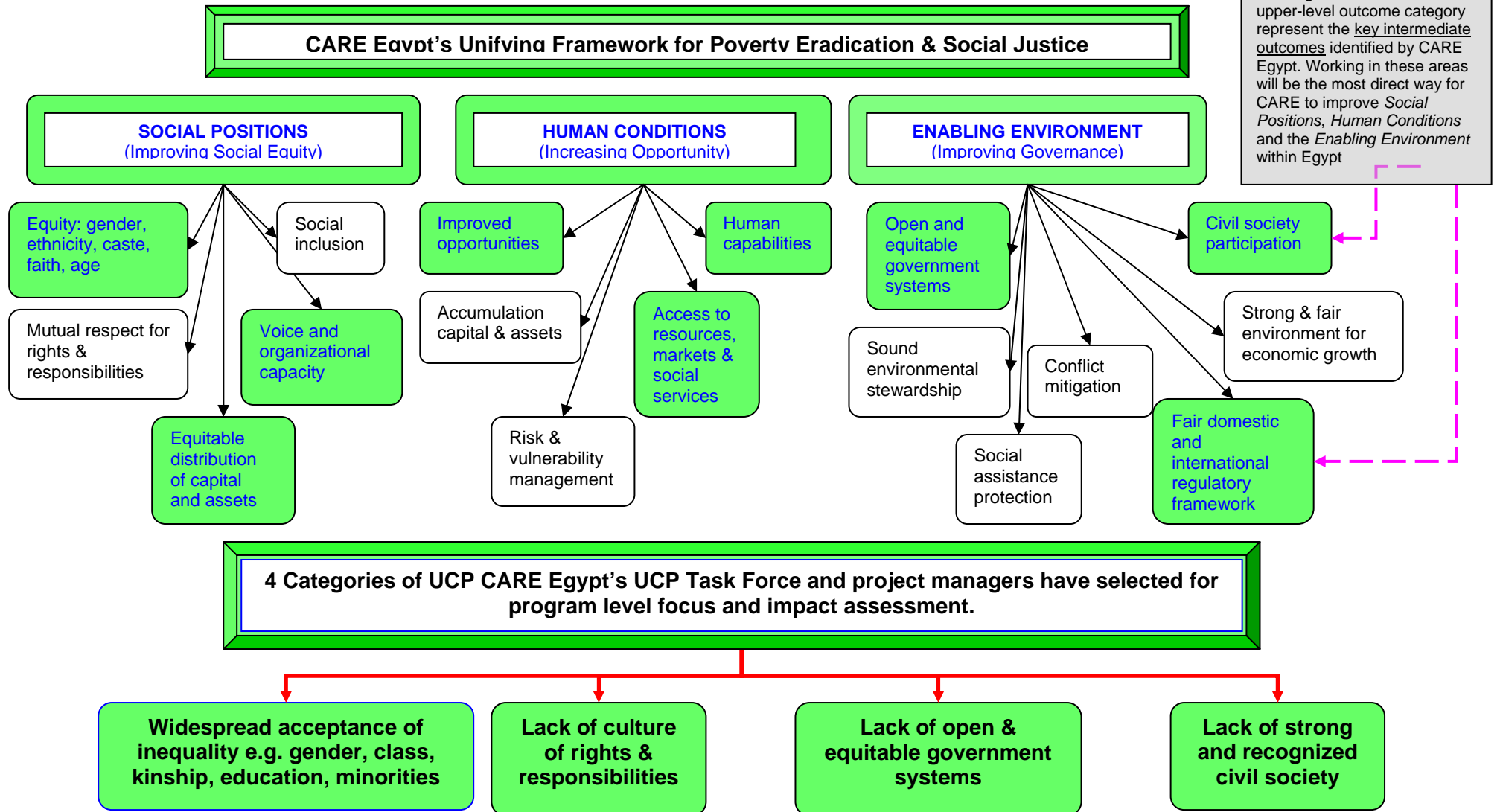
CARE USA

- CARE USA 2007 Strategic Planning Conference materials
 - The Unifying Framework—An Experts Consultation (Barbara Durr)
 - Moving From Projects to Programs (Michael Drinkwater)
 - Women's Empowerment in CARE's Global Portfolio (Kent Glenzer)
 - Organizational Evolution (Isam Ghanim)
 - Key Trends in US Political Landscape & Foreign Assistance (David Kauck and Barbara Larkin)

UNDP

- UNDP Egypt Human Development Reports
- UNDP Egypt Governorates Human Development Reports
- UNDP Arab Human Development Report

Annex 2: CARE Egypt Unifying Framework



Annex 3: Timeline of Milestones

	FY 08	FY09	FY10 ²	FY11	FY12
SD1: Promote accountable, transparent and inclusive governmental and civil society institutions to serve the vulnerable and the marginalized.					
1.1					
1.2					
1.3					
1.4					
SD 2: Promote a wider awareness and knowledge of individual rights and responsibilities to bring about greater voice for the marginalized.					
2.1					
2.2					
2.3					
2.4					
SD 3: Transform the resource base and mode of operation towards a program approach					
3.1					
3.2					
3.3					
SD 4: Organizational transformation will allow CE to achieve greater impact and legitimacy enabling us to become more relevant & accountable to the poor & marginalized.					
4.1					
4.2					

² The duration of the milestones shaded with orange are provisional based on mid LRSP review