Think Twice Project
Final Evaluation

Final Report

November 2008

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PRELUDE

This evaluation report analyzes the Think Twice (TT) project with regards to its achievements, challenges and future direction. Analysis of the above chapters is based on data collected from secondary resources, interviews with key personnel, and field research.

The report is arranged to cover five main chapters with headings and subheadings. An executive summary has been included to give a synopsis of the evaluation process, findings and recommendations. In addition, eight annexes are also added to complement the report. The five main chapters are organized as follows:

Chapter One: *Background*; provides the reader with a brief background about the country context, the National Council for Childhood and Motherhood (NCCM) program, the UNDP in Egypt, the substantive support of Italian Cooperation, and the recent role played by Canadian International Development Agency (CIDA).

Chapter Two: *Description of the Think Twice Project*; highlights the purpose and contractual expectations of the TT project, the project's goals, objectives and key activities, and a brief overview of the project's management.

Chapter Three: *The Think Twice Evaluation*; describes the evaluation process and its methodology. It also details the constraints faced during the evaluation.

Chapter Four: *Findings and Lessons Learned*: analyzes the findings of the final evaluation. The analysis is described under four main items, namely project design and relevance, management and efficiency, project effectiveness and impact, and sustainability. The sub-section on project effectiveness provides further analysis of the project's three main components - capacity building; media campaigns and community initiatives.

Chapter Five: *Recommendations*: proposes the evaluation team's recommendations. This chapter follows the same format as Chapter 4, making clear the relationship between the findings and recommendations.

In addition, eight annexes are attached for more information and illustrations. These include:
    Annex (1): Scope of Work
    Annex (2): List of Contacts
    Annex (3): Final Work Plan
    Annex (4): Evaluation Key Questions
    Annex (5): Inventory of Documents Studied
    Annex (6): Profile of the Evaluation Team Members
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ACRONYMS AND ABBREVIATIONS

CDS   Center for Development Services

CEOSS Coptic Evangelical Organization for Social Services

CIDA   Canadian International Development Agency

DWI   Development Works International

ERTU   Egyptian Radio and Television Union

FGM   Female Genital Mutilation

FGD   Focus Group Discussion

IC   Italian Cooperation

IDSC   Information & Decision Support Center

NCCM   National Council for Childhood and Motherhood

NGO   Non-Governmental Organization

ODA   Official Development Assistance

ODCCP United Nations Office on Drugs and Crime

PRA   Participatory Rapid Appraisal

RFP   Request for Proposal

SCU   Social Communication Unit

TT   Think Twice

UN   United Nations

UNDP   United Nations Development Program

UNFPA United Nations Population Fund

UNIFEM United Nations Development Fund for Women

UNICEF United Nations Children's Fund

EXECUTIVE SUMMARY

"Think Twice: Social Marketing and Communication Campaigns for Empowering Young People in Egypt" was a four-year, 2004 to 2008, project that used social marketing techniques and popular communication tools to advocate for children's rights and promote empowering attitudes towards young people – all the while influencing change in adults' perception of young people and children. The project aimed at creating an improved environment for children and young people to make positive choices and take opportunities.

Through the use of three integrated components, national campaigns, community outreach and advocacy through arts and media, and capacity building and NCCM support, Think Twice focused six key child and youth-related issues afflicting Egyptian society. The project sought to address the gap between recently adopted government policy measures and their implementation, provide a base for education in various social fields relating to youth and children, enhance public dialogue on children rights and influence the nature of the communication sector so that it could better respond to the demands of social communication in modern Egypt. The six areas of focus included:
- child labor
- children at risk of violence and child help line
- children with disabilities
- school dropouts
- communication within the family
- girls' political participation and public engagement

This Think Twice evaluation assesses the project's performance and outputs, evaluates the project's results, and identifies challenges and lessons learned that may inform the design and implementation of future projects involving communication and advocacy initiatives. By employing the Participatory Rapid Appraisal (PRA) methodology, the Center for Development Services and Development Works International's diverse evaluation team conducted a desk review of secondary sources, carried out fieldwork in three governorates, and performed initial and final analysis of the gathered data.

The following are the main findings of the evaluation based on the desk review, fieldwork and interviews with key stakeholders:

Positioning children rights in the national agenda and public debate: The project has made sizeable breakthroughs. Not only has it offered practical solutions to many issues plaguing Egyptian society, it has also demonstrated that change is possible and can be achieved. At the strategic level, Think Twice supported NCCM in repositioning children rights to one of prominence and political attention. Taboos were broken, major amendments to the child law were passed, and the leadership role of NCCM was strongly asserted.

Innovative approach: The idea behind the Think Twice (TT) project was very innovative and ventured into a new and important arena of social marketing and development communication in Egypt.

"Raising awareness" to change perceptions: The project used traditional and innovative mass media and local initiatives to change perceptions, initiate discussions and dialogue on children rights and give a space and voice to young people to express their views. However, based on the original project document, it was unclear whether TT was intended to be an agent for behavioral change or simply an advocacy tool.

Promoting volunteerism, NGOs' engagement and youth participation: The community outreach initiatives enhanced the capacity of partner NGOs and youth in advocating for child and youth rights in the seven selected governorates using arts and media tools, all the while promoting a sense of volunteerism among Egyptian youth. Through its partner NGOs, the project set up bases to enable children and youth to express themselves, be heard, and play an active role in the development of their communities.

Involving marginalized and most vulnerable children:: The project mobilized 120 youth who worked under the leadership and mentorship of 10 youth coordinators (United Nations Volunteers). These youth received training on child rights and responsibilities, photography, puppet theatre, animation and other art media. With the skills gained during these trainings, they implemented community initiatives, dedicating special attention to the participation of marginalized groups and vulnerable children (street children, working children, children with disabilities). They developed creative and artistic tools, including animated films, short documentaries, photos, and games, to increase awareness on child rights in their communities.

Planning for community initiatives: The project –during the first year- developed the community initiative strategy, selected the governorates and identified the NGOs. Thus, NGOs implementing and planning community initiatives were only able to launch their programs a year and a half after the TT project was launched. While the community initiatives were implemented with a tight timeframe and limited budget, partner NGOs were able to produce high quality activities and art resources.

Building NCCM staff capacity: The project has provided considerable capacity building for the NCCM staff, partner NGOs and the Egyptian Radio and TV Union on technical aspects of development communication to disseminate a new understanding of children and youth rights.

Local partners: With technical assistance from the project management, the project partner NGOs and their volunteers managed to produce creative games and communication tools that carried the project messages.

Despite the important achievements, the project faced constrains and challenges:

Support to national campaigns: There were too many campaigns and topics to be covered in a very short period of time. Further follow up efforts would have assisted in better achieving the set goals and objectives.

Set realistic and attainable objectives: Project goals and objectives should be developed in relation to available resources and time. The project, being a pilot experiment in an area new to NCCM, as most pilot projects do, required limited scale,

sufficient capacity building of project staff and some adjustments related management structures ahead of activity implementation.

Adopt clear project strategies: The differentiation between behavioral change and awareness raising should be clearly stated at the design phase of the project. Based on the original project document, it was unclear whether TT was intended to be an agent for behavioral change or simply an advocacy tool. The differentiation between behavioral change and awareness raising should be clearly stated at the design phase of the project and a clear set of indicators and targets should be developed to monitor progress.

Role of the Social Communication Unit: Being linked with NCCM, the Social Communication Unit of the TT project take on a NCCM-wide communication and public relation tasks for NCCM and its projects. This relationship was mutually beneficial to both TT and the NCCM as a whole but increased the scope of work of the project and sometime compromised its efficiency.

Pre-implementation: While no formal agreement was signed between the ERTU and NCCM concerning free airing of the social marketing TV spots, initial discussions confirming that airing would be free were conducted. As a result of these discussions, TT developed a number of media productions on the various TT themes. However, discussions with the ERTU and the Ministry of Finance were not formalized before the development of the media productions, and the broadcasting frequency of the spots was gravely affected.

Formulate clear and detailed implementation plans: Planning for implementation should actively engage project partner NGOs and their volunteers. Responsibilities, resources and timeframes should be discussed and agreed upon with the partners as part of the planning process.

Local community issues: The project was designed to link the local initiatives to the themes covered by the national media campaigns developed by TT. While the issues covered by TT were present in most of the governorates selected, in some instances this limited the locally-identified social problems and issues. The TT project design - in certain cases- has limited NGO work to the previously selected and defined issues. Sensitivity to the uniqueness and diversity of community issues at each local context requires more attention to allow for further credibility.

The following are the evaluation team's recommendations concerning the project's design, efficiency, effectiveness and sustainability:

Maintain and update TT project messages: The NCCM should maintain and update TT project messages and should continue to benefit from the tools created by the project (billboards, TV spots, games on children rights, audiovisual materials). This can be done through a TT project spin-off intervention, or a newly designed program covering the different TT project themes.

Develop technical capacity of project staff and partners: The capacity building component of TT required further depth and follow up. Future specialized capacity building efforts are required for NCCM and its partners. Given the nature of NCCM's

work, it would highly benefit from a 'built-in' ongoing capacity building program which would provide an incremental learning curve for NCCM staff.

Plan for handover and phasing-out: The TT project staff composing its social communication unit, should develop clear timelines for handing over the different TT project activities and gradually phasing-out, allowing NCCM to take over the attainment of project objectives.

Prepare outline for next phases: A plan for the following phases of TT project should be developed in order to build on the progress achieved to date and expand project impact. The plan should aim at self-sustainability of project activities at least at the local community level.

Next Step: To build on the progress achieved to date, NCCM could consider expanding beyond the project framework, enhancing its media unit to become a social communication unit that cover media relationship, PR activities and program communication. A strong Communication Unit will help NCCM to better play its policy advisory role.

CHAPTER I: BACKGROUND

1.1 COUNTRY CONTEXT

Thirty-nine percent of Egypt's overall estimated population of nearly 75 million people[1] are under 18 years of age. Over the past decade, this demographic group has been the focus of government policy, finding itself as a priority for the country's human resource development agenda. Through the establishment of the National Council for Childhood and Motherhood (NCCM) in 1989, and more recently, the National Council for Youth, the government has taken steps to strengthen its institutional capacity to manage issues relating to child and youth development and family issues.

The protection of vulnerable children and youth has been prioritized on the NCCM's agenda since 2000. This group includes the girl child, street and working children. Social problems associated with poverty, high rates of unemployment, access to education, and conflicts within the family in rural and urban areas are major factors contributing to the pervasive underdevelopment of these children. In addition, the girl child is often the most vulnerable, particularly in rural areas, where they are denied opportunities for education. A number of challenges, including early marriage, female genital mutilation (FGM), and limited social participation, have stood in the way of the development of these female children and youth.

The negative attitudes and behaviors associated with these societal challenges have rarely, nor effectively, been challenged. With over 90% of Egyptian households having access to television and radio sets, and an average of 273 hours of daily transmission, a major opportunity exists for communication programs, and social marketing in particular, to address these issues. In recent years, media has attempted to deal with socially sensitive issues, such as FGM and early marriage, through talk shows and feature films. To a lesser extent, soap operas have communicated pertinent social messages relating to risky behavior such as drug abuse, violence against children and FGM. However, these media campaigns have not been adequately successful in reaching and impacting the vast majority of Egyptian households.

1.2 NCCM PROGRAM IN EGYPT

The National Council for Childhood and Motherhood (NCCM) was established in 1989 as the highest government authority entrusted with policymaking, planning, coordinating, monitoring and evaluation of activities in the areas of child protection and development.[2] The Council develops and sets national plans in the fields of society, family health, culture and education with regards to childhood and motherhood, as well as ensuring the follow up and evaluation of public policies and plans. The NCCM compiles information, statistics and studies pertaining to its target group, and organizes appropriate programs and public awareness campaigns that

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[1] According to the UNCEF statistics from 2006
http://www.unicef.org/infobycountry/egypt_statistics.html#42
[2] http://www.sis.gov.eg/En/Women/institutions/Arab/NCCM/100402020000000001.htm

address and tackle societal, cultural and educational issues. The Council also implements training programs to raise the standard of performance of childhood and motherhood activity-implementing bodies, and cooperates with both governmental and non-governmental organizations working at the regional and international levels.

The NCCM has prioritized the protection of children at risk: mainly street and working children, children with disabilities, children/youth suffering from addiction and those exposed to violence. Through high-profile and highly visible campaigns, the organization has worked to break taboos, generate discussion and influence behavioral change in Egyptian society, while providing concrete mechanisms to promote and protect children rights. In addition, the NCCM's strategic plan emphasizes the rights of the girl child among its priorities. Practical in nature and with a demonstration value, these projects are implemented mainly in Upper Egypt where issues of child protection are the most acute.

The NCCM's "Think Twice: Social Marketing and Communication Campaigns for Empowering Young People in Egypt" four-year project, starting in 2004, aimed at creating an improved environment for children and young people to make choices and take opportunities. It used social marketing techniques and popular communication tools to educate adults on the rights of the child and promote positive and empowering attitudes towards young people. The ultimate goal of these activities was child protection and development with change in adult behavior being the intermediate objective. The project also targeted the rights of the girl child, promoted youth participation and highlighted the need to protect children at risk. The integrated campaign relied on a number of social communication interventions including public service announcements, public events, the use of radio and television and direct communication approaches implemented at the local level.

During the implementation of the Think Twice project, NCCM faced many challenges, as the project demanded a level of capacity not previously required by other NCCM programs. However, thanks to a skilled team of experts and under Ambassador Moushira Khattab's leadership, the project has made sizeable breakthroughs. Not only has it offered practical solutions to many issues plaguing Egyptian society, it has also demonstrated that change is possible and can be achieved. At the strategic level, TT supported NCCM in repositioning children from a secondary position to one of prominence and political attention. Taboos were broken, major amendments to the child law were passed, and the leadership role of NCCM was strongly asserted.

1.3 THE UNDP PROGRAM IN EGYPT

UNDP's mission is to help the Egyptian government in its efforts to reduce poverty and promote sustainable development policies[3]. Through various country-wide activities, the organization strives for the protection of human rights, children's rights, youth participation and empowerment of women. Over the past 20 years, UNDP Egypt has supported activities in four areas: Poverty Reduction, Energy and Environment, Democratic Governance, and Crisis Prevention and Recovery. UNDP

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[3] http://www.undp.org.eg/Default.aspx?tabid=73

has also moved from supporting the implementation of projects by UN agencies to the management and implementation of projects by Egyptian authorities.

UNDP sponsors innovative pilot projects; connects countries to global good practices and resources; promotes the role of women in development; and brings governments, civil society and outside funders together to coordinate their efforts. UNDP has worked to address the very apparent problems afflicting children and youth in Egypt. In collaboration with other UN agencies, the issues of FGM and girls education have gained country-wide attention and focus. While this work has had a significant impact on addressing children's rights and the achievement of the Millennium Development Goals, certain groups of children, however, remain victim of violence, abuse and exploitation, and are in need of special protection. Through the promotion and support of the NCCM "Think Twice: Social Marketing and Communication Campaigns for Empowering Young People in Egypt," UNDP has sought to highlight and advocate for the rights of children and youth, and has worked to further the protection of those at risk. The project's successes have given the NCCM the incentive to tackle further child-related social ills using social marketing techniques to foster the results of concrete initiatives implemented on the ground.

1.4 ITALIAN COOPERATION

Italian Cooperation (IC) is a joint development established between the governments of Italy and Egypt in 2002.

The Cooperation is "united in a mission for a modern conception of reciprocal benefits." Through the mechanism of the Italian-Egyptian Debt for Development Swap, IC allows a government or organization in a creditor country to retire a fraction of a developing country's external debt in exchange for a commitment by the debtor government to invest local currency in designated programs.

Italy and Egypt signed the "Debt-for-Development Swap" agreement in Rome on February 19, 2001 with the aim of converting eligible official development assistance (ODA) bilateral debt owed by Egypt to the Italian Republic into financial resources to implement development projects.[4] Funds generated by the debt swap finance development projects aimed at human development, poverty alleviation and environmental protection. These funds are also used to finance the costs of relevant, local projects and programs undertaken by the Italian Development Cooperation in Egypt.

Italy is one of the first donors who supported NCCM, not just with financial contributions but through the provision of technical support and continued dedication. Amongst the projects funded by the Italian-Egyptian Debt Swap for the 2001-2007 cycle, about 6,000,000 USD (33,109,125 EGP) were allocated to support five projects implemented with NCCM. This allowed moving beyond individual projects, towards a broader program that address different child protection issues: child labor, FGM/C, girls' education, environment and waste management, drug abuse and communication for development.

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[4] http://www.utlcairo.org/english/progetti/progetti/16_debtswap_main.html

1.5. CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

The Think Twice project was fully funded by the Italian Cooperation. During the last year of implementation CIDA came on board with a contribution of 80,000 USD to support the documentation and the evaluation of the Think Twice project in collaboration with the Italian Cooperation with a view of expanding partnerships and creating donor synergies in a new and innovative development field.

Canada's relationship with Egypt started more than 30 years ago and their Development Programming Framework for Egypt 2003-2011 includes initiatives for Child Protection.

CHAPTER 2: DESCRIPTION OF THE THINK TWICE PROJECT

2.1 PURPOSE AND CONTRACTUAL EXPECTATIONS

This five-year, 2004 to 2008, project used social marketing techniques and popular communication tools to advocate for children's rights and promote empowering attitudes towards young people – all the while influencing change in adult behavior. Based on the "Think Twice: Social Marketing and Communication Campaigns for Empowering Young People in Egypt" project document, the project aimed at creating an improved environment for children and young people to make positive choices and take opportunities while promoting children rights.

As Think Twice aimed at changing the attitudes of Egyptians with regards to particular societal issues, there were a number of key policy implications in the country that directly impacted the project. Firstly, it sought to address the gap between recently adopted government policy measures and their implementation. The project aimed to better communicate the implications of these changes in social and development policy. Second, the project aimed to provide a base for public education in various social fields relating to youth and children so that both direct and indirect beneficiaries were better informed and were able to fully participate in decisions which affected their lives. Thirdly, the project aimed to influence the nature of the communication sector, so that it could better respond to the demands of social communication in modern Egypt. More specifically, the messages of the project aimed to support policy implementation or amendments to existing policies in eleven key areas. Those described in detail in the project document include, but are not limited to:

1. *The rights of the girl child*: Support to government efforts to realize full education for girls
2. *Child labor*: Provide entry points for public advocacy and popular opinion which assist government efforts to abolish child labor
3. *Street children*: Raise awareness on how society can better respond to the needs of street children. The aim is also to expose government officials and state officials to the particular problems faced by street children so that they can deal with them more sympathetically in their day-to-day contacts
4. *Female Genital Mutilation*: Galvanize public opinion to advocate for an amendment to the Decree on FGM so that the current caveat allowing female circumcision for medical reasons is abolished
5. *Reproductive health and family planning*: Create awareness concerning the need for more open education on the topic, with the aim of supporting efforts to introduce these issues more appropriately into school curriculum and the education system
6. *Children and youth with disabilities*: Support the authorities to adopt policies on health, education and social support which better accommodate the needs of these children and youth

Further areas included:
7. *Birth identity and registration documents*
8. *Communication within the family*
9. *Youth participation in decision making*

10. *Children, youth and drug addiction*
11. *Children, youth and HIV/AIDS*

2.2 PROJECT OVERVIEW: GOALS, OBJECTIVES AND KEY ACTIVITIES

Through fully integrated communication tools, Think Twice would eliminate prejudices, enrich policy dialogue and influence behavioral changes on a wide range of issues related to child and youth rights (girls' empowerment and political participation, child labor, street children, disabilities, drug abuse, communication within the family and others). The Think Twice project would introduce, for the first time in the National Council, the concept of communication and social marketing to promote, respect and protect the rights of youth and children, increase civic engagement and enrich policy dialogue. At the national level, the project sought to produce TV spots and radio programs as social marketing tools and at the local level, mobilize non-governmental organizations (NGOs) and build the capacity of youth using art and creative mediums. The project would target children, young people, parents, teachers, religious leaders, community leaders, schools, doctors, health care professionals and policymakers.   The project aimed at creating an improved environment for children and young people, and at strengthening their ability to make choices and take opportunities, while promoting and protecting children rights.

In the early stages of the project, however, NCCM realized that its original objectives were overly ambitious and little progress was being made. NCCM felt that in order to make significant progress and achieve its original objectives, the project's activities needed to be reassessed.

After consultation with Dr. Ziad Rifae, at that time Communication for Behavioral Change Advisor within the UNFPA Country Support Team (CST), in September 2004, NCCM agreed to better formulate the original project document and focus on narrower areas for intervention. The number of themes to be covered with integrated media campaigns was decreased, from eleven to six, to provide for more specific and realistic key activities. These six topics included:
  o child labor
  o child help line
  o children with disabilities
  o school dropouts
  o communication within the family
  o girls' political participation

The other topics were supported by providing media inputs, and the development and production of printed and audio-visual materials in the field of FGM, early marriage, street children, children/young people with disabilities, drug addiction and reproductive health.

It is important to note that the policy changes made to the project after Dr. Rifae's consultancy were approved by the Steering Committee and were reflected in the logical framework, in the periodic workplans and progress reports submitted to the donor but were never officially documented in a formal mid-term review.

Due to the significant contribution of Dr. Rifae, yearly assessments were conducted during the lifetime of the project and this helped to better define scope of work and priorities.

This evaluation will be conducted based on the agreed changes, rather than the original project document as agreed in the TOR.

To successfully achieve its objects, Think Twice's activities consisted of three components: national campaigns, community outreach and advocacy through arts and media, and capacity building and NCCM support.

2.2.1 National Campaigns

Through the production of various media and communication tools, Think Twice used public relations, advocacy and advertising to reach the general public and increase awareness on children and youth rights. To relay its messages, the project would explore the use of creative tools and channels such as radio, TV, cinema, outdoor spaces including billboards, metro-stations monitors, bus and railroad signage, theatre play, newspaper inserts, tabloids and public events.

Through the use of social marketing, Think Twice's integrated communication campaigns continued to foster communication on child and youth-related issues and began to confront taboos pervasive in communities. Information for Communication Technology (ICT) buses were also developed to screen Think Twice messages in various governorates

2.2.2 Community outreach and advocacy through arts and media

The purpose of the project's community outreach initiatives was to develop the capacity of partner NGOs and youth in advocating for child and youth rights in the selected seven governorates using arts and media tools, all the while promoting a sense of volunteerism among Egyptian youth. Through its partner NGOs, the project set up bases to enable children and youth to express themselves, be heard, and play an active role in the development of their communities. 120 youth, working under the leadership and mentorship of 10 youth coordinators (United Nations Volunteers) were mobilized during the project's duration. These youth would receive training on child rights and responsibilities, photography, puppet theatre, animation and other art media. With the skills gained during these trainings, they would implement community initiatives, dedicating special attention to the participation of marginalized groups. Furthermore, they were to develop creative and artistic tools, including animated films, short documentaries, photos, and games, to increase awareness on child rights.

2.2.3 Capacity building and NCCM Support

The Think Twice project was to act as a Social Communication Unit within the NCCM, linking its activities to the existing NCCM media unit and other Council projects. The project would work to provide capacity development to those inside and outside the Council.

Inside the Council, the project intended to provide different types of support including:

- o Technical support in handling national and international events, preparing roundtables, conducting and reporting on field visits, and creating an opinion leader network. National and international events include NCCM's Red Card, Walk the World, Sail the Nile and various UNICEF-funded projects.

- o Procurement of audio-visual equipment and technical software for monitoring news related to child rights, and upgrading NCCM services

- o Training of Think Twice and other NCCM staff, the Media unit, and personnel on various skills, including: English, IT, planning for PR activities and crisis situations

Outside the Council, Think Twice worked closely with the Egyptian Radio and TV Union (ERTU), training 100 people in producing TV programs targeted to children. This training would include the production of eight manuals on how to develop and produce child-focused programs on television, the successful completion of needs assessment workshops, and the provision of on-the-job training.

2.3 PROJECT MANAGEMENT

2.3.1 Project Steering Committee
The Steering Committee's role was outlined in great detail in the original project document. The committee was to be chaired by the NCCM, and was to include senior representatives from NCCM, UNDP, other relevant UN organizations (UNICEF, UNIFEM, ILO and ODCCP) and the donor agencies involved. The main role of the steering committee was to monitor the project's progress, and follow up on the implementation of project interventions based on agreed work plans.   More specifically, the steering committee would be responsible for final decision making relating to:
- o Annual work plans, budgets and reviews
- o Selection of contractors for various activities, in full observance of set policies and procedures of UNDP and NCCM
- o Approval of campaign messages and materials prior to broadcast and dissemination
- o Clearance of research, studies and evaluations to be published

2.3.2 Social Communication Unit
The NCCM Social Communication Unit (SCU) was to be responsible for the day-to-day management and implementation of project activities. In addition to this, the unit would act as a Technical Secretariat for the project Steering Committee and be responsible for organizing meetings, presenting progress reports and following up on decisions made.

The SCU would be staffed as follows:
- o A project manager
- o A project assistant
- o Three Communication Assistants responsible for:

- Research and analysis (marketing background)
- Campaign Support (creative media background)
- Coordination and follow up of interventions (account executive)

The SCU was expected to accommodate the NCCM staff working on communication activities as part of its team. NCCM staff would receive on-the-job training and would be actively involved in implementing project activities. Moreover, the SCU was expected to continue as part of the organizational set up of the NCCM following the phasing out of the project.

2.3.3 Communication Resources Group
This group was intended to include key media professionals and scriptwriters whose main responsibilities were to provide advisory inputs to the NCCM on the project's activities, and make recommendations that would support its intended outputs. It was agreed to substitute the set up of a Resource Group with the direct interaction of NCCM and the project team with different stakeholders according to the needs identified throughout the project implementation. This resulted to be more practical, due to the difficulties of bringing together such a diverse group of people.

CHAPTER 3: THE THINK TWICE EVALUATION

3.1 OVERVIEW OF THE EVALUATION

This evaluation assesses the NCCM Think Twice Social Marketing project's performance and outcomes. It evaluates the project's results, and identifies challenges and lessons learned that may improve the design and implementation of future projects involving communication and advocacy initiatives. This final evaluation seeks to answer issues related to efficiency, effectiveness, impact, sustainability and relevance of the project.

The evaluation of the project began with a series of initial meetings in July and August 2008 with representatives from the UNDP, NCCM, the Center for Development Services (CDS) and Development Works International (DWI). During these meetings, an action plan was developed and each organization's role was outlined. The evaluation involved several steps, beginning with a desk review of secondary sources as provided by UNDP and the NCCM. The evaluation field team, in cooperation with the project's partner NGOs, performed fieldwork in three locations - Minia, Alexandria and Qaliyoubiya - as selected by UNDP and the NCCM, and conducted interviews with key officials and media agencies.

3.1.1 Participatory Rapid Appraisal (PRA) Methodology

The team used the Participatory Rapid Appraisal (PRA) approach. PRA is a research methodology which fosters local ownership over the management of information. PRA uses a variety of techniques and activities to which local communities can easily relate, and which help them in the process of reflection and identification of their problems, priorities, available resources and the solutions which may be at hand, but that they may have overlooked. It also highlights the importance of community participation, including both men and women, young and old, rich and poor, workers and professionals, the educated and illiterate; in short all members of a community, particularly disadvantaged groups who need development most. In the last decade, PRA has emerged as an important approach and method in development - particularly in the operation of community needs assessment as a way of ensuring sustainability and achieving empowerment.

To ensure a multidisciplinary and participatory approach to this evaluation, the research team was formed by people with diverse experience and areas of expertise. The team included a communications specialist responsible for evaluating the project's use of mass media campaigns, monitoring and evaluation specialists, and project specialists with extensive fieldwork experience.

The team began the evaluation process with a desk review of available secondary resources, including the project document, past reports, and surveys. The review of secondary material was regarded as essential as it provided the necessary contextual background for developing the research tools required for initial and final analysis. Other steps involved in this start up phase involved conducting numerous brainstorming meetings among the various involved parties, identifying relative and

key project officials to consult, and developing research guides and interview questions for use in the field.

The second phase of this evaluation consisted of data collection. To conduct the fieldwork necessary for this evaluation, the team adopted two main tools of the PRA methodology - focus group discussions and semi-structured interviews. While emphasizing the validity of qualitative measurement tools and data, quantitative questions were incorporated whenever appropriate.

The CDS fieldwork team, comprising of three team members (two females and a male) with extensive fieldwork experience, met with 163 people over a period of nine days. The following table highlights the approaches and instruments used to gather the required data.

Approach	Instrument	Target
Qualitative Analysis		
Focus Group Discussions	Guidelines	Beneficiaries; service providers, NGOs and volunteers
Semi-Structured Interviews	Guidelines	Key personnel; donors, project staff; project supporters, etc.
Quantitative Analysis		
Secondary Data: Review of secondary information	Guidelines	Statistics
	Guidelines	Donor reports
	Guidelines	Surveys

Once required data was collected from the field, it, as well as any initial analysis that was completed, was handed over to the evaluation team for further and final analysis. Through a number of brainstorming sessions, CDS and DWI team members identified findings, lessons learned and future recommendations for the Think Twice project.

3.2 CONSTRAINTS FACED DURING THE EVALUATION

Several challenges were faced during the undertaking of this evaluation. With regards to field work, a third governorate, Cairo, was added after the governorates of Minia and Alexandria had been agreed on. After initial travel dates were set for the three governorates, the NCCM chose to replace the Cairo governorate with Qaliyoubiya due to logistical issues.

In addition, actual work in the field had been compromised by a number of factors. These included a lack of commitment by the NGOs to stick to assigned meeting timings, limited volunteer presence due to new employment or emigration, and shortened work hours due to Ramadan. Shortened hours, coupled with the large number of key officials requiring interviewing, made coordinating meetings difficult.

CHAPTER 4: FINDINGS AND LESSONS LEARNED

This chapter presents the overall findings and lessons learned from the Think Twice evaluation. Findings are categorized to describe the project's relevance, efficiency in management, and effectiveness and impact with regard to its overall objectives. The main findings regarding project effectiveness and impact are presented and sorted in relation to the TT project's three components a) Media Campaigns, b) Community Initiatives and c) Capacity Building. In addition, some aspects of the project's sustainability as voiced by its stakeholders are also presented and discussed.

4.1 PROJECT DESIGN AND RELEVANCE

o *Positioning children rights in the national agenda and public debate*: The project has made sizeable breakthroughs. Not only has it offered practical solutions to many issues plaguing Egyptian society, it has also demonstrated that change is possible and can be achieved. At the strategic level, Think Twice supported NCCM in repositioning children rights to one of prominence and political attention. Taboos were broken, major amendments to the child law were passed, and the leadership role of NCCM was strongly asserted.

o *Innovative approach:* The idea behind the Think Twice project was very innovative and ventured into a new and important arena of social marketing and development communication in Egypt. Development has much to do with changing attitudes; and development communication works as a multiplier - it is considered cost effective. Development communication has been tested and proved to be an extremely effective accelerator of social change in many developing countries. The project sought to support a broad range of communication interventions - in contrast to the usual pattern of behavioral change communication action where support is given to one programmatic intervention, including its communication component.

o *Pilot project in development communication:* TT is considered the first NCCM development communication initiative of its kind. The project has introduced NCCM and other similar organizations working in Egypt to an evolving field of much needed social development work. As reported by the TT project team and NCCM senior management, and inherent in the capacity building component of its design, TT has often contributed through its resources and expertise to the capacity of NCCM, and eventually to NCCM's overall successes. This has been done in the field of development communication with regard to children and women rights in Egypt, at both the political and community levels. The project has also benefited from the ample political support which the NCCM regularly receives from the government of Egypt and the active participation of the First Lady.

o *Dealing with culturally-sensitive issues*: At its scale and coverage, the project ventured in the field of utilizing media and locally-based community development organizations to deliver culturally-sensitive social development messages in Egypt.

According to NCCM management and donors, the project idea was conceived at a time when various sporadic efforts were used to influence attitudes towards issues such as early marriage, child and woman rights, FGM, and street children. The project sought to use various social communication tools to start a dialogue and encourage communities to discuss what were considered taboo issues. It aimed at expanding its coverage, and hence its impact through utilizing mass media, building the capacity of NCCM staff and its local partners, and stimulating local community initiatives around some pressing girl child and women-related issues. TT has adopted a non-traditional approach in affecting behaviors. It allowed members and representatives of the local communities to shape social development messages through locally available means and talents, adding credibility, and most importantly, the much needed local 'flavor' to those social development messages. Through its activities, TT has given special attention to showing respect to Egyptian culture and traditions. It has demonstrated the possibility of tackling culturally and, in cases, religiously-sensitive issues in a manner socially acceptable. NCCM leadership has courageously steered TT activities in areas where few, if any, social development organizations working in Egypt had ventured before. NCCM leadership had the vision for TT at a time when topics, including FGM and girl child rights, were socially intolerable.

o *Coordination among implementing partners*: In designing and implementing the TT project, NCCM partnered with UNDP Egypt. This partnership, in addition to the close coordination with the Italian Cooperation, strengthened the project in a number of ways. Presenting a good model of donor participation, the TT project was developed, implemented and monitored with the active involvement of both institutions.

o *Re-adjustment of initial overly ambitious objectives:* During its implementation, the TT project faced obstacles which it had to adjust itself to overcome. Due to the high expectations and political pressures put on NCCM to achieve tangible results, TT was initially designed with large scale objectives. This was compounded by the magnitude, sensitivity and complexity of the selected issues to be covered, as well as the project funding, timeframe and actual capacity of the NCCM and its local partners to implement media campaigns, provide capacity building and stimulate community initiatives. The original project design mandated addressing eleven issues over the project's four year duration. This forced the project to apply a 'hit or miss' approach in its start-up phases. Attempting to tackle a variety of issues simultaneously in short time caused a level of confusion among the project and its partners. Essentially, TT juggled too many themes at the same time. Planning for project activities was conducted in an ad hoc manner which did not help produce clear implementation plans. The project was spreading its resources too thin and was having minimum impact on each issue. The project required re-focusing and further plans for sustainability.

To the TT project management's credit, during its implementation, and based on an internal project team review, significant changes to the project design were made in

order to identify more realistic objectives. The project design was reviewed in September 2004 by an external consultant, and the three main components were re-designed to better link the project to the overall NCCM mandate. In order to enhance project impact, it was agreed by both the NCCM and its implementing organizations that the project would consider the original topics as general guidelines while focusing only on six topics; children with disabilities, child labor, child helpline, school drop outs, communication within the family, and girls' political participation. With the first eighteen months essentially lost due to management issues, the implementing time frame was drastically reduced. The project design required adjustments to its resource allocation and methodology. In addition, budget limitations and staff change at crucial times in the life of the project further contributed to the project's inability to sufficiently cover the initially intended topics.

o *"Raising awareness" leading to behavioral change:* Using mass media and local initiatives to change behaviors and give a space and voice to young people to express their views was one of the main aims of the TT project. However, based on the original project document, it was unclear whether TT was intended to be an agent for behavioral change or simply an advocacy tool. This differentiation was necessary, as the limited timeframe, and project design issues, were not conducive to effectively influencing behavioral change. If the project's objectives had been clearly and solely directed towards advocacy for policy changes, the budget and program activities could have been properly targeted towards achieving those objectives.

o *Role of the social communication unit:* Being linked with NCCM, the social communication unit of the TT project supported NCCM-wide communication, complementing the work of the already existing media unit: while the media unit continued to be the core unit for the relationship with media, the Think Twice mainly handled the PR activities and the program communication. While this relationship was mutually beneficial to both TT and the NCCM as a whole, it made assessing the project's impact difficult. Many TT activities were closely linked with existing NCCM activities, and differentiating between them was difficult. For example, it has been reported by the TT project donors that the progress that has been made with regards to FGM is a result of the national program to stop the practice of FGM implemented by NCCM, which has its own resources and its own communication strategy but certainly benefited by the usage of TT billboards and other technical communication support provided by the Think Twice project.

4.2 MANAGEMENT AND EFFICIENCY

o *Steering Committee:* The TT project's steering committee was a useful vehicle for the coordination of project activities among the NCCM, UNDP and the project donor. It provided valid alternative solutions at times when the project faced obstacles in its implementation. The committee hosted discussions leading to the re-design of the project and further development of its three components in response to the realities of the field and the limitations of the project.

o *Social Communication Unit:* The project's executive structure was mainly encompassed in its project team that made up the Social Communication Unit (SCU). The SCU was an advisory unit that gave technical advice on communication. Comprised of core staff members, the unit was created to implement daily activities of the TT project, and link the grassroots level to the policy level. The SCU included a project manager responsible for overall project implementation and overseeing a research and analysis specialist with a social marketing background, a campaign support specialist with a creative media background, and a community initiatives coordinator to provide technical assistance to and follow-up on partner NGO initiatives. Having a project manager with an advertising background in many cases facilitated work with advertisement agencies.

o *Staffing:* As the four-member project unit provided employment for only three long-term and one short-term staff members, the project was perpetually under staffed. Implementation was also slowed as a result of changes in management structure. In addition, the staff was changed two times over the course of the project, resulting in miscommunication and a lack of coordination among staff, project managers and activities. TT could have benefited from a larger number of executive staff, allowing for better monitoring and enhanced technical assistance.

o *Pre-implementation:* While no formal agreement was signed between the ERTU and NCCM concerning free airing of the social marketing TV spots, initial discussions confirming that airing would be free were conducted. As a result of these discussions, the TT project took the issue of free broadcasting over Egyptian television and radio for granted. In coordination with other NCCM ongoing activities, TT developed technically sound, and results-oriented requests for proposals (RFP) targeted at advertising agencies for producing television spots on the various TT topics. However, discussions with the ERTU were not formalized before the development of the media productions. This gravely affected the planned broadcasting frequency of the TT projects TV spots and eventually the overall planned project impact. This resulted in the majority of already produced spots going unaired, while those that did air were only seen by a marginal audience. Nevertheless, the ERTU aired the FGM television spots during primetime in Ramadan.

o *Monitoring:* The TT project used media monitoring agencies to monitor the implementation of the media plans. Impact evaluation of the different TV spots was commissioned to IDSC, but was only concerned with recall rates and levels of general understanding. While the IDSC reported that there was a 90% information retention rate, these numbers were based on only 8% actual viewership. While the high retention rate is commendable, it highlights the project's limited outreach. As the potential for mass media as a social communication tool is quite strong, had a solid agreement been made with the ERTU, the campaigns would have had a wider, more far-reaching impact. Involving the private sector would have beneficial for mobilizing resources to cover the costs associated with broadcasting.

4.3 PROJECT EFFECTIVENESS AND IMPACT

Over its lifetime, TT's impact was shown by providing:

- Further advocacy among the public and among decision makers regarding TT topics and especially girl child rights in the form of increased access to information and creation of public dialogue

- Increased levels of child participation in the project at the community level, providing useful feedback through their work with the TT project partner NGOs. This lead to constructive interaction with adults, and eventually considerable change in their attitudes towards children

- Innovative community and youth initiatives at the local community level resulting in the development of a young and talented group of development communicators capable of participating in future NCCM work in their respective communities

- Further education of decision makers, media producers and professionals, civil servants, the private sector and religious scholars, regarding child rights – especially FGM and early marriage – once considered taboo topics subject to censorship. One indication of this increased awareness and shift in attitudes are the various popular television series which tackle themes adopted by the NCCM. This change has helped break the silence and pave the way for the development of the new Child Rights law, one of the NCCM's major achievements to date

- Introduction of new strategies, skills, and concepts to the NCCM and its local partners in the area of development communication and social behavioral change through its capacity building component

- Corporate partnerships around TT project-related issues; i.e. working with Vodafone on Downs Syndrome, and work conducted in collaboration with Danone, the railroad authority who donated the construction of billboards in all the main train stations in the 26 governorates, Misr Telecom, and others

The main findings regarding project effectiveness and impact are presented hereafter in relation to the TT project components of a) Media Campaigns, b) Community Initiatives and c) Capacity Building.

4.3.1 Capacity Building

o *Building NCCM staff capacity:* While the TT project did not plan for an integrated capacity building component in its early stages, it has provided considerable capacity building for the NCCM staff and TT project partner NGOs on technical aspects of development communication. The newly acquired technical skills have provided a sense of self-confidence among NCCM staff. However, interviewed staff noted that this capacity building was considered broad and required more emphasis and detail. In addition, it was not sufficiently followed-up or sustained as resources were not

allocated for extensive follow-up activities. According to NCCM senior management, further capacity building efforts are required on analytical thinking, communication methods, computer and language skills, project design and management, among other pre-identified capacity needs.

o *Technical Assistance:* The project team composing the Social Communication Unit and the project's local partners faced some difficulty in acquiring needed technical assistance. There was some resistance to bringing in foreign expertise on behavioral change due to the sensitivity of the TT project issues and the relatively high cost of bringing in consultants. Alternatively, NCCM, through its network and partnership with different UN agencies, used an UNFPA expert on several occasions.

Participatory training was provided to volunteers working with TT project local partners on photography, animation, and poster development to enable them to develop communication tools addressing the different TT project issues. Some training was provided to the volunteers on human rights with a focus on child and woman rights, and leadership. Nonetheless, further training on development issues is required to provide the young volunteers with a solid base for creating the communication tools and developing their advocacy campaign. In addition, while NGOs were consulted to define the training themes and needs most relevant to their communities, the training coordinator was changed three times, leading to inefficiencies, coordination problems and lost implementation time.

4.3.2 Media Campaigns

o *Media production procedures:* The TT project followed professional technical procedures for developing media campaigns. While the TV spots' impact remains to be assessed in terms of cost effectiveness, some of these professionally developed project-related media campaigns, such as the child labor and FGM TV spots, have gone on to receive awards for their quality and content.

o *Broadcasting:* After the production of numerous television spots, broadcasting was not executed as planned due to the absence of a formal agreement with the ERTU. Therefore a considerable amount of time, energy, and financial resources which had been invested in the production of the materials were not properly utilized. However, the spots were used in metro stations screens, cinema, ICT bused and other venues throughout the project implementation. Furthermore, NCCM plans to use the spots in a number of ways in the future, i.e. in workshops, conferences and events of the like.

o *Broadcasting TV spots:* Satellite airing of TV spots produced under the TT project was not considered due to lack of funds. However, this should have been considered for some select topics. Satellite channels enjoy a wider viewership among both rural and urban communities in Egypt, and if these TV spots had been aired on satellite, it would have enhanced the project's overall coverage and potential impact, as demonstrated by the Ministry of Finance's current taxation campaign. In addition,

after restructuring the project, the budget that was initially allocated to the development of eleven TV spots could have been appropriated towards broadcasting the spots with direct reference to the narrowed down topics.

o   *Advertisements and billboards:* Feedback and discussions held with local groups of women and children in Minia, Qaliyoubiya and Alexandria, confirmed that the project's use of outdoor advertising including posters and banners were instrumental at delivering TT messages. The billboards effectively and creatively conveyed TT messages and were easily understood by community members in the target areas. The advertisements were situated in prime locations, allowing for maximum exposure and providing a potential life-long usage of the developed materials. In addition, free of charge agreements were made with the Railroad Authority to build and utilize billboards at train stations in a number of governorates and the major crossroads between Cairo and Giza for exclusive use by NCCM.

o   *Support to national campaigns:* The campaigns were not given sufficient preparation time or were followed-up as planned. Significant support to the mass media work as a whole should have taken place. In some cases, the TT project did not conduct comprehensive campaigns, but rather was more focused on the development and broadcasting of media productions without sufficient advocacy or lobbying at the community and political level. However, considerable public relations efforts in the form of press briefings, conferences, presenting NCCM in international conferences, etc., aimed at influencing public opinion leaders and decision-makers took place. This helped the NCCM significantly in achieving positive results and the consequential change of the Egyptian Child Law.

4.3.3 Community Initiatives

o   *Inter-relation with other project components*: This component of the TT project has the potential to be a stand-alone type of activity providing development communication at the grassroots level. This was emphasized by the fact that the project components were not always adequately linked, as well as the other components having little interaction with the community initiatives component and the project partner NGOs. However, this component of the TT project was the most successful and produced high quality results.

o   *Local partners:* With technical assistance from the project management, TT project partner NGOs and their volunteers managed to produce creative games and communication tools that carried TT project messages. These included posters, photography portfolios, block notes on child rights, wooden puzzles, the 'Know your Rights' booklet for children, a snakes and ladders game on child rights, computer mouse pads, clocks, a Monopoly game using human rights as its theme, puppets and animations that produced child-oriented plays and short films such as 'The Story of Uncle Mousa and His Wife Nousa.' Some partner NGOs were allowed to recruit professional consultants to help with the design and development of those materials. The materials were tested and further developed with children's clubs and youth centers, and were based on feedback from the children themselves. Other partner

NGOs, in an attempt to increase coverage, provided training for child care providers working with non-governmental child development centers (i.e. Coptic Evangelical Organization for Social Services (CEOSS) in the Minia governorate). By partnering with locally-based active NGOs, TT has tapped in to their pool of resources, utilizing local talented youth and supporting existing TT project-relevant activities. It has allowed the TT project easy access to its targeted groups.

This being said, the quality of work varied from excellent photography production to other product whose quality was limited to the capacity of the NGOs and their ability to utilize the capacity building efforts provided by the project. Further capacity building was required at the development theory level to provide youth volunteers with solid background to develop creative social marketing mechanisms and deal with children rights issues. Capacity building was provided for the 120 TT project volunteers for 3 years going through different modules and techniques. Unfortunately there was not enough involvement of NGO board members and their staff. Most partner NGOs did not deal with the TT project's Social Communication Unit, but rather mainly dealt with the project's community initiatives coordinator.

Think Twice partner NGOs received little guidance on what was expected from the community initiatives. This can be partially attributed to the frequent change of the Community Initiative Coordinator. While a clear strategy for community initiatives was developed at the outset of the project, the high turnover rate of coordinators compromised the effective formulation and implementation of activities in the field.

Some partner NGOs required considerable time to grasp the idea of the project and develop relevant interventions.

The project did not allow for sustaining the learning momentum of volunteers beyond its timeframe - leaving the NGOs with trained, young volunteers with few or no funding to further conduct behavioral change communication activities.

o *Planning for community initiatives:* NGOs were requested by the TT project to prepare annual plans, rather than provide a more comprehensive implementation plan spanning over the entire four-year project lifetime. This reduced the level of priority and attention given to TT project activities by NGO boards, as the activities were perceived as a one-year intervention with limited impact and resources. Long-term planning would have allowed for the continuation and sustainability of TT project activities at the community level beyond its timeframe. In some cases, TT project funds available for partner NGOs were insufficient to provide required materials for producing development communication materials. This negatively affected the quality and extent to which the materials could be utilized. Partner NGOs provided periodic quarterly financial and technical reports to the TT project management. This was used by the project management to monitor progress at the community level, and approve the release of project funds to the NGOs.

o *Coordination of campaigns at the national and local levels:* Little, if any, coordination between local initiatives and the national campaigns component of the project took place. This diluted the impact of local initiatives as they did not enjoy sufficient synchronization with the TT project campaigns conducted at the national level. Increased coordination between the two levels in order to enhance the effectiveness of the NGOs' local initiatives and innovative inputs into national campaign were missing. Feedback from local community members interviewed as part of the evaluation process indicated that some TV spots were vague and difficult to understand. In addition, most people consulted for this evaluation indicated that most villages receive satellite connections and rarely watch local ERTU channels. Some interviewees suggested using sports channels as broadcasting arenas as an alternative, as they are watched by both youth and men.

o *Documentation of best practices*: The project created different occasions for experience exchange amongst the partner NGOs. However, TT project partner NGOs took also the initiative themselves to exchange experiences regarding the development of project materials and activities. For example, after visiting a partner NGO in Minia, youth volunteers from the different governorates brought back the skills and knowledge they had gained on their exchange visit and created new materials previously not produced at their organizations.

o *Local community issues:* The project was designed to link the local initiatives to the themes covered by the national media campaigns developed by TT. While the issues covered by TT were present in most of the governorates selected, in some instances this limited the locally-identified social problems and issues. The TT project design in certain cases limited NGO work to previously selected and defined issues. Sensitivity to the uniqueness and diversity of community issues at each local context requires more attention to allow for further credibility.

o *Project Volunteers:* Criteria for the selection of TT project volunteers were at times unclear to the NGOs. TT project partner NGOs had to eventually develop their own criteria for selecting young volunteers who were a suitable age and who possessed artistic talent and some awareness of TT project issues. The project did not provide enough consideration to the young volunteers' academic responsibilities or schedules, the duration of the summer vacation, and their family commitments. In some cases, TT project volunteers received unsatisfactory support of NCCM in conducting field work with children and in producing photographs, leaving the NGOs to help them acquire necessary security approvals and permissions on their own. For example, several youth volunteers noted that a number of their colleagues had been taken to jail in both Aswan and Alexandria after attempting to take photographs in their local communities. This lack of support to their field work activities limited their ability to produce quality images and materials. To assist the volunteers, TT coordinated the issuing of UNV identification cards, but interviewees stated that the cards were not effective in ensuring their security.

4.4 SUSTAINABILITY

o *Potential for continuation:* Although at the design phase of the TT project, more attention was given to launching the project activities than to planning for their continuation, there are several important aspects of sustainability inherent in the design of the activities. The community initiatives component of the TT project has managed, through its activities, to build the capacity of its partner NGOs and equip them with young groups of trained volunteers capable of developing effective development communication tools. Aspects of sustainability integrated into the TT project design, in addition to the efforts of the NCCM leadership in coordinating TT planning and implementation, provide a high potential for sustainability of TT activities beyond its planned lifetime. This has also allowed for further continuation and sustainability of TT project-related activities at the grassroots level through those locally-based partner NGOs.

o *Donors' satisfaction and support:* TT donor representatives interviewed through the evaluation process reported their satisfaction with the results of the project, given the overall environment under which its activities were implemented. Donors have pledged to provide their support to similar interventions, as they raise community awareness and educate the public about acute social issues and problems. Such projects are considered to be a solid foundation for future social development work in Egypt.

o *Acquired government support:* The project now enjoys political support which will further facilitate the implementation of future activities. In addition, the TT project has helped develop a network of locally-based NGOs with trained youth on developing social communication tools and conducting advocacy and awareness campaigns. Those organizations and individuals may be the vehicle for expanded impact of further future TT project type activities.

CHAPTER 5: RECOMMENDATIONS

The following chapter presents the evaluation team's recommendations concerning the project's design, efficiency, effectiveness and sustainability.

5.1 PROJECT DESIGN AND RELEVANCE

o *Set realistic and attainable objectives:* Project goals and objectives should be developed in relation to available resources and time. Tackling too many issues in limited time reduces project effectiveness and impact. Enhancing the monitoring mechanism with the definition of process indicators and adopting less ambitious objectives and fewer topics, although less impressive at the proposal phase, would have allowed NCCM to achieve deeper impact and enjoy smoother implementation.

o *Create synergy and inter-relations between project components:* The three TT project components were not adequately linked, and enjoyed little inter-component interaction. These components should have been designed to support and interact with each other in order to jointly achieve project objectives.

o *Allocate sufficient resources to achieve project objectives:* Further consideration to NCCM and its partners' past experience and capacity in development communication was required, as it would have some planning implications: TT is considered the first NCCM development communication initiative. The project, being a pilot experiment in an area new to NCCM, as most pilot projects do, required limited scale, sufficient capacity building of project staff and some adjustments to the NCCM internal media-production related management structures ahead of activity implementation. Although the project recognized the need for capacity building, its resources were not relevant to the size of the task. A project design which allocates sufficient time and sizable resources to building capacity and adjusting the structure of NCCM staff was required in order to successfully implement a project with the size and multiplicity of topics under TT.

o *Coordinate among implementing partners:* While TT involved a healthy blend of diverse partners, further active involvement of all project partners i.e. implementing agencies, donors, and local NGOS; in the design, planning, monitoring and implementation of activities would have helped minimize confusion and ambiguity during implementation. Further, synchronization of TT project activities with other similar UN-led interventions, i.e. UNICEF, UNFPA, etc., would allow for cost effective and expanded impact.

o *Adopt clear project strategies:* Using mass media and local initiatives to change behaviors is an entirely different strategy than merely repositioning of issues through raising awareness or conducting advocacy campaigns. This differentiation should be clearly stated at the design phase of the project. The project's choice of adopting behavioral change as a strategy should be reflected in its timeframe or allocation of its resources.

o *Apply rigorous methodologies:* A project design that includes more comprehensive campaigning conducted in close coordination at both the national and community levels is needed, rather than adopting an experimental approach to campaigning, with no links between the two levels of implementation.

o *Clarify roles in project structure:* The social communication unit of the TT project as designed utilizes its staff and resources to support TT project activities only. However, if the unit is to support activities other than the TT project, this should be reflected in its capacity and allocated resources at the design stage.

o *Prioritize and establish linkages among project themes and topics:* The project had to spread thin to cover its multiple topics. Prioritization of the themes, and dealing with a limited number of topics per year, i.e. 1-2 topics/year, would allow for enhanced impact. The design of TT project activities required further focus on fewer topics.

o *Focus geographic coverage:* In implementing its community initiatives component, TT relied on pre-set criteria to select the geographic locations in which to implement its activities. Similarly, the project could apply its campaigns component to selected locations, allowing for more efficient use of resources, and better testing of adopted approaches before expanding to the national level.

o *Continuous and accurate project monitoring and evaluation:* The TT project design needed to include a dedicated monitoring and evaluation staff to allow for better monitoring and enhanced technical assistance. Closer monitoring of project impact and activities at both the national and community level is required in order to measure and demonstrate the effectiveness of the project.

5.2 PROJECT EFFICIENCY AND MANAGEMENT

o *Involve steering committee:* Although the TT project steering committee was beneficial for the coordination of project activities and provided solutions during implementation, it should be further involved in the planning of activities and provide support and lobbying to the project at the political level when required

o *Focus Social Communication Unit outputs:* Intended as an advisory unit providing technical advice to the TT initiatives on communication and implementing daily activities of the TT project, the Social Communication Unit often supported NCCM in its ongoing activities and achievements. This role was beyond the unit's capacity and function. NCCM should expand beyond the TT project framework, enhancing its own media unit which would provide technical support to its behavioral change-related interventions, rather than rely on individual projects to provide this function. The project's social communication unit should not respond to or be distracted by ad hoc planning, but rather should be left to conduct its duties. A strong Communication/Media Unit will enhance NCCM in its policy advisory role.

o *Negotiate and finalize pre-implementation agreements:* Formal agreements should be signed between the NCCM and TV channels concerning free airing of the TV

spots before embarking on the production of materials in order to guarantee the utilization and effectiveness of produced materials.

o *Formalize project design modifications and amendments:* During its implementation, the project design underwent modifications due to the realizations of limitations of time and resources. It was not possible for the evaluation team to acquire a final revised and approved version of the TT project proposal. For this reason, the team used the project document in addition to the modifications suggested in the report of the consultant commissioned for the project review. It is recommended to formalize technical and/or financial modifications to the design of the project to facilitate technical and financial management of the implementation process, and allow for accurate project monitoring and evaluation.

o *Formulate clear and detailed implementation plans:* Planning for implementation should actively engage project partner NGOs and their volunteers. Responsibilities, resources and timeframes should be discussed and agreed upon with the partners as part of the planning process.

o *Develop technical capacity of project staff and partners:* Capacity building to NCCM provided through the TT project was described by NCCM management as too general and insufficiently followed-up and sustained. Further specialized capacity building efforts are required for NCCM and its partners on pre-identified capacity needs in relation to the planned project activities in order for project staff and partner NGOs to conduct project activities. Given the nature of NCCM's work, it would highly benefit from a 'built-in' ongoing capacity building program which would provide an incremental learning curve for NCCM staff. In addition to the TT project coordinators and young volunteers, members of partner NGOs should be involved in capacity building activities in order to help the NGO management sustain TT project activities. It is important to educate stakeholders and partners about the TT project issues in order to enable them adopt them and facilitate behavioral change. It is also necessary to develop a network of TT project affiliated NGOs and foster a forum for them to exchange lessons learned and experiences.

o *Plan for high quality community initiatives:* A clear definition of what TT project implies by community initiatives must be clearly communicated to the NGO board at the orientation phase of project implementation. Long-term planning of activities conducted through partner NGOs would allow for further continuation and sustainability of TT project activities at the community level. Local partners should be encouraged to plan for the entire duration of the intervention and incorporate TT project activities into its ongoing work plan, rather than plan ten month to one year-long interventions around themes identified by the project. Moreover, sufficient funds should be allocated to train and enable partner NGOs' media production facilities to produce high quality development communication materials.

However, the training and use of volunteers for TT was an effective means to relaying the project's themes. Volunteers that received adequate training and guidance are situated to become agents of change and have the capacity, and

capability of furthering TT's messages. With additional support and guidance, TT community initiatives have the potential to assist the project in achieving its goals and objectives.

o *Coordinate campaigns at national and local levels*: Coordination between local initiatives and the national campaigns component of the project would enhance its overall impact. Feedback from local community members would add great value to the content, relevance and quality of the final product.

o *Document success stories and derive lessons learned from best practices:* Systems for documenting best practices and exchanging lessons learned among TT project partner NGOs should be designed and applied. Through the evaluation process, interviewees provided several indicators of success and best practices in involving children in the production of development communication materials. Such practices should be thoroughly documented and built-upon to develop future NCCM-led behavioral change interventions. Partner NGO interviewees have confirmed that their individual attempts at coordinating and exchanging experiences have proved beneficial and allowed for a level of specialization among TT project partners.

o *Conduct a mid-term evaluation:* It is recommended to conduct a mid-term project evaluation in order to measure progress on deliverables, and adjust design and approach issues. This could also be a self-evaluation exercise involving all key project staff in an overall project review exercise.

o *Consider local community issues:* When working with local communities, it is important to consider locally-identified social problems and issues in relation to the TT project topics. Sensitivity to the uniqueness and diversity of community issues at each local context is a requirement. This motivates and inspires partner NGOs to tailor project issues to their own needs and priorities. Topics to be covered by the NGO through the project at the community level should be identified and agreed upon with equal participation from the NGO. The local context of the community i.e. rural, urban, nomadic, and its socio-economic uniqueness, should be allowed to shape the intervention, while maintaining the clarity of messages communicated through the TT project.

o *Manage project volunteers:* TT project volunteers who led the community initiatives require further capacity building at both the development theory level and the technical development communication level. Providing centrally-based training for two representatives of each group of volunteers who in turn transfer the skills and concepts acquired to their colleagues reduces the impact of the training. Capacity building should be conducted as much as possible at the community level involving NGO staff with the volunteers. This would allow for wider impact and better involvement of NGO management TT project-related work. Clear criteria for the selection of volunteers are also required to attract local talents who are able to comprehend and effectively communicate the developmental message. Planned activities involving young volunteers should consider their academic, and social, responsibilities, and provide security and government permits and approvals required to conduct project activities. Measures to ensure the continuation of volunteers' work in applying new skills acquired in

designing and conducting development communication and behavioral change activities should be applied. Further capacity building on development strategies and concepts, leadership, and communication skills is required to enable young volunteers at the community level to develop creative communication tools addressing the main themes of the TT project.

o *Establish corporate partnerships:* The TT project has partnered with the corporate sector in implementing some of its activities. This has helped the project attract funds, achieve further visibility, and enhance its impact. Further, corporate partnerships around TT project topics could be a way to subsidize the cost of TT project implementation and expand its outreach. Inviting broadcasting agreements with private satellite TV channels or corporations who could donate free periodic air time to public announcements or TV spots would expand the coverage of TT project messages.

5.3 PROJECT EFFECTIVENESS AND IMPACT

o *Measure and monitor cost effectiveness:* The TT project, in changing attitudes, has utilized development communication as a cost effective multiplier and accelerator of social change. However, the cost effectiveness aspect of the project needed to be well documented in order to justify the adopted approach. A project design which involves more rigorous monitoring of the project impact regarding behavioral change against the initial baseline studies conducted at its start-up phase would have helped demonstrate project effectiveness and impact.

o *Encourage child participation:* The TT project has benefited from the feedback provided by children and most marginalized groups through their participation with project volunteers on developing communication materials and their interaction with adults in their communities. This has led to considerable influence on their attitudes towards children.

o *Access to information regarding TT project issues:* Ongoing research and studies regarding the effectiveness of media campaigns and close monitoring of behavioral change at the community level should be integrated into the project, and conducted through its field activities. This will help detect impact, direct project focus, and act as inputs in planning for project activities.

o *Foster community participation and volunteer involvement:* Expanded community participation would help extend project outreach and provide opportunities for sustaining project activities at the community level. Feedback from community members on the design of behavioral change communication tools is vital for testing the suitability of the materials and their degree of sensitivity to the specific culture and traditions of each local context.

o *Learn from successful campaigns:* Although different than the TT project in the nature and level of sensitivity of its message, the Ministry of Finance-led taxation campaign is considered a successful model of behavioral communication. Its strengths are apparent in a clear aim and vision, generous budget, good media plan carrying one message over three years, and strong political support.

o *Select prime locations for project-related advertisements and billboards:* The TT project should build on its success in acquiring prime locations for its billboards in railroad stations and main crossroads. It should continue to negotiate and acquire prime advertisement locations across its coverage area to supplement the impact of the produced TV spots.

5.4 SUSTAINABILITY

o *Maintain and update TT project messages:* The NCCM should maintain and update TT project messages. This can be done through a TT project spin-off intervention, or a newly designed program covering the different TT project themes.

o *Capitalize on the strengthened capacity partners:* The TT project should build its future interventions around the new capacity of its partner NGOs and provide opportunities for their young groups of trained volunteers to develop effective development communication tools.

o *Coordinate with other national councils*: Continuous coordination of TT planning and implementation with other national councils allows for further continuation and sustainability of TT project-related activities

o *Acquire government support:* Political support is required to endorse and facilitate the implementation of behavioral change activities. It provides a formal framework and demands respect among communities.

o *Fund broadcasting of TV spots through national resources:* The cost of broadcasting TV spots should be secured as part of the pre-implementation fundraising efforts. This can either be done through partnerships with the private sector or through an agreement with the Egyptian government. A firm commitment from one or both of these bodies to broadcast produced materials is crucial to the success of the TT project.

o *Plan for handover and phasing-out:* The TT project staff composing its social communication unit, should develop clear timelines for handing over the different TT project activities and gradually phasing-out, allowing NCCM to take over the attainment of project objectives.

o *Prepare outline for next phases:* A plan to enhance the communication capacity of NCCM beyond the TT framework should be developed in order to build on the progress achieved to date and expand project impact. The plan should aim at self-sustainability of project activities at least at the local community level.

ANNEXES
ANNEX (1): SCOPE OF WORK

Terms of Reference for Final Evaluation of the Think Twice Project

The *Center for Development Services* in collaboration with *Development Works International,* headed by Ambassador M. Anis Salem will conduct the Evaluation and Documentation of the Think Twice Project according to the following Terms of Reference:

A. Introduction

Egypt has made significant progress towards addressing children's rights and towards the achievements of MDGs' goals. Certain groups of children, however, remain victims of violence, abuse and exploitation and are in need of special protection.

The National Council for Childhood and Motherhood (NCCM), with the support of different **UN** Agencies, the donor community and the Private Sector launched several initiatives and projects to promote and protect the rights of Egyptian mothers and children.

The Think Twice project was an initiative launched in 2003 by the NCCM in partnership with **UNDP** and the Italian Cooperation. In four years of implementation this innovative project was able to create successful models to promote, acknowledge respect and protect the rights of youth and children and to encourage positive and empowering attitudes towards young people, using social marketing techniques, integrated media campaigns and art for development. The project tested different tools and methodologies and created the base for a solid and sustainable program that advocates for the protection of children rights and for the inclusion of the most vulnerable groups in the development process.

The Final Evaluation of the project is intended to assess the project performance and outcomes. It aims at evaluating the potential impact and sustainability of results, including the contribution to capacity development, while documenting the process and the methodologies used by Think Twice Project. The proposed evaluation will also identify challenges and lessons learned that might improve the design and the implementation of other projects involving communication and advocacy initiatives. As stated in the actual project document, the evaluation shall be considered a strategic paper on the use of social advertising for assisting development interventions based on the experiences, lessons learnt and best practices of the project.

B. Project Description

The Think Twice project is an innovative project that introduced for the first time in NCCM the concept of communication and social marketing to promote, acknowledge and protect the rights of youth and children, to increase civic engagement and enrich policy dialogue. The "Think Twice" project aimed at creating an improved environment for children and young people and strengthening their ability to make choices and take opportunities. To realize the above outcome, the project aimed at reaching the following outputs:

1. Public awareness raised towards various NCCM child development and protection initiatives through integrated media campaigns (First Component: national campaigns).
2. Capacity of NGOs and youth organizations strengthened in promoting and protecting children rights in selected communities using art for development while promoting volunteerism (Second Component: community outreach)
3. NCCM capacity strengthened for managing and carrying out social communication campaigns in support of its mandate (Third component: capacity building)

Within each component, the main project deliverables that helped realize the aforementioned output results are described here below:

National Campaigns
The think Twice project throughout the project lifetime tested different media and communication tools to reach out the general public and increase awareness on children and youth rights using different types of communication: PR, advocacy, advertising. Creative tools and channels have been initiated: radio, TV, cinema, metro-stations monitors, outdoors, including billboards, bus signage, and railroad itinerant theatre play, tabloid inside popular newspapers, events.

The integrated communication campaigns covered different child related challenges: Child labor, Child help line, school dropout, communication within the family; Girls' political participation. The project also supported other NCCM initiatives by providing them with media support such as development of printed materials and audio-visual production in the field of FGM, Early marriages, Street children, Children/young people with disabilities, Children and youth and drug addiction and reproductive health. Baseline survey and exposure and recall survey have been conducted to monitor viewer ship and impact.

Community outreach and advocacy through arts and media
Communication and art for development are strategic mechanisms of advocacy for all the issues related to children and youth. Integrated media campaigns are in particular very effective in reaching out to the general public, especially if accompanied by strong advocacy work at community level.

The Community outreach aimed at developing the capacity of NGOs and youth in advocating children and youth rights in selected communities using arts and media tools, while promoting volunteerism. The project set up the bases to enable children and youth to express themselves, be heard and playing an active role in the development of their communities and policy reform through arts, educational tools and effective participation in production of media for children and youth. 120 youth have been mobilized during the project life-time. They have been working under the leading and mentoring role of 10 youth coordinators (UNV). They received training on Child rights and responsibilities, on photography, puppet theatre and animations, amongst other things. They implemented community initiatives and provided services for children and youth with a special attention to ensure participation of marginalized groups in 10 governorates. Furthermore they developed creative and artistic tools to increase awareness on children rights: animation films, short documentaries, photos, games. These products are planned to be incorporated in the Aflatoon manual (manual on children rights to be adopted by the MOE) to create a more interactive way to deal with children.

Capacity building and NCCM Support
Think Twice Project, acted as a Social Communication Unit within NCCM linked its activities with the exiting NCCM media unit TT conducted a media unit assessment and developed a proposed permanent structure for communication within NCCM organogram. TT also provided capacity development inside and outside NCCM.

Inside NCCM the project provided different types of support:
1. Technical support in handling national and international events, preparation of roundtables, conducting and reporting on field visits, creating an opinion leader network.
2. Procurement of audiovisual equipment and technical software for monitoring news related with children rights and upgrading the services provided by NCCM

3. Training of Media unit, other NCCM staff personnel and TT staff on different needs: English, computer, planning for PR activities, role of communication in crises situations,
4. To bridge the gap between policies and their enforcement in certain areas, TT formed a national coalition involving different partners: UN, NGOs, experts, legal advisors and an PR agency. Together they developed a communication strategy and PR campaign to lobby for the new child law. Opinion leaders, parliamentarian, media NGOs and local authorities have been targeted. The law has been, supported by the media approved by the Shura Council and is now in the people assembly.

Outside NCCM the project worked closely with the Egyptian Radio and TV Union. Think Twice involved a specialized company (Karma for edutainment) to improve the capacity of 100 staff members working in the ERTU for the production of children TV programs. Eight manuals were produced on how to develop and produce TV children programs, workshops for needs assessment were conducted and on the job training provided.

The original project document of IT was quite flexible and ambitious without defining each component in details. The yearly assessments conducted during the lifetime of the project helped to better define the scope of work and the priorities.

	Originally Planned	**Actual**
Start date	September 2003	September 2003
End date	December 2007	December 2008
Total budget	2,605,875 USD	2,685,875 USD
Geographic areas covered by the community outreach	Not specified	Alexandria, Khalubeja, Cairo, Menia, Aswan Luxor

C. Operational Framework of the Think Twice project
A Programme Management Unit (7 people), headed by a National Project Director (NPD), based in the NCCM, managed activities on a day-to-day basis. The NPD is supervised by the NCCM Communication and Media Senior Advisor. NCCM Secretary General and NCCM Senior Advisor oversee the activities and the financial management of the project. UNDP substantive and technical oversight is exercised through a full time dedicated Programme Officer, its administrative backstopping is provided by UNDP Country Office in Cairo. In the field activities are carried out by 7 NGOs, 7 UNVs and 100 volunteers. A network of strategic partners has been established: media, private sectors, and advertising agencies.

D. Objectives and scope of the final evaluation
The Evaluation has four objectives:
- To assess the achieved progress and results since project formulation;
- To undertake a cost effectiveness analysis
- To assess the sustainability of the initiative and provide recommendations to NCCM/UNDP on how to ensure the operational and programmatic sustainability of the initiative;
- To extract lessons learned and best practices that could be applied in similar projects or project approaches in the field of communication for behavioral impact and youth empowerment within the framework of children and youth rights.

Principally these goals should be pursued through the prism of the following criteria:
» *Efficiency:* to what degree the outputs achieved derive from efficient use of financial, human and material resources;
» *Effectiveness:* the extent to which objectives have been achieved, or can be expected to be achieved;

» *Impact* which includes an assessment of the effects of the Think Twice activities to increase awareness with regard to children rights, to empower youth to be actively involved in their local communities and to increase the visibility of NCCM and its role in protecting the rights of the most vulnerable children.
» *Sustainability:* assessing the operational sustainability of the project interventions as well as the sustainability of the project results and resulting changes
» *Relevance:* evaluating the relevance of the project model, operational structures, and project design in addressing the child and youth rights

The evaluation shall be conducted revising all the documentation/materials available, building on previous surveys, assessments and researches, and adopting participatory evaluation methods including the use of focus group discussions, in depth interviews, field visits etc. The selected organization will work in close collaboration with the IT project team and the UNDP program officer in charge, who have been involved in the process since the beginning. They will facilitate the link with the local communities, the direct beneficiaries of the project and other stakeholders involved (ministries, media, private sectors, youth, NCCM project staff, NGOs, UN Representatives and others).

In this context the scope of the evaluation will focus on the three project components, the links amongst them and the operational aspects of the think twice project.

Based on the above analysis, the Evaluation Team should come up with action oriented recommendations on how NCCM/UNDP should adjust its programming, partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that communication for development and youth outreach advocacy are used in a strategic manner to support project interventions, and ultimately NCCM objectives.

The results should be shared with the partners and used as entry point to initiate strategic use of communication and art for development.

E. Methodology

The evaluation team shall analyze the different tools/methodologies/approaches adopted by the project and should capture the success of these tools and methodology related to their contribution to the main outcome of the project.

The evaluation will follow three distinct phases:
1. **Preparation and Desk review:** briefing with UNDP/NCCM, review of all relevant audiovisual materials, desk review of annual reports, yearly assessments, surveys. The evaluation team should prepare the evaluation design, methodology and detailed workplan as well as the necessary questionnaires for (FGDs) and in depth interviews.

2. **Field visits and data collection** by the evaluation team (anticipated two-week mission):
   • *National campaign component.* The evaluation should highlight the innovative approach and tools introduced by the IT. The impact of the national campaign will be measured relying on the analysis of existing surveys (PARC viewership, IDSC exposure and recall, Focus Group Discussions (FGD) as baseline) without conducting quantitative research. FGDs or interviews should be conducted to complement available data.
   • *Community initiatives.* The evaluation should investigate the quality and typology of training delivered to the youth in the community, the innovative use of photography as art for development, the material developed, the creation of communication centers as youth gathering point, the change in perceptions and aspirations of the 120 youth involved (see Youth Aspiration survey 2003 and 2007). Field visits to two NGOs and FGD with UNVs will be conducted.
   • *Capacity Development.* The evaluation should look into the progress the NCCM has made in terms of using communication for development and should give

recommendations for future initiative that could strength the sustainability of the efforts done.

The evaluation should be participatory, investing in the use of the youth trained by the project in the field.

3. **Preparation of the** Report: finalization of the report and dissemination of evaluation results

F. PRODUCTS EXPECTED FROM THE EVALUATION
The key product expected from this evaluation is a comprehensive analytical report that includes, but is not limited to, the following components:
- Executive summary
- Introduction
- Description of the evaluation methodology
- Description and Analysis of the Think Twice project with regard to outcome, outputs, resources, partnerships, management and working methods and/or implementation strategy
- Assessment and analysis of the efficacy of Think Twice project as a demonstration of the importance of communication and art for development
- Conclusions and recommendations for the future programs

REQUIREMENTS OF THE EVALUATION TEAM:
The Evaluation Team should have sound experience in development and research fields. The team should have experience in the field of communication for development and youth empowerment; human rights based approach, socio cultural analysis skills and extensive experience in the fields of project monitoring and evaluation. The team of experts should be fluent in English and Arabic and should also have strong writing skills coupled with relevant experience in results-based monitoring and evaluation techniques.

The Evaluation Team will consist of **at least** two consultants. Consultants are required to have demonstrated work experience in child protection, communication for development, substantive experience in project reviews and evaluations, and sound knowledge of results-based management with a focus on result-oriented monitoring and evaluation. Excellent command of English and Arabic is a must.

IMPLEMENTATION ARRANGEMENTS:
The Evaluation Team will work in close collaboration with the NCCM Project team and the UNDP program Officer in charge, who have been involved in the project since its inception. Both NCCM and UNDP will facilitate the link with the local communities, the direct beneficiaries of the project and other stakeholders involved (ministries, journalists, private sector, youth .....).

The evaluation team will be contracted by UNDP country office in consultation with NCCM. The mission will maintain close liaison with UNDP/ NCCM Project Team. During the evaluation mission, at least two meetings should be held to present the status of the work. One meeting will be held after the completion of the data collection and another one after the first draft of the report. The first draft should be presented in English.

Two copies of the final report (two in English and two in Arabic) and one electronic copy are to be submitted.

The findings of the mission are to be presented to the members of the Steering Committee of the project.

ANNEX (2): LIST OF CONTACTS

No	Name	Organization
1	H.E. Amb. Moushira Khattab	Secretary General; NCCM
2	Dr. Aziza Helmy	Senior Communication Advisor; NCCM
3	Mrs. Ramona Canaan	TT Project Director; NCCM
4	Mr. Mina Magdy	Community Initiative Coordinator; TT Project
5	Mr. Antonio Vigilante	Former UNDP Resident Representative Egypt
6	Mr. Mounir Tabet	Country Director; UNDP; Egypt Office
7	Ms. Simona Galbiati	Former UNDP Programme Officer
8	Mr. Marco Spada	Former Head of the Italian Cooperation in Egypt
9	Ms. Dina Helal	Director; Above and Below Advertising Agency
10	Dr. Ziad El-Rifae	UNFPA Resident Representative in Egypt

ANNEX (3): FINAL WORK PLAN

Work Plan for the evaluation of
"Think Twice: Social Marketing and Communication Campaigns for Empowering
Young People in Egypt"
NCCM / UNDP

No.	Activity	Timing	Duration	Suggested Location	Comments
	Review available secondary resources and data	27July – 7 September	5 days	Desk top	
	Design formative research and field work plan		2days	Desk top	
	Design the research tools that include: 1. FGDs guidelines and key questions 2. IDIs key questions		4days	Desk top	
	Integrate changes and comments of the concerned staff members and finalize research tools and implementation plan		1 day	Desk Top	
	Conduct pre-testing of the Research tools before data collection		2days	Fieldwork	Optional
	Integrate changes of pretest results into the research tools		1 day	Desktop	
	Conduct training to the Focus Group Discussions' facilitators		3 days	Fieldwork	In case selecting data collectors
	Conduct interviews with previously identified officials, stakeholders and decision makers (IDIs) – estimated 30 interviews	September 08	30 Person days	Fieldwork	
	Conduct the SWOT Analysis workshops in three different locations		9 Person days	Fieldwork	
	FGDs (Youth coordinators, volunteers, community members, media groups)	5-20 October	12 Person days		
	Analyze data		5 days	Desk top	
	Draft Report for the research findings		5 days	Desk top	
	Send the report for the review and approval of NCCM and UNDP		0	Desk top	
	Integrate changes and comments		2 days	Desk top	
	Submit the final report, translation and editing	25 October	10 days	Desk top	
	Conduct a workshop to present the final report results with concerned parties identified by NCCM and UNDP		3days		TBD
	Print report	30 October			

Bench Marks:
1. Receiving the list of the suggested interviewees from NCCM and UNDP
2. Submitting the work plan by the team and the Center Development Services (CDS)
3. Starting the field work and the data collection
4. Submitting the results of the field work
5. Receiving the comments of UNDP and NCCM on the field work results
6. Submitting the draft evaluation report
7. Receiving UNDP and NCCM comments of the drat report
8. Submitting the final evaluation report

ANNEX (4): EVALUATION KEY QUESTIONS

Research Questions for NGO Director
1. Please talk to us about the activities of the NGO.
2. How did your NGO learn about the Think Twice project?
3. Discuss the Think Twice project.
4. What is the role of your NGO in the project?
5. In your opinion, are the activities of your NGO related to the Think Twice project? If so, what are they and how are they related?
6. In your opinion, is the Think Twice project suited to this community and its needs? How?
7. In your opinion, what are this project's strengths?
8. Describe the partnership between your NGO and the NCCM in implementing this project.
9. What were the topics addressed in the Think Twice media campaigns?
10. How would you evaluate the project's use of the media? Was it beneficial? How?
11. In your opinion, what difficulties did your NGO face while implementing the Think Twice project? How did you overcome them?
12. In your opinion, what effect has the project had on the community?
13. What has this project contributed to the community?
14. In your opinion, what Think Twice activities can be sustained?
15. What are your suggestions for further partnership between your NGO and the NCCM with regards to the Think Twice project?
16. If the project was to be repeated in another area, what suggestions would you make?
17. If there was a Phase 2 of the Think Twice project, what changes would you make to help the project realize its objectives?

Research Questions for NGO Think Twice Project Director
1. When did your involvement with the Think Twice project begin?
2. Discuss the Think Twice project.
3. Did your NGO participate in the Youth Aspiration Survey (YAS) conducted by the NCCM before the start of the project?
4. What is your role as Project Director? Has your role developed over the course of the project? How?
5. How were project activities within the NGO planned? What was your role in the planning?
6. What were the major successes and outcomes of the project within the NGO? How were they achieved? How can these successes be measured?
7. What were the topics addressed in the Think Twice national campaigns? What were the methods used?
8. In your opinion, what media campaign was the most effective in the community?
9. What is your evaluation of the media campaigns? Were they effective? How?
10. In your opinion, have there been any changes in the awareness or behavior of community members with regards to these topics? What topics inspired the most change? How? What is the evidence?
11. How many volunteers participated in this project? Was the number appropriate/sufficient? In your opinion, how many volunteers would be ideal?
12. What were the selection criteria for the volunteers? What training did they receive? What was their role in the project?

13. In your opinion, did the volunteer trainings sufficiently enable the volunteers to carry out their roles in the project? What are your suggestions for further trainings?
14. What challenges did you face when motivating the volunteers to participate in the project?
15. What initiatives did the volunteers come up with?
16. Did the project help in fostering greater participation of the volunteers in society?
17. What is your relationship with the NCCM Social Communication Unit?
18. What challenges did you face when implementing the project? How did you work around these challenges?
19. What do you know about the National Day for the Girl Child? What are the objectives of this day?
20. Did the Think Twice project implement training workshops for NGO members and local municipal leadership? If so, what were they?
21. Discuss the Think Twice technical and financial reports.
22. In your opinion, what project activities are sustainable?
23. If the project was to be repeated in another area, what suggestions would you make?
24. If there was a Phase 2 of the Think Twice project, what changes would you make to help the project achieve its objectives?

Research Questions for Children
1. What activities took place during the Think Twice project?
2. What did you learn from the NGO? (Through drawings)
3. Have you seen any Think Twice ads on TV or on billboards in the street? What do you know about them?
4. Have you heard about the NCCM help line?
5. Have you, or someone you know, called the help line? Why? What happened?
6. Have you seen the Arabic version of the UN Declaration f Human Rights? Where and when did you see it? What topics does it discuss?
7. What did you like most about the Think Twice project?
8. What did you like least about the Think Twice project?
9. Compose a telegraph that contains a plea to the project leaders in the NGO or NCCM describing how you would make the project better.
10. What other topics would you like the project to discuss?
11. What questions do you have in your mind about the topics discussed by the project?

Research Questions for Volunteers
1. What was your role as volunteers in the project?
2. Did anyone explain what your role would be in the project? Who was it? What did s/he say?
3. Did the project succeed in increasing your relationship and participation in NGO activities? How?
4. What trainings did you receive? What topics were discussed? What are your comments on these trainings?
5. What skills have you gained from the trainings?
6. What additional trainings would you need if the project were to continue?
7. What activities did you carry out with the Think Twice project? Who was involved?

8. What products did you produce during the project? Where and how were they used and distributed?
9. Have you seen or heard the Think Twice campaigns on TV/radio/billboards?
10. What is your evaluation of the project's use of the media? Was it beneficial? Why?
11. Did you have the opportunity to participate in the development/evaluation of these campaigns before their production? How? In what stage? What were your suggestions?
12. In your opinion, did these campaigns impact society? How? Were they enough?
13. What challenges did you face with the project in terms of working with the community or the NGO?
14. Did your participation in the project affect your relationship with society? How so?
15. Since its completion, have you participated in activities related to the project? What were they?
16. If the project was to be repeated in another area, what suggestions would you make?
17. If there was a Phase 2 of the Think Twice project, what changes would you make to help the project achieve its objectives?

Research Questions for Women
1. What do you know about the phenomenon of child labor? Where did you hear about it?
2. Is there child labor in your community?
3. Have you noticed any change in phenomenon of child labor in your community?
4. Have you seen or heard the campaigns on TV/radio/billboards that address child labor? If the answer is yes, continue with these questions:
   a. What are these campaigns?
   b. What is your opinion of them?
   c. What did you like about them? What did you not like about them?
5. Has the NGO carried out any projects with you under the Think Twice project? What are they? What did you learn? What difference have they made for you?
   a. Note: The previous question will be repeated for the following topics:
      i. Youth participation
      ii. FGM
      iii. Girls' education
      iv. Children with special needs
      v. Street children
      vi. Communication within the family
      vii. HIV/AIDS
      viii. Birth certificate registration
      ix. Drug addiction
      x. Early marriage

Research Questions for Trainers
1. Discuss the Think Twice project.
2. What trainings did you lead for the project? What were the objectives of these trainings?
3. What future trainings would you suggest for the success of this project in satisfying its objectives?

4. What challenges did you face when carrying out these trainings? How did you overcome them?
5. If the project was to be repeated in another area, what suggestions would you make?
6. What is your opinion of the project's use of the media? Was it beneficial? Why?

Research Questions for Key NCCM Officials

1. What is your role in the Think Twice project?
2. When did the project begin?

General questions about the Think Twice project:

1. What is the idea behind the project?
2. How does this project support the NCCM's mandate?
3. What were the project's successes? How were they achieved? What are the indicators of these successes?
4. In your opinion, what objectives did the project realize? How were they realized? What are the indicators?
5. In your opinion, what objectives did the project not realize? Why?
6. What are the topics that the project focused on? How were these topics chosen?
7. What are the outputs of the project? Are they permanent or temporary?
8. Discuss the projects strong points. Weak points.

Questions about the Social Communication Unit:

1. What is the role of the Social Communication Unit?
2. What are the roles of the members of the Social Communication Unit?
3. Discuss the trainings that were given to the Social Communication Unit.
4. Has the Social Communication Unit been supplied with the necessary equipment? Is this equipment sufficient? Discuss any suggestions you may have.
5. What challenges did you face when establishing the Unit?
6. What are your suggestions for developing the Social Communication Unit?

Specific questions regarding the Communication Resource Group:

1. Was a Communication Resource Group established? If not, why?
2. What is the Group's role? What are the roles of its members?
3. Discuss the trainings that were given to the Communication Resource Group.
4. Did Group members conduct regularly scheduled meetings?
5. What are your suggestions for developing the Communication Resource Group?

Questions for the Media Department:

1. What is the role of the media department?
2. How is the performance of the department evaluated and improved?
3. How were public relations activities supported?
4. How did the media department reinforce the NCCM's general plan?
5. What were the topics covered in the ERTU trainings?
6. In your opinion, how do you measure the success of these trainings?
7. What are your suggestions for developing the Media Department?

Questions about the National Day of the Girl Child:

1. How was this day decided upon? How was it advertised?
2. How was the task force for this day established?
3. Describe the activities that occurred before, during and after the National Day.
4. What were the selection criteria for the 298 girls that won the National Day prizes?
5. What were the prizes?
6. Is there a plan to work with these girls in the future?
7. What are your suggestions for developing this day?

Questions about the Social Marketing aspect of the Project:

1. What is your evaluation of the project's use of social marketing? Was it beneficial? Why?
2. Did Think Twice evaluate the radio, TV and journalism units that contributed to the project? How so? Was an award given for the best work? Who was this given to?
3. What are your suggestions for developing social marketing for this project?

Questions for the Community Initiatives unit:

1. What is the role of this unit?
2. In your opinion, what were the criteria for selecting the governorates in which the project was to be implemented?
3. What were the criteria for selecting the NGOs which would implement the project?
4. What challenges did you face while selecting the NGOs?
5. What trainings did the NGOs receive? How were the training topics determined?
6. Were the UNDP and NCCM involved in determining the various community activities? In what capacity?
7. How were monitoring and evaluations of the NGOs carried out?
8. What challenges did you face while working with the NGOs?
9. What are your suggestions for developing this unit?
10. If there was a Phase 2 of the Think Twice project, what changes would you make to help the project achieve its objectives?

Research Questions for Religious Leaders
1. Did you attend the HIV/AIDS training workshops targeted for community religious leaders?
2. How did you hear about these workshops?
3. When were these workshops held?
4. What were the topics covered in these workshops?
5. How were these workshops related to problems in your community?
6. Do you have any plans to work with the information learned during these workshops?
7. Did any further workshops take place?

Research Questions for Youth

1. Did you participate in the NCCM Youth Aspiration Survey (YAS)?
2. Why were you selected for this survey?
3. What were the objectives of this survey? What is your opinion of this survey?
4. What were the questions asked in the survey?
5. If there was a Phase 2 of the Think Twice project, what changes would you make to help the project achieve its objectives?
6. Have you seen or heard the Think Twice campaigns on TV/radio/billboards? What are they? What are your opinions of them?

Key Questions for Advertising Agencies

1. Can you tell me what you know about the Think Twice project? What are the main aims and objectives? What was it trying to achieve? What were the issues addressed through the program?
2. What, do you believe, were the major successes of the project? How were these successes achieved?
3. Can you tell me about your work with the TT project? What kind of work have you done for them? How does this work differ from other work that you are doing?
4. How was your agency selected to perform this work?
5. Does your agency posses previous Social Marketing experience? And can you give me examples of this work?
6. What is your evaluation of this work with the TT project?
7. Do you think that the work you have done with the TT project stood out compared to other Social Marketing campaigns that you have seen broadcasted in Egypt?
8. What is your favorite social marketing campaign? Why?
9. Have you done any formal evaluation of the impact of this work on the main target audience?
10. How do you see this work and how can you explain your experience with the TT Project?
11. What could have been handled better?
12. Discuss the media plan? How was it developed and implemented?
13. Have you done any Public Relations as part of the TT campaign? Or was it only TV and mass media?
14. Do you see your work with the TT project as a comprehensive campaign?
15. How professional was your work with the TT Project? Did you receive a formal briefing before the start of the work?
16. Have you done a Press conference prior to the launch of the campaign? Who was contacted? How was the turnout?
17. Did your campaign with the TT project receive any special awards? What? When?
18. What do you think is the main negative aspect point in the project?
19. If there was a Phase 2 of your work with the TT project, what changes in the design and implementation of the project would you make in order to achieve better objectives?

ANNEX (5): INVENTORY OF DOCUMENTS STUDIED

- Think Twice Project Document
- Television Spots
- Al-Karma Manuals
- Youth Perceptions and Aspirations Survey
- Steering Committee Project Progress Presentations
- Steering Committee Workplan (2006)
- Think Twice Annual Project Reports
- Think Twice Thoughts on Community Initiatives
- Technical Assistance Mission Reports (2004, 2007)
- UNDP Outcome 6 Evaluation (January 2007)
- Think Twice Activities Status (January – June 2007)
- Girl Empowerment Strategy Document
- Think Twice Logical Framework
- Towards Enhancing the Media Outreach Efforts of NCCM: A Capacity Development Framework
- Public Opinion Poll About Child Labor Problem in Egypt
- Request for Proposal for Development of TV Spot Campaign for Girls' Empowerment
- Technical Report on Advertising Agencies
- Girls' Empowerment Storyboards Test Report
- ERTU Television Spot Airing Schedules
- Communication and Media Training Seminar Program

ANNEX (6): PROFILE OF THE EVALUATION TEAM MEMBERS

AMBASSADOR MOHAMED ANIS SALEM

Currently an independent consultant, M. Anis Salem has over 35 years of leadership experience in the fields of international affairs, media, social development and humanitarian relief operations. From 2006-2008, he was the UNICEF Representative in Syria, where he initiated a large scale intervention in support of Iraqi refugees and led several innovations in the areas of early childhood, health, education and protection. Earlier, he worked as spokesperson for UNICEF's Regional Office for the Middle East and North Africa, based in Jordan, as well as developing its communication strategy, staff recruitment and training, and the appointment of Goodwill Ambassadors. He also coordinated UNICEF's regional TV and radio documentary projects, including co-productions with the BCC and MBC, and coordinated UNICEF's efforts to convene several regional ministerial and civil society conferences, resulting in three Arab summit resolutions.

Mr. Salem joined UNICEF in 1984 as the Gulf Area Information Officer, based in the U.A.E, where he handled advocacy and media relations in the six GCC countries and Iraq. In 1987, he transferred to Sudan as Chief of Information, Education and Communication to work on Operation Lifeline Sudan - expanding child health and education projects. In 1984, he moved to Bangladesh as Chief of Programme Communication and Information, where he introduced a major development communication component in the country program, led a large scale TV animation series and worked on participatory group planning processes in cooperation with the World Bank and media productions with advertising agencies.

Prior to being seconded to UNICEF, Mr. Salem worked at the External Relations Department of the Egyptian Parliament (1969-1971). He then joined the Egyptian Ministry of Foreign Affairs as a member of the Minister's Office, moving on to the Department of International Organizations, the Press Department, and then the London Embassy (1974-77).

While on study leave in the United Kingdom (1978-83), Mr. Salem lectured widely on the Middle East and appeared on numerous media programs. He also wrote regularly on world affairs for Egypt's *Al-Musawar* and contributed syndicated articles to *South Magazine*, *The Times* and *The Guardian*. In 1981, he became a Research Associate at the International Institute for Strategic Studies.

Mr. Salem holds a BSc in Political Science (1969), and Diplomas in International Law (1973) and International Relations (1975) from the Universities of Cairo, Oslo and Vienna respectively.

DR. ISSAM ADAWI

Dr. Adawi is a medical anthropologist and social development practitioner with twenty-four years of experience in conceptualizing, evaluating, planning and implementing projects in social development, health, and population for regional and international organizations including Johns Hopkins University, Save the Children-

US, Helsinki Consultancy Group, International Planned Parenthood Federation, Near East Foundation, and others. He played an essential role in introducing the Participatory Rapid Appraisal (PRA) methodology in the Arab World. He is an experienced trainer and technical assistance provider in health and population; social development; and civil society development. He has extensive experience in monitoring and evaluation techniques and qualitative social science needs assessment. He has worked in Egypt, Yemen, Iraq, Tunisia, Sudan, Palestine, Jordan, and Lebanon.

Over the past 24 years, Dr. Adawi have evaluated, planned and implemented programs for a diverse list of clients such as GTZ, UNICEF, UNDP, Ford Foundation, World Bank etc. During his previous job assignments in the field of development, he was able to acquire considerable skills in managing interventions and projects aimed at maximizing outcomes implemented by civil society organizations and non-governmental organizations.

Dr. Adawi holds degrees in medicine; social development and social science from Assiut University in Egypt, Saint Francis Xavier University in Canada and University of West London in the UK. Dr. Adawi is a member of the Doctor's Syndicate in Egypt and the Royal Anthropological Institute in UK. He speaks Arabic; English and can communicate fairly in French.

MRS. MARWA KAMEL

Mrs. Marwa Kamel is a Behavior Change Communication Specialist with 10 years of experience in managing and evaluating behavior change, communication and media activities in public health, development and the environmental sectors. Mrs. Kamel has sound experience in designing communication strategies for health, population and development programs. She has extensive experience in planning for and managing the design, production, implementation and evaluation of integrated mass media campaigns in different sectors including the production of TV and radio spots, songs and series, training videos, documentaries, training materials, indoor and outdoor print, promotional materials, talk shows, and TV and radio programs. Mrs. Kamel is a good trainer and technical assistance provider in a wide range of communication and media topics.

Mrs. Kamel has experience in developing a variety of documentaries, doc-dramas and testimonials. She has also developed community mobilization and development plans and strategies, and has developed a variety of documentation reports, milestones and completion reports. Mrs. Kamel has also managed work related to community development, community mobilization, community participation and client satisfaction.

Mrs. Kamel holds degrees in Economics and Integrated Marketing Communication for Behavioral Results from the American University in Cairo and New York University in USA. She speaks Arabic, English and French.

ENG. AHMED MOKHTAR

Mr. Mokhtar is an urban planner and social development practitioner with fourteen years of experience working in the development field. Mr. Mokhtar has wide experience in the design, implementation and evaluation of urban and rural social development programs, researches and community studies. He led and took part in several rural and urban participatory community and organizational needs assessments and evaluations. He designed and composed several successful multi-year project proposals for major donor agencies. Mr. Mokhtar conducted numerous training workshops and provided technical assistance for NGO staff and board members, and with local communities. He has acquired regional experience in working with NGOs and community based organizations and governments. He is recognized as an urban development planner, program designer, and community development practitioner with extensive local community development and research experience specializing in the design, implementation and evaluation of development projects and programs in Egypt, Jordan, Yemen, Sudan, Lebanon, West Bank, Iraq and throughout the Middle Eastern region, emphasizing on the social and economic dimensions of development projects with vulnerable communities, with special orientation towards community participation and organizational development.

Mr. Mokhtar holds degrees in Architectural and Urban Design; and Urban Planning in Developing Countries from Cairo University and the School of Planning; Oxford Brooks University in UK. Mr. Mokhtar speaks Arabic, English and French.

MS. NESMA FARAHAT

Ms. Farahat is a program specialist with experience in qualitative research. She has assisted in training and program design and documentation for purposes of monitoring and evaluation. She has conducted a situational analysis of a community health center in a community of internally displaced people north of Khartoum, Sudan. She has also worked extensively on documenting the corporate social responsibility activities of a large private sector company in Egypt. She has excellent communication, research and analytical skills.
Ms. Farahat holds degrees in Political Science, Sociology and Violence, Conflict and Development from the American University in Cairo, Egypt and the School of Oriental and African Studies (SOAS) at the University of London – UK. Ms. Farahat speaks English and Arabic.

Field Research Team

HEND AHMED:

Ms. Ahmed has over four years of professional experience in urban community development. She is capable of handling multiple tasks including field work and office work. She is experienced in documentation and reporting of development projects, and is a qualified interviewed and facilitator of focus group discussions. Ms. Ahmed is a skilled workshop organizer and is experienced in budget handling and dispersing.

IMAN MOHAMED ANWAR

Mrs. Anwar has over 10 years of experience in the development field. She is highly experienced and skilled as a trainer, and possesses extensive experience in managing and conducting field research, various types of needs assessment studies, project implementation, monitoring and evaluation, networking and financial management of development projects.

SABRY SHEHA

Mr. Sheha has fourteen years of experience in the development field. He is a skilled trainer and researcher. He has extensive experience managing and implementing development projects. His areas of focus include evaluations and education-related projects.

Mr. Sheha holds a Master's degree in Psychology.

ANNEX (7): FIELD WORK

The CDS fieldwork team, comprising of two females and a male with extensive fieldwork experience, met with 163 people over a period of nine days. Below is a schedule of the team's dates in each governorate, as well as the NGOs visited and stakeholders met.

24 - 26 August: Minia
- Better Life Association:
  - o NGO Director (In-Depth Interview)
  - o Project Coordinator (In-Depth Interview)
  - o 5 project volunteers (Focus Group Discussion)
  - o 24 women from the community (Focus Group Discussion)
  - o 10 men from the community (Focus Group Discussion)
  - o 33 child Beneficiaries (Focus Group Discussion)
- Salama Mousa Association
  - o NGO Director (In-Depth Interview)
  - o Project Coordinator (In-Depth Interview)
  - o 5 project volunteers (Focus Group Discussion)
  - o 7 CEOS staff members (Focus Group Discussion)

28 - 30 August: Alexandria
- Caritas
  - o NGO Director (In-Depth Interview)
  - o Project Coordinator (In-Depth Interview)
  - o 10 volunteers (Focus Group Discussion)
  - o 7 youth assisting the volunteers (Focus Group Discussion)
  - o 17 women from the community (Focus Group Discussion)

31 August: Qaliyoubiya
- My Life
  - o NGO Director (In-Depth Interview)
  - o Project Coordinator (In-Depth Interview)
  - o Child Labor Project Representative (In-Depth Interview)
  - o 5 project volunteers (Focus Group Discussion)
  - o 8 women from the community (Focus Group Discussion)
  - o 8 youth from the community (Focus Group Discussion)
  - o 25 child beneficiaries (Focus Group Discussion)

ANNEX (8): PHOTOS FROM THE FIELD

A member of the field research team conducting a FGD with TT volunteers

Members of the field research team interviewing an NGO director

Field research team conduct FGD with TT project beneficiaries

TT child beneficiaries partake in child rights activities using the materials produced by their NGOs

TT child beneficiaries partake in a FGD discussion at their NGO