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Mission Statement

The mission of CEOSS is to promote the sanctity, equity, and harmony of life. It seeks to contribute to the transformation of society by nurturing moral and spiritual awareness, enhancing a sense of belonging, promoting respect for diversity, addressing conflict, and advancing social justice for individuals and communities.

The mission of CEOSS is implemented according to the following major goals:

- To improve the quality of life in impoverished communities
 - To empower communities and individuals with sustainable development
 - To promote a culture of dialogue based on pluralistic democratic approaches and respect for human rights
 - To promote religious and social enlightenment
- Principles and values underlying CEOSS work:*
- CEOSS adheres to religious and human values that promote justice and peace, that respect pluralism and diversity, and that encourage ecological conservation.
 - CEOSS works cooperatively and in partnership with national and local governmental agencies and with civil society institutions to best address the problems of society.
 - CEOSS seeks transparency with partners and donor organizations.
 - CEOSS encourages a culture in which freedom of expression, democratic decision-making, consensus-building, and gender equity are valued and practiced.
 - CEOSS equips and encourages workers and leaders with practical, analytical, and creative skills that empower them to achieve their goals and objectives.



Message of the Director General

After the success of the January 25th Revolution, Egypt has gone through a critical stage in its political, social and cultural history—a paradigm that brought back freedom and pride to Egyptians. It is clear that the revolution has greatly affected civil society projects economically, politically and developmentally. CEOSS, like many other civil society organizations, faced numerous difficulties throughout this year. We managed to overcome some of them, but there are still obstacles ahead of us. Therefore, CEOSS has established some strategic directions for the political transitional period Egypt is experiencing.

In the Development area:

CEOSS works to empower poor and marginalized citizens to demand and secure their rights. We engage with public bodies using a rights based development approach and implement development models. We established many partnerships between elected committees in the communities, the public and private sector, and media institutions in order to fight poverty in CEOSS' working areas.

We have also made an effort to expand cooperation with the private sector in the field of corporate social responsibility; these partnerships aim to help the marginalized and poor segments of

Egyptian society. CEOSS participated at the regional level in projects intended to support disability issues in order to exchange experiences and acquire new capabilities in these areas. We have also been networking with Egyptian institutions to address issues in the areas of advocacy and capacity building and to influence public policy on issues related to the poor, such as disability rights, women's rights, children's rights and employment opportunities for youth.

CEOSS also completed development institutions and established new ones that are designed to provide development services to meet the needs of the society. These institutions are an asset to Egyptian society because they contribute to improving the quality of life by providing services such as: maintenance of disability equipment; provision of health services to marginalized groups; and implementation of post-harvest models for small farmers to increase their ability to compete and procure the added value of the net profits.

CEOSS also expanded and strengthened the capacity of its staff in the area of advocacy, lobbying and applied practices of rights-based development and domestic resource mobilization.

In the Small and Micro Enterprise area:

CEOSS worked on providing opportunities to finance micro projects of individuals, and to offer funding opportunities and loans to solidarity groups for the establishment of micro-projects. We also provide technical support, training and other services.

In the Publishing area:

CEOSS contributed to the formulation of an enlightened Arabic theological notion based on scientific thinking, thorough reading of the texts and absorption of the culture and values of the community.

CEOSS contributed to the transition from consumption to production of thought by offering Egyptian-Arab visions of several community issues. Additionally, leaders of enlightened religious thought at the national level gained CEOSS' support with the aim of re-establishing a critical voice, which contributes to an overall development process.

In addition, CEOSS contributed to the development process by producing movies and audio visual media; the artistic visions are characterized by diverse alternatives and support for the spirit of creativity. Using available resources in the field of printing and production of media for the work contributed to the

increase of financial resources of the sector.

In the Cultural Development area:

CEOSS works on cultural development in two ways. We expand, proliferate, and exchange experiences through local, regional, and global dialogue programs. Additionally, the cultural development department adds to the depth of these discussions by presenting current issues to influential groups in order to encourage the formation of public opinion.

The Cultural Development department took strategic directions this year that can be summarized as such: addressing the most pressing issues related to the progress of Egyptian society; working with intermediary leaders; publishing and furthering the culture of dialogue across Egypt with the support of positive openness between cultures.

In the Self-Supporting area:

CEOSS relies on the Self-Supporting Sector of the organization, which allows development to continue and keep pace with changes in the market.

This year, emphasis was placed on generating research related to production and marketing operations to ensure the quality of the product or service, and to ensure continuity of competitiveness in the market. Attention was also given to the periodic evaluation of the cost components and how this relates to prices. We established criteria to prevent deviation from established criteria. There is also a quarterly follow-up conducted on

plans to verify and address any deficiencies.

For promotion purposes, CEOSS adopted seasonal exhibitions to display the products and services of the Self-Supporting Sector in target communities, adding new products and services that address the broad base of these communities. In addition, advertising campaigns were conducted in targeted communities. Also, new items were added to the current revenue projects to help achieve vertical growth.

In the area of Crisis Management and Peace-Building:

CEOSS worked to move communities towards building peace in the region. We also worked to promote awareness of the causes and types of conflicts. We provided peace-building tools that encourage self-reliance in conflict management and push society towards coexistence.

Conclusion:

Allow me to extend my sincere thanks to God, who has led us over the years to achieve his will on earth by serving the poor and the needy. I also thank the Chairman and members of the Board of Directors for their continued support and guidance to advance our work. A special thanks to the members of the Assembly and my colleagues: the Deputy Director General, sector directors, and all employees for their ability to overcome the challenges we faced and for their active role in serving Egypt.

My sincere thanks to all our partners

for their support and contribution. Our partnership has contributed to the advancement of CEOSS performance and resulted in numerous successful projects bringing more success to both of us.

A special thanks to all the government, public and executive institutions for their support for us, especially the Ministries of Social Affairs and its departments - Ministry of Agriculture - Ministry of Education - Ministry of Cultural affairs - Ministry of International cooperation - Ministry of endowments, and others. I would also like to thank the governors and leaders of Cairo - Giza - Qaliubeya - Alexandria - Beni Suef - Minia - Assiut.

A special thanks to public, executive and religious leaders, members of the People's Assembly and the Shura Council, as well as members of both the print and audio-visual media.

I also thank businessmen, private sector leaders, university professors and various research centers.

I thank everyone that helped us by providing sound advice, and for their cooperation in working for the benefit of Egypt and the hopes of her people: life, freedom, and social justice.

Rev. Dr. Andrea Zaki, Director General



Development Sector

The Development Sector continues to contribute to improving the quality of life for the poor and marginalized citizens in the sector's work communities in Cairo, Giza, Qalyubeya, Beni Suef and Minia. This is especially important in light of the transformation and the political, social and economic changes taking place in the country, which reflect on the reality of the local community and create new challenges, particularly in the poor and disadvantaged areas where the development sector works. Through its development programs, Development Sector staff empowers poor citizens to obtain their rights and to assume their social, cultural, economic, and political responsibilities. The Sector works to achieve the principles of democracy, equality and social justice, through the application of an integrated development model, which is flexible, replicable and sustainable. Focus is on specific programs or groups of poor and marginalized people, and on making a tangible impact on quality of life.

Strategies to achieve sector goals include the following:

- Rights-based development, which emphasizes the participation and empowerment of poor and marginalized groups in local communities- people with disabilities, women, children- and helps organize them to effectively support and defend their interests and rights. This has a direct impact on improving social and economic conditions.
- Contractual partnerships among the committees elected by the citizens, public institutions, private sector, media institutions and others to address issues of poverty and to build their institutional capacity to become more supportive and responsive to citizens' rights, which in turn positively impact the lives of the poor target groups.
- Advocacy and networking to deal with the underlying causes of poverty (exclusion, marginalization, deprivation and lack of fulfillment of the basic human rights of citizens) by influencing policies and procedures related to the issues and rights of the poor.
- Development interventions in areas of health, education, environment, economic development, as a necessity to complement efforts in advocacy and capacity building.

- Expansion of development projects and institutions that cover their costs and achieve a surplus that allows CEOSS to support services offered to the poor - such as Horus Hospital and AMAL project.
- Services and relief to address emergencies and changes that need immediate interventions. This strategy is applied in balance with the application of the rights-based approach.

Major achievements of Development Sector programs in 2011 are found below.

Institutional Support Program

The Program focuses on building the capacities of the partners - committees elected by the citizens, community based organizations (CBOs) and governmental organizations - to enable them to perform their role in line with the democratic transition taking place in the country, to make an impact in the community. During this year, the following were achieved:

- Signed 70 agreements with partners from civil societies and elected committees to implement community-based initiatives addressing development issues in the work communities, hence, expanding the scope of work of the Development Sector this year

to 112 CBOs and 137 elected committees in 4 governorates

- Worked with the relevant parties of civil society institutions, governmental institutions, private sector, and the media to address community issues in health, education, economic development, environment, etc.
- Directed many of the capacity building interventions towards partners of the rights holders, rights providers and supporting parties to orient them on the concepts of rights-based development; activating the mechanisms of citizen participation and organization; skills of monitoring and analyzing problems from a rights perspective.
- Built the capacities of partners in designing and implementing

development initiatives to reduce poverty and empower the poor to be able to obtain their rights.

- Enabled 36 elected committees to restructure themselves and to develop regulations governing their work; and focused on helping all other elected committees to acquire communication and negotiation skills to implement with rights providers of relevant institutions so they can claim the rights of the groups they represent.
- Enabled partner CBOs to develop modern management systems that ensure transparency and accountability.
- Supported partners to plan and implement advocacy issues to activate development related laws and decisions for the benefit



of various groups of the poorest of the poor.

- Enabled partners of CBOs and elected committees in 19 communities to conduct self-assessment of development projects in the fields of health, child labor, rehabilitation of disabled persons, civic education, and youth and environment.

Relief Program

CEOSS responded to the needs of citizens affected by the negative events following the 25th of January Revolution by providing urgent relief services such as:

- Repaired 147 damaged houses and shops and provided basic needs-school requisites, clothes and food- to 159 families of martyrs and injured people.
- Created 884 temporary jobs for workers who lost their jobs either in Egypt or returning from Libya, using the "cash for work" approach.
- Provided a month's worth of basic living requirements-food, clothing, furniture and school requisites- to 892 workers who lost their jobs. Provided alternative job opportunities for 62 persons through vocational training.
- In collaboration with the "World Food Programme Egypt", sup-



ported 22,000 families with workers returning from Libya with foodstuffs enough to cover their basic needs for two months. Trained 250 workers who lost their jobs in vocations that fit the labor market.

- Implemented medical convoys to examine and treat eye diseases, benefiting 990 persons.
- Held counseling sessions to help those affected by the negative effects of current events.

Education and Civic Education

CEOSS formed a group of civil society organizations in 8 new communities at three local units in the governorate of Minia to work to improve the level of education in that region. Achievements include the following:

- Enrolled 1887 women and girls in literacy classes.
- Partnered with the Directorate of Education in Minia to develop the educational process in 15 primary schools, thereby preventing 1908 children from dropping out of school, enrolling 100 children

at the obligatory education age into school; and improving the infrastructure and environment of 5 schools to the benefit of 4722 pupils and 445 teachers. Opened extracurricular support classes to improve the school performance of weak performers; 738 students joined these classes.

- Offered educational activities to 506 school children to stimulate them, develop their creativity, and encourage them to continue their education. Formed 2 elected parliaments, in which 60 children participated and practiced democratic processes and freedom of expression.
- Supported community participation by linking schools to community, through the activation of boards of trustees of the schools.
- Through meetings and sessions raised awareness of 6006 parents, school children, and illiterate people concerning the importance of education.



- Built partnerships among CBOs, elected committees, public institutions, and the private sector to address the issue of education. The Directorate of Education facilitated project management at schools; made contributions of 28,000 Egyptian Pounds (4600 \$) for the development and improvement of the infrastructure; and contributed 11,500 Egyptian pounds (1900 \$) towards the reduction or exemption of school fees for students incapable of paying the fees. Coordinated with the Minia Branch of General Authority for Literacy and Adult Education to implement literacy interventions that resulted in its provision of school curricula and stationary for students, as well as signing contracts with teachers to manage the educational process at schools, and regularly pay their salaries. Encouraged the private sector and wealthy citizens to support education for poor children by providing scholarships covering uniforms and school fees for 121 children in targeted communities.

In the framework of the project of Strengthening Civil Society at the Local Level by Promoting Democratic Practices Among Youth, implemented in Madinat Essalam, Cairo, the energy and capacity of the Egyptian youth, who struck a fine example in the events of the 25th of January revolution, were invested. This year the following were achieved:

- Formed 2 elected committees comprising 40 young men and women; built their capacities to express themselves and to present their issues to decision makers, media professionals and the public.
- Activated young people to participate in the referendum on constitutional amendments and to vote in the parliamentary elections, and to educate citizens about the values of citizenship and participation. They also provided information services and answered inquiries about the election committees.
- Activated young people to partici-



pate in the community, as they planned and implemented environmental camps to clean the

neighborhood and plant trees , and implemented initiatives to repair government institutions damaged after the 25th of January revolution. 126 youth signed up for memberships in the CBOs in their area, and 111 signed up for memberships of youth centers.

- Created 2 pages on "Facebook" to provide young people with opportunities to discuss their issues, express their opinions and exchange ideas. Young people also used new skills in film preparation, filming, directing and editing to produce films addressing their issues.
- Built the capacity of 14 journalists and media officers regarding issues that concern young people; as a result, 19 newspapers and radio and television programs presented issues of youth to the general public and to decision makers, with the participation of the young people themselves.
- Cooperated with Al-Ahram Center for Political and Strategic Studies to organize a series of 4 dialogue sessions that brought together officials and decision makers with 442 youths to discuss their issues; the meetings were attended by the Minister of Culture, the Undersecretary of the Ministry of Youth, the Vice President of the Supreme Committee for Elections, the Director

of Al-Ahram Center for Political and Strategic Studies, and the General Director of CEOSS.



Rehabilitation for Persons with Disabilities

The program supports the empowerment of people with disabilities to enjoy their economic, social and political rights, to improve the quality of their lives, and to effectively integrate them within their communities. This year's achievements include the following:

- Implemented an integrated program to support the rights of persons with disabilities in political participation, in light of Egyptian democratic transformation. In partnership with the Development Resource Center, trained 30 persons with disabilities as

trainers in political participation; raised the awareness of 1625 persons with disabilities concerning political participation; and organized 5 workshops to discuss obstacles and mechanisms of political participation of people with disabilities. 170 members of elected committees as well as partners from the government sector and those interested in this issue attended the workshops.

- In Beni Suef, a committee of people with disabilities obtained approval of the Governor and the Supreme Committee for Elections to facilitate voting procedures for people with disabilities and

Amal's story



I am Amal Adel, from Madinat Essalam, Cairo. I finished my studies at the Faculty of Law and worked as a lawyer, which requires a great deal of self-confidence. I had the self-confidence that enabled me to do my job, but after I had received training in self-confidence and negotiation skills, I was

much better able to express my opinion and to critique problems even in the presence of the Minister of Culture. I feel a true and real benefit from joining the project, not only on the personal level, but also at the community level.

to participate in supervising the election process in some of the elected committees. Obstacles and problems hindering people with disabilities from voting were observed and presented to the officers in charge of managing the committees.

- 35 persons with disabilities in Minia participated in preparing a preliminary draft for the Disability Act. In the governorates of Cairo, Minia, and Beni Suef, 14 elected committee members joined coalitions of people with disabilities, CBOs, and concerned activists to draft the law of disability and to demand establishment of an Egyptian national council for

people with disabilities.

- CEOSS continued as a member of



the national network for educational integration in Egypt, which amended decision no. 94 for the year 2009 by ministerial decision No. 264 for the year 2011. No 94 of 2009 approved inclusive education for children with mild disabilities. The amended resolution included a range of articles supporting rights of children with disabilities at the schools.

- Integrated 25 children with dis-

abilities into formal education. Partnered with the Nile Center for Media in Mallawi to implement a training program on educational integration policies for 30 persons involved in applying educational integration at the schools.

- Provided 474 persons with access to medical interventions; and economically empowered 104 persons through training, employment and implementation of small enterprises.
- Supported the repair and maintenance of prosthetic devices of people with disabilities. 36 maintenance campaigns were implemented in Cairo, Minia, and Beni Suef, in partnership with CBOs, medical centers, religious institutions, government hospitals and private institutions. 401 devices were fixed. The work team of

the Will Center manufactured 6 prosthetic devices, according to the needs of the target group and distributed 187 new prosthetic devices.



Shaarawi's story

The elected committee and Alfath Charity Association in Shaarawi community, Mallawi district in Minia governorate adopted the issue of the right to health care because there was no health institution in the village, even though the Ministry of Health provided funds for the construction of a health unit on land the community was to set aside for this purpose. The committee made strenuous efforts to provide a piece of agricultural reform land. However, they ran into many difficulties because individuals in the village were benefiting from the land for their own personal interests.

The elected committee advocated for the issue and earned the trust and support of citizens and public and executive leaders in the village. After it conducted meetings and interviews with relevant officials in the governorate, the matter was referred to the Deputy Minister of Agriculture in Minia, who asked the officials of the agricultural reform in Mallawi to finalize the valuation process of the said land.

Meanwhile, the committee and the Association explored alternatives to that property, and found a piece of land belonging to the State. They succeeded in obtaining that land, and on it built the village's first health unit. It was built according to standards for persons with disabilities and according to the Egyptian code of construction.

Children at Risk

The program enables children at risk - working children and street children - to claim their rights and improve the quality of their lives. During 2011, program achievements include the following:

- Increased income of families of working children to reduce the causes that lead to the involvement of children in the labor market by providing job opportunities to 55 families through 3 income-generating projects - bakery, furnishings, and sweets - in the areas of Khalifa, Sayeda Zeinab and Old Cairo, in cooperation with the Arab Network for CBOs. Empowered 277 mothers of working children to establish and manage small income-generating enterprises; and enabled 14 mothers of working children to obtain loans to implement small enterprises in the work communities in Beni Suef.
- Reduced child labor by supporting children to continue in formal or community education. Prevent-

ed 891 children from dropping out of education; enrolled 161 children at the obligatory age of school; and organized extra-curricular study and tutoring

groups to enhance the learning and performance of 147 children. Improved the infrastructure of 43 girl-friendly schools in the villages of the Beni Suef governorate,



under the technical supervision of the General Authority for Educational Buildings; provided furniture for 23 schools and school supplies for 10 schools. Enabled 3030 children at the government schools in Beni Suef to obtain meals within the framework of the Food for Education Program. Activated Ministerial Decree No.189 for the year 2010, which includes "the exemption of 2 students in each classroom of the expenses of extracurricular study and tutoring groups, based on a study of their case." This benefited 29 basic education students of Madinat Assalam in Cairo.

- Protected children from the dangers of work by providing safety equipment and applying safety and occupational health standards in 50 workshops; provided

work overalls to 200 working children for the prevention of risks at work; and provided medical services to 137 working children. Activated Article no. 66 of Law 126 for the year 2008, obliging 5 workshop owners to observe the allowed work hours for children per day; and raising the daily wage of 14 working children.

- Provided health, educational and psychological services to 70 street children at the reception center, and obtained birth certificates for 12.
- Involved working children in social activities- 529 in child clubs and 732 in 49 activities such as camps and excursions. Included 240 working children, street children and children with disabilities from work communities in Cairo in training work-

shops entitled "Dreaming for My Country" to raise their awareness of belonging to their country and participating positively in society. Created a Facebook page for the Committee for the Support of Working Children in Minia where all the children's achievements and initiatives are published.

- Built partnerships with civil society organizations, public institutions and the media to address the issues of children at risk. CEOSS joined the Egyptian network of entities working in the field of street children and partnered with the Nile Center for Media in Mallawi to organize 12 meetings for working children and their families concerning child labor and the relevant laws and decisions.



Nagah's Story

My name is Nagah Abdul Aziz, from Beni Soliman village in Beni Suef. I am a 52 year old housewife, a widow. I have 6 children - 4 daughters and 2 sons. My daughter worked with me selling vegetables by our home. I could not enroll my daughter at school because the expenses were too high- I could hardly afford the house expenses. When I learnt about a project protecting children from dropping out of school, sending them back to school, paying the school fees, buying the school uniforms, bags and pens, and furthermore giving

them cookies and milk, I agreed that my daughter could go back to school. The project also helped me increase my income because I attended a training program on improving my enterprise, and I learned things I have never heard before. I learned how to improve my project without losing. My income has increased, my daughter continues her education, and I can afford the family expenses.

Health Program

The Health program continued to enable citizens to access primary health care and reproductive health services offered by health institutions, as a result of community initiatives already implemented. Systems that facilitate citizens' access to services were activated and new services were introduced – such as health care services for women after child-bearing age; prenatal care and family planning; health counseling services; and medical examination before marriage. Availability and quality of the services provided has improved; as a result citizens' confidence and trust in these institutions has grown, and the number of health care visits has increased.

Accomplishments include the following:

- Continued to work on combating female circumcision by mobilizing community efforts and advocating for support to fight this habit. As a result, 311 families with girls at the age of circumcision refrained from practicing it.
- 881 young people and families completed the health education curricula at educational classes
- CEOSS supported the network for women's rights by organizing 5 seminars and trainings for young people and women in democratic practices and participation mechanisms.



Eye Program

The program continues to combat blindness, through Vision 2020: The Right to Sight, the global initiative for elimination of avoidable blindness by the year 2020. During this year, many achievements were made, the most important of which are:

- Expanded access to eye health services in deprived areas of Cairo and Qaliubeya governorates, and continued to work in the governorates of Minia and Beni Suef. Obtained urgent treatment of eye injuries resulting from events following the 25th of January revolution.
- Implemented partnerships among CBOs, elected committees, health and educational

institutions and the private sector. Partnered with the National Institute of Ophthalmology and hospitals of Ophthalmology in the work areas to organize medical convoys, refer cases in need of advanced examinations and tests, and implement surgical interventions. Cooperated with health units at the work communities to hold awareness meetings to educate citizens on methods of prevention and treatment of eye diseases. Cooperated with the Directorate of Education to implement medical convoys to check and detect eye diseases for school children. Signed a protocol of cooperation with Rotary Club and the Directorate of Health Affairs in Beni Suef to reduce blindness for school children and elderly people, by organizing free medical convoys in remote and disadvantaged areas deprived of ophthalmic services. Cooperated with Misr El Kheir Foundation to perform cataract and lens implant surgeries in the governorate of Beni Suef.

- Facilitated contributions by factory owners to the cost of medical convoys and 75% discounts from optical shop owners for eye glasses as well as 15% discounts on medicine from pharmacy owners.
- Examined 17,407 poor citizens; performed 320 major and minor



surgeries; corrected the vision of 1063 people by providing eye-glasses.

Horus Hospital

Horus Hospital continues to expand advanced ophthalmological and internal medicine examination serv-



ices and surgical interventions; to reach the poorest people in disadvantaged communities by mobile units equipped with the latest medical equipment; and to refer severe cases to the hospital for advanced tests and necessary surgical interventions.



During 2011, the following was achieved:

- Signed contracts with community institutions and private sector companies to provide services at a cost that supports services to the poor. New contracts were signed with the Commercial International Bank, Misr Insurance Company, and Egymed Company which has contracts for medical care with Crédit Agricole Bank, Caritas Egypt, Street Food Vendors Association, Al-Shorouq Foundation, and Future Foundation. Continued contracts with "Egycare," the insurance umbrella for major Egyptian companies and with multiple other organizations.
- Continuously upgraded services. Obtained medical equipment for accurate and efficient performance of operations including the



Phaco device to treat cataracts without surgery, Argon laser and Yag Laser, and laser treatment for Retinal hemorrhage. Signed contracts with a group of senior doctors and experienced consultants, in addition to the trained nursing staff. Improved the management system, through the design of an electronic program (Digital Hospital) for hospital management, and the preparation of a filing system for the patients, which facilitates following the patient and developing the case.

- Examined 2235 Ophthalmology patients, performed 241 major operations, performed 84 small and medium operations, examined 944 internal medicine patients.



Real Story

Joy Iskandar Habib is a 4 year old child from Saft Allaban Community, Minia. During the first year after birth, her mother discovered that she suffered from strabismus and poor eyesight. She used to look at Joy's beautiful face and find that her clear eyes did not focus properly- as if they were in continuous disagreement. Doctors recommended eyeglasses, and the innocent child used to look at the mirror sadly wondering "Why am I wearing these eyeglasses?" Her peers insulted her and made fun of her disagreeing eyes, which made her sad. Her mother heard of Horus Hospital, where her girl had an operation by a skilled surgeon. Her eyes gained harmony and convergence. Joy started playing happily like her peers. She no longer wears glasses and is no longer mocked by her peers.



Agricultural Marketing Program

"Producing Crops for Marketing Program" continues to support small scale farmers and activate the role of women in real participation with the aim of increasing their income, through increasing the productivity, decreasing production costs, linking them to the most profitable markets, and enabling them to obtain agricultural services to ensure a decent life for themselves and their families. During this year, achievements were as follows:

- Worked with 27 communities in the governorates of Minia, Beni Suef and Qalyubeya to serve 6600 farmers, 40% women.
- Applied good agricultural practices in the cultivation of 3136 acres benefiting 3941 farmers, including the reduction of chemical fertilizers.
- Increased the real participation of women in the membership of farmers organizations by 53% compared to previous years. Also stressed increasing income by implementing small projects based on agricultural products- totaled 941 projects worth 700,000 Egyptian Pounds (116,000 \$). Provided job opportunities for 570 women in post-harvest sorting and packaging operations.
- Activated cooperative associations, registered through the project, to empower small farmer



members to access their rights to obtain high production seeds at reasonable prices for the cultivation of 370 acres of potatoes, beans, wheat, and corn crops.

- Implemented 28 artesian wells serving 210 acres, which benefited 158 families; implemented 16 irrigation networks serving 32 acres; and cleared 15 canals serving 100 acres.
- Adopted advocacy issues to solve problems affecting large numbers of small farmers. As a result, the deteriorating drainage network in Monshaat Alkiram, Qaylubeya serving 900 acres and 2000

small farmers was replaced, and the irrigation network in Gaafar, Alfashn serving 250 small farmers was developed by the irrigation administration at a cost of more than 200,000 Egyptian pounds (33,000 \$).

- Implemented partnerships with CBOs, elected committees, agricultural and research government institutions, and the private sector. Signed 9 protocols of cooperation with the Executive Authority for Land Improvement (EALI) in Qaliubeya. Cooperated with the Agricultural Extension authority, which provided 22800 tons of high-yield wheat seeds at discounted prices to plant 370 acres and 37.5 tons of fertilizers to small farmers in Beni Suef and Qaliubeya. Cooperated with the Rural Women Development Center in Minia governorate to implement courses to develop the life skills of 60 women. Signed 12 contracts with 2 agricultural crops exporting companies to market crops of 222 farmers. Benefited from research centers and specialized consultants in providing small farmers with technical support.

True story

My name is Samia Abdel Mawla Abbas, from Alwaqf community in Beni Suef. I am a widow. My husband died 15 years ago and left me with an eight year old child. My husband owned half an acre of agricultural land in the village. After his death, I had to work to earn an income that would help me raise and educate my son, rather than depending on the kind help and pity of people. My pension was only 81 Egyptian pounds, an amount which was insufficient for our needs. I had no option, but to plant the land of my husband. I planted the land, and handed over the crop - wheat or corn - to the Agricultural Association, which paid me at the end of every season without me knowing whether I made profits or losses. This was my situation before I joined the agricultural entity which I did after I learned about it and witnessed many farmers benefiting from it. I planted green beans for the first time, as neither I nor even my husband had grown it before. I followed all the instructions the Technical Support Consultant gave during his bimonthly visits to the field. By the end of the crop season, I calculated what I spent and what I earned, and the difference was very big and equal to the income of the entire land during the year.

I learned many things at the agricultural entity. I learned how to have a role in society as a widow. I got a loan from the project and bought goats to raise and sell in order to increase my income. I will learn about the cultivation of potatoes and planting in tunnels to make a good profit so I can pay for everything we need for living.



Livestock, Poultry and Fisheries Improvement Program

The program improves livestock, poultry and fisheries to improve the economic and social situation of small-scale male and female breeders and fishermen. Achievements of 2011 include the following:

- Implemented 20 campaigns raising the awareness of small-scale breeders on modern methods in animal feeding and care, attended by 660 persons.
- Supported women to plan and implement the project. 704 women benefited from awareness raising, veterinary care



convoys, applying advanced methods in animal feeding, and breeding improved varieties of goats.

- Implemented 786 models to feed animals on non-traditional fodders produced from agricultural wastes. Resulted in a 25% reduction in production costs.



- Implemented 8 prevention and therapeutic campaigns for 13085 poultry owned by 449 families.
- Implemented partnerships with civil society organizations, elected committees, government

institutions, the private sector, and media. Signed a protocol of cooperation with the Veterinary Medicine Directorate in the governorate of Beni Suef, by virtue of which 88 veterinary campaigns were implemented, and 12428 animals owned by 4661 small-scale breeders were genetically improved. In coordination with the General Authority for Fishery Development, a training was organized for fishermen in fish marketing skills; and 2 experience exchange visits were organized to the fish hatchery and fish cultivation farms in Fayoum to learn about their experience in the construction of fish farms; cooperated with private sector companies to provide improved varieties of goats, sheep, and animal fodders.

Environment and Housing Program

The program builds and repairs environmentally safe and healthy houses for citizens with limited income in 19 work communities in the governorates of Minia, Beni Suef, Cairo, and Qaliubeya to access their rights to housing, which helps them positively participate in various aspects of life. This year 2011 achievements included:

- Enabling 1084 low-income families to obtain LE 5.6 million in loans (933,000 \$) for home improvements- including acts of demolition and construction

of new houses; building steel and wooden roofs; installation of doors and windows; house repairs - such as cementing and painting; and the installation of basic utilities – such as clean water, sanitation and electricity.

- Developed 167 houses for the poorest of the poor by mobilizing community resources of the private sector, civil society institutions, partner institutions, and a number of artisans and shop owners of construction materials, with a total cost of LE 500,000 (83,333 \$).
- Raised awareness of 200 citizens on the importance of the residential environment and its impact on family members, and the characteristics of a good house.
- Improved the performance of the housing committees in the work communities by enhancing their project management skills. Improved project management in 5 communities, through the rights based development approach, which included the election of members representing the target group of the project and integrating them into the local committees of the communities.
- Maintained the progress of the project and repayment rates at 99% despite the events following the 25th of January revolution.
- Partnered with Habitat for

Humanity and Mobinil to develop 71 houses for the poorest of the poor.

- Partnered with relevant bodies and the Center of Arab Women in Tunis to implement a study to

analyze Egyptian housing policies and use study results to develop the housing program.



True story

My name is Shadia Goma'a Abdullah. I am 29 years old, from the village of Qulusna. I live with my family, which consists of 6 members. We live in an old house built of mud bricks and roofed with tree branches and sticks, over an area of 35 meters. The house is not fit for living, especially when insects and dirt fall upon us from the ceiling, and water falls on us when it rains. Because the children are young, I have always been concerned that the insects may negatively affect their health, which was not always good as a result of the cold weather. Also, because the house is small, there was no privacy for any one. I was dreaming with my husband of demolishing the house and re-building it, but we

couldn't afford it. After hearing about the housing project from one of my neighbors, I thought of applying for a house loan. I submitted a loan application to the housing project and got a loan of LE 6000, which I used to build a steel and concrete roof for the first ground floor, and the house became much better than before. This year, we are not suffering from the winter cold as we used to in past years. The house also became clean. May God help us pay off the loan, to be able to get another one to build a roof for the second floor and have more living space.

Urban Environment Development project, West of Minia Neighborhood

The Urban Environment Development project of West of Minia neighborhood continued to offer its services to the citizens of the neigh-

borhood in spite of the many challenges facing it, such as delay in the dues payment by the local unit of Minia district and city. The following continued:

- Daily collection of solid waste from squares and streets, and

the final disposal of the waste into the public dump run by the governorate and the local unit of Minia district and city. The service covers 165,000 residents of the west neighborhood of Minia city.

- Regular maintenance of project equipment.
- Response to citizens' complaints, through the hotline placed at New Dawn Institution.
- Partnership with the Governorate of Minia, the local unit of Minia District and City and relevant agencies, to provide services and mobilize local resources. For example, the local unit of Minia District and City removed building debris from the area using its equipment. It continued to pay dues to CEOSS, despite obstacles faced in collecting cleanliness



fees, especially after the 25th of January revolution. The solid waste quality and quantity control unit affiliated to it continuously monitored the project and submitted periodic reports with all observations, to be addressed immediately.

Egyptian Youths and Environmental Education Project

The Egyptian Youth and Environmental Education Project continued in West of Minia City District in partnership with 2 CBOs to empower young people between 13 -18 years old and build teamwork skills, using principles, methods and skills of scouting to identify environmental issues and positively contribute in addressing them. The project contributed in the following:

- Helped young people acquire communication skills. As a result of teamwork, they developed positive attitudes of respect to the other. This helped create a common understanding among them.
- Enabled young people to practice the democratic process by organizing them in elected committees –from nominations through campaign speeches to elections and announcement of the elected committee members. This experience increased communication and dialogue among young people as they expressed their views and discussed issues.



- Empowered youth in organizational and planning skills, needs assessment and self-assessment due to their participation in all phases of the project.
- Improved participation of young people in environmental preservation. They planned and implemented environmental camps to clean and beautify the neighborhood, including drawing on walls and planting trees as well as creating works of art reflecting the problems and solutions of the local environment.
- Created a site for the project on the Internet and a Facebook page, which increased communication among youth.
- Through partnerships signed with multiple parties - such as the Egyptian Environmental Affairs Agency (EEAA), 15 neighborhood schools, Minia Culture Palace, Scout and Guide Association, Ministry of Education, Youth Centers, the local unit of the district and city of Minia, the Headship of West of Minia Neighborhood, and New Dawn Institu

tion, positively impacted resources for the benefit of young people, participation in all project interventions, and linking young people and associations with these entities, which affected project sustainability.

The Economic Development Program

Work started with 8 CBOs and 8 elected committees in the areas of Old Cairo, Dar es Salaam and Basatin, to create a group of civil society organizations to work on the issue of unemployment for young people in that region. This resulted in the following achievements:

- Prepared a job seekers database including companies and factories with job vacancies. Prepared a guide on public and private training centers; and organized field visits for 62 young people to 5 factories in industrial zones in order to orient them to the requirements of the labor market.
- Trained 757 young persons in vocations that meet labor market needs - such as mobile maintenance, computer maintenance, ladies hairdressing, handicrafts. 541 persons were employed after the training. 11 young people trained received loans to start small enterprises of their own. 239 skilled young people were employed directly (without training).
- Concluded partnerships with the

private sector and civil society institutions to provide opportunities for youth training and employment. Cooperated with the Chamber of Commerce to

nication. Cooperated with Future Center to train young people in handicrafts at discounted cost of 10%. The Center covered part of the cost of post-training raw



implement management training for 25 young persons, and with the Central Library of Cairo University and Resource Center for Youth Development to train 61 young men and women in personal interviews and CV writing. Cooperated with the Central Department for Vocational Training and Human Resource Development, Ministry of Manpower and Migration, which monitors youth training at training centers, and reviews and approves training certificates.

- Cooperated with El-Sewedy factories and Chipsy Company to train and employ 45 persons with hearing disabilities in the production department. The company hired a sign interpreter for each 10 persons to facilitate commu-

materials used, and purchased products of the trainees at twice the cost, for a year.

- Cooperated with New Horizons Foundation and the Arts Development Association in technical and soft skill training for 51 young persons.
- Cooperated with the Street Food Vendors Association which provided loans to 40 young persons to implement small enterprises.



True story



I am Nour Samir Hassan, from Ezbet Khairallah. I am 28 years old. I have 4 kids. My husband works as a daily marble worker; he may work for one day and then not work for two days. I didn't know how I could support my kids and get enough money to cover the household expenses. I worked for a short period, but had to leave work because my kids are young. One day, a good kind person came and told me that there is an Association in front of his house named "The Charity Initiative" that is placing advertisements. He advised me to go and see if they can find work for me, or give me training to work from home. I went to the Association, met the officials there and learned about the training. I liked the idea of handicrafts, especially Pharaonic statues for two reasons: I can make them at home while staying with the kids, and the center that trained us would buy our production at twice the cost. I was trained at the Association to make and color the statues. They advised us of where to buy the raw materials at the lowest cost, so we could start the work. Also, during the training, I got to meet other trainees from Ezbet Khairallah, and we agreed to work together, so we could produce more and make more profit. After the training, we signed a contract with the Center to buy the statues we make. We produce 40 -50 statues per day because we organized the work among us, and each one of us had a role to perform. I did not settle for just selling to the center, but I also sell to some shops in Khan el-Khalili. Thank God, I earn about 130 \$ per month, while remaining at home with my kids. Thank God, my kids' needs are now fulfilled and I am not depending on my husband's income. I really feel that I have a value, and I regret not doing this a long time ago.

Bible Study Program for Christians

12 new churches- 250 new students- joined the Bible studies in 12 communities in Cairo, Minia and Sohag. This brought participation in the program to 228 churches- 6020 students. 3772 of the students have completed the curricula. 2011 achievements are as follows:

- Organized 3 training events for 150 local church leaders in pro-



gram management skills.

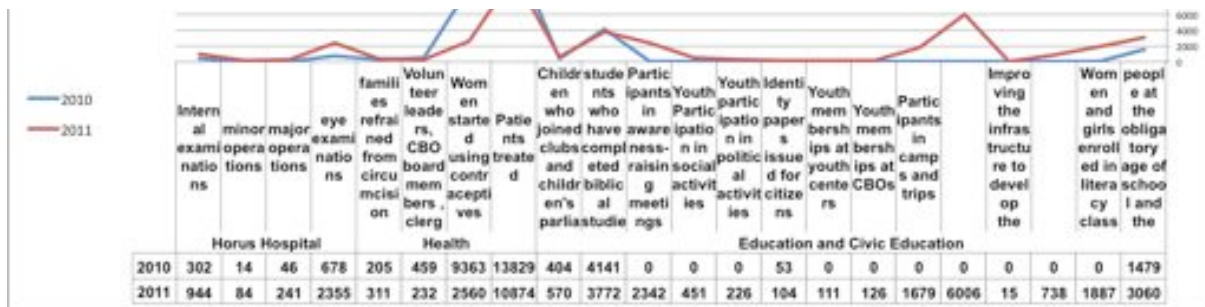
- Empowered 10 churches in Minia to address community problems, especially those related to poverty and unemployment, by implementing new micro- enterprises, or supporting existing enterprises of the poorest of the poor and marginalized groups, after training their leaders in the management skills of small enterprises.
- Conducted 4 ecumenical meetings involving 498 students, representing 30 Churches from a variety of sects and doctrines in order to exchange experiences and promote innovation, as well as creating a mechanism for joint cooperation in their respective regions.

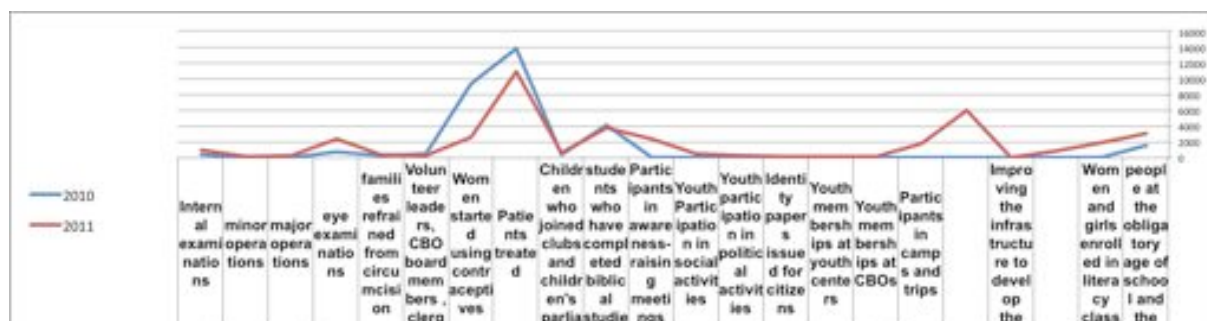
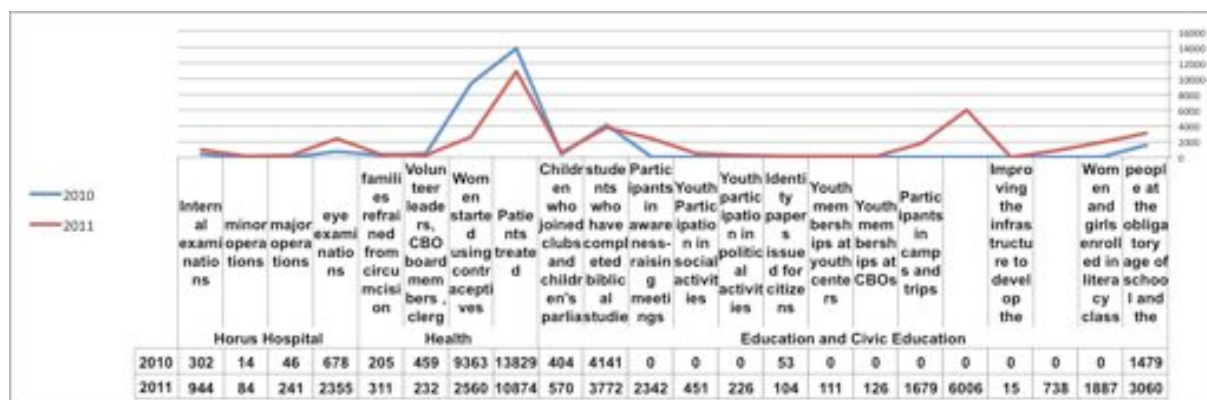


- Conducted 2 meetings attended by 15 leaders, officials and intellectuals of different churches to

develop and update the Bible study program to suit the changes of society.

Major Achievements of the Development Sector 2010 - 2011







Small and Micro Enterprise Sector

The CEOSS Small and Micro Enterprise Sector (SME) aims to combat poverty and unemployment by disbursing small loans and providing jobs opportunities in Egyptian society. The SME sector provides financial services in terms of small and micro-credit and non-financial services such as skills to help clients develop and improve their business performance.

SME Sector disbursed 56,781 loans during 2011. These loans targeted the poor and the poorest of the poor. The majority of loans went to owners of existing projects; some loans were distributed to business start-ups. The loans were disbursed in 160 work areas in the governorates of Cairo, Giza, Qalubiyya, Beni Suef, Minia and Assuit.

The SME Sector continues focus on poor women and female household heads to enable them economically. 64 % of total clients in 2011 were women. That confirms the leading role of CEOSS in supporting and developing the woman.

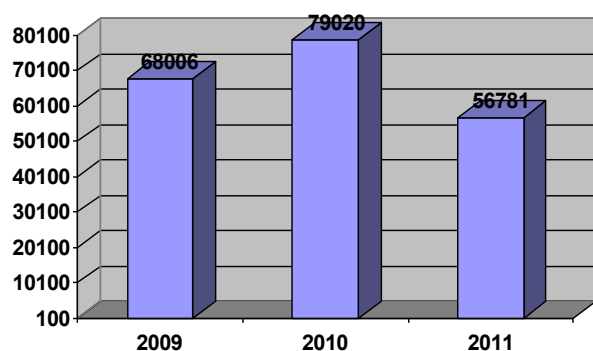
Like all organizations working in the lending field in Egypt, the CEOSS SME Sector suffered from

the events after the Egyptian revolution. The negative impact appeared in the reduced number of active clients in the portfolio and an increased number of defaulters, thus increasing the value of arrears and the risk portfolio. Nevertheless the sector achieved a payment rate of 98.7 %, and the percentage of amounts at risk amounted to 1.4 % of the total loan portfolio.

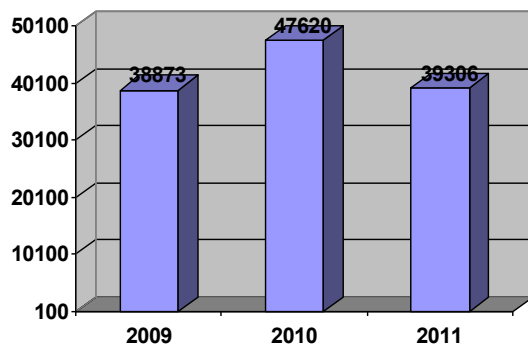


Development of Loan Program 2009- 2011

	2009	2010	2011
No of working areas	150	160	160
No of loans disbursed	68006	79020	56781
No of active clients	38873	47620	39306



■ Number of loans disbursed



■ Number of active clients

Success stories

Elham Yehya Ebrahim Mohamed



Elham lived in the countryside. Her husband died and left her in charge of three daughters in the the stage of primary education. Because the husband did not have a job generating a constant income, Elham found herself without a source of income. She returned to her parent's home, and began to think about how to support her three daughters.

She thought about the needs of the residential area where she lived with her parents. She had the idea of providing basics like ready-made clothes & household equipment and selling them in installments, and she decided to implement this idea. Then she realized she needed to increase her capital and she applied for a loan from CEOSS, and she began to expand her activity. She renewed the loan several times. With the loans she was able to rent a shop for her goods and she uses the income for her family and the education of her daughters. She plans that they will attend secondary education and university.

This lady was selected to receive the Ideal Mother Award from the governor of Minia governorate in upper Egypt.

Success stories

Mariam Kamal Shehata

Mariam's family consists of husband, wife and four children- two sons and two daughters. Her husband is a day-laborer and she works as a housewife. Three of the four children have infantile paralysis and the fourth, a son, is attending school.

The financial burden on the head of the family was very heavy as he needed to provide for the treatment for the three children in addition to the normal daily expenses. As expenses increased, the family resorted to borrowing from their neighbors and sometimes relied on the gifts given to families on feast days.

The family realized they needed to start a project to increase their income but they had no capital to start the project. They heard about group lending provided by CEOSS, and that in group lending one or two members of the group can begin new projects.

Mariam joined a group and with a loan of 200 L.E (\$ 35 USD) she began selling vegetables in the street where she lives. She took another loan for groceries, and she gradually expanded through additional loans until she took a loan of 9300 L.E (\$ 1550 USD).

The family started to reap the results, overcoming fatigue and misery; the three children with paralysis received treatment; and the son continued his education to achieve his ambitions.

Thus the family lived a decent life with ambition for the future.



Dar El Thaqafa Communications House

Production Department

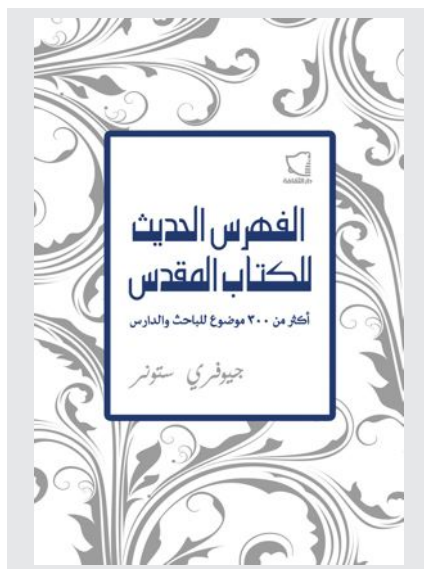
Dar El Thaqafa published 19 new books in 2011, 4 books by Arab writers and 15 translated.

Books by Arab writers:

1. *Communication* by Rev. Magdy Gergies
2. *Prophecies and Revelations* (part II) by Rev. Mohsen Naeem
3. *Who is Jesus?* by Rev. Hamdy Awad
4. *Positive Conflict Management* by Rev. Tharwat Thabet

Translated books

1. *Naissance et Enfance d'un Dieu* by Elian Cuvillier
2. *Old Testament Ethics for the People of God* by Rev.



Christopher J. H. Wright

3. *The God I Don't Understand* by Rev. Christopher J. H. Wright
4. *Des Contresens du Bonheur* by Daniel Lys
5. *Knowing Jesus through the Old Testament* by Rev. Christopher J. H. Wright
6. *The New Thematic Concordance* by Geoffrey Stonier
7. *The Little Book of Biblical Justice* by Chris Marshall
8. *The Little Book of Trauma Healing* by Carolyn Yoder

9. *The Little Book of Conflict Transformation* by John Paul Lederach
10. *The Little Book of Strategic Negotiation* by Jayn Seminare Docherty
11. *The Little Book of Strategic Peace-building* by Lisa Schirch
12. *Gérer les Conflicts dans l' Église* by Frederic Rognon
13. *Ordering your Private World* by Gorden MacDonald
14. *Leading with Everything to Give* by Simon P. Walker
15. *The Living Church* by John R. W. Stott



25 Books were re-printed for Dar El Thaqa as follows:

1. *Key to Your Child's Heart*
2. *High Maintenance Relationships*
3. *1001 Ways to Connect with Your Kids*
4. *Nine Months and Counting*
5. *Every Child can Succeed*
6. *Journeys of Paul the Apostle*
7. *Giving Your Child the Excellence Edge*
8. *222 Terrific Tips for Two*
9. *Can You Hear Me Now?*
10. *Courage to Connect*
11. *Managing Life*
12. *How to Help Others*
13. *21 Days to Helping Your Child Learn*
14. *All the Women of the Bible*
15. *All the Apostles of the Bible*
16. *Be All You Can Be*
17. *What Wives Wish Husbands Knew About Women*
18. *100 Instant Children's Talks*
19. *Girls Problems*
20. *Lord, Change My Attitude*
21. *Optimal Mission*
22. *The IVP Bible Background Commentary (Third Part)*

23. *Nurturing The Leader Within Your Child*
24. *Marriage With No Problems*
25. *How Do You Deal With Difficult Personalities?*



2011 New Titles by Category



	Numbers of Titles	Percentage
Theological		
1. Who is Jesus?	4	21%
2. Knowing Jesus through the Old Testament		
3. Old Testament Ethics for the People of God		
4. The God I Don't Understand		
Commentary		
1. Des Contresens du Bonheur	2	10%
2. The New Thematic Concordance		
Spiritual		
1. Naissance et Enfance d'un Dieu	2	10%
2. Gérer les Conflicts dans l' Églis		
Doctrinal		
1. Prophecies and Revelations part 2	2	10%
2. The Living Church		
Social and Psychological		
1. The Little Book Of Biblical Justice	5	26%
2. The Little Book Of Trauma Healing		
3. The Little Book Of Conflict Transformation		
4. The Little Book Of Strategic Peace-Building		
5. Leading With Everything To Give		
Women and Family	0	0%
Youth		
1. Positive Conflict Management	2	10%
2. Ordering Your Private World		
General		
1. Courage to Connect	2	10%
2. The Little Book of Strategic Negotiation		
Total	19	100%

One of the most important achievements of the Production Department for 2011 was publication of 3 significant books by Rev. Dr. Christopher Wright, Anglican clergyman, Old Testament scholar, and director of Langham Partnership International (known as John Stott Ministries in USA). The three works together provide Christians with an in depth perspective on the Old Testament. Through the five chapters of *Knowing Jesus through the Old Testament*, Wright traces the life of Christ as it is illuminated by the Old Testament. He concludes that “the overwhelming impression that makes itself felt through all this study of promise and covenant is God’s unwavering intention to bless.”



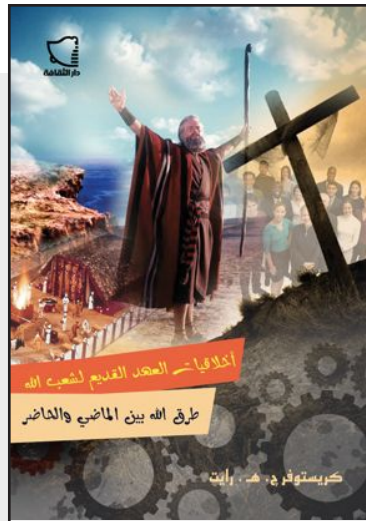
In *Old Testament Ethics for the People of God*, Wright explores a variety of themes related to contemporary issues: economics, the land and the poor; politics and a world

2011 Reprinted Titles by Category

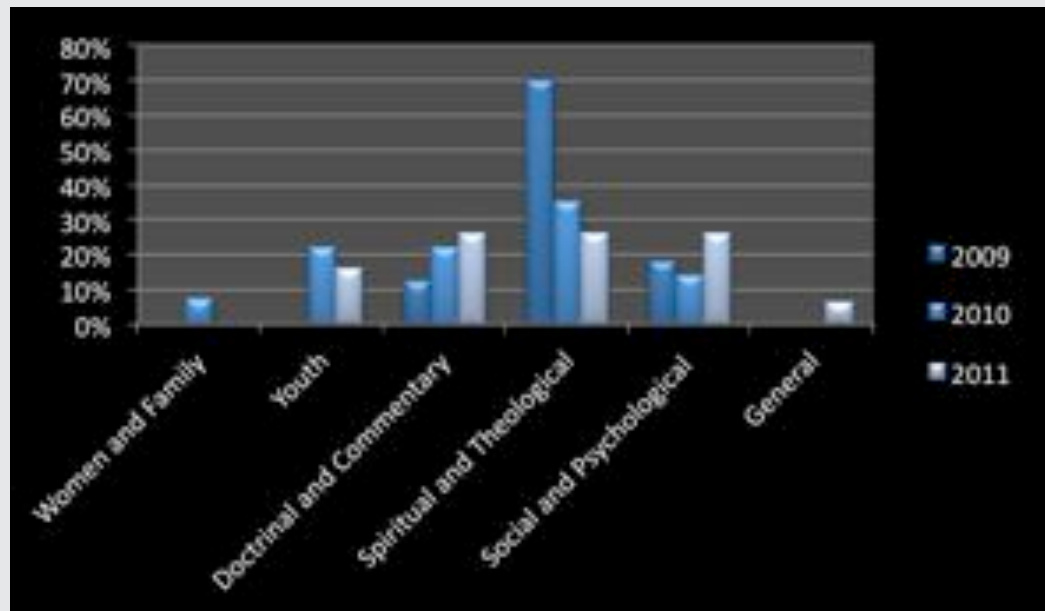
Subject	# of Titles	Percentage
Women and Family Youth <ol style="list-style-type: none"> 1. The Key To Your Child's Heart 2. 1001 Ways To Connect with your Kids 3. Nine Months And Counting 4. Every Child can Succeed 5. Giving Your Child the Excellence Edge 6. 222 Terrific Tips for Two 7. Courage to Connect 8. 21 Days to Helping Your Child Learn 9. What Wives Wish Husbands Knew About Women 10. 100 Instant Children's Talks 11. Girls Problems 12. Nurturing The Leader Within Your Child 13. Marriage With No Problems 	13	52%
Youth <ol style="list-style-type: none"> 1. Can You Hear Me Now? 2. High Maintenance Relationships 	2	8%
Commentary <ol style="list-style-type: none"> 1. The IVP Bible Background Commentary (Part III) 	1	4%
Spiritual <ol style="list-style-type: none"> 1. Managing Life 2. Be All You Can Be? 3. Lord, Change my Attitude 	3	12%
Theological <ol style="list-style-type: none"> 1. All the Women of the Bible 2. All the Apostles in the Bible 3. Optimal Mission 4. Journeys of Paul the Apostle 	4	16%
Social and Psychological <ol style="list-style-type: none"> 1. How Do You Deal With Difficult Personalities 2. How To Help Others 	2	8%
Total	25	100%

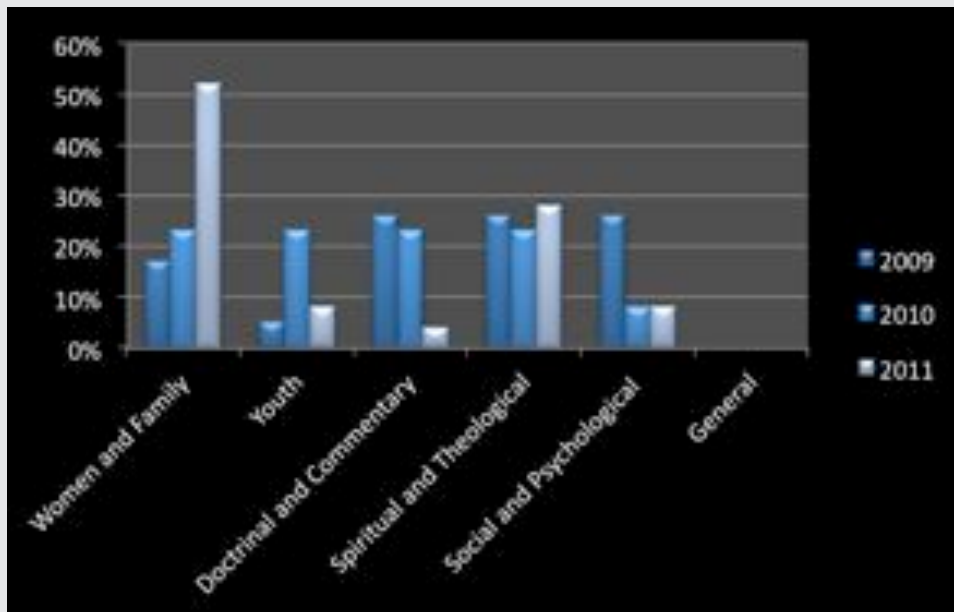
of nations; society and culture. And in *The God I Don't Understand*, Wright encourages Christians to face up to the limitations of human understanding and to acknowledge the pain and grief such limitations can cause. It identifies the hardest questions for God while at the same time holding up God's great promises to us. These three works were the best-selling publications of 2011.

A second important achievement was the demand by readers which lead to reprinting 25 books which address spirituality, theology, and contemporary social topics from a Christian perspective. The demand is an indicator of the Communications House's success in selecting relevant topics.



New Titles by Topic 2009- 2011





Reprints
by
Topic
2009- 2011

Sales Department

In 2011, gift and tape sales declined by 26%. However, despite the uncertain economic and political conditions in Egypt in 2011, sale of books published by Dar El Thaqafa increased by 4% and sale of various other Christian books increased by 14% as compared to 2010. Total revenue increased by 2% as compared to 2010. The results are a significant achievement given the economic and the sales conditions for 2011, and are a result of the great effort exerted.



Comparison of Revenue 2010 versus 2011

	2010	2011	% Change from 2010
Dar El Thaqafa books	1,062,745	1,103,773	4%
Other Christian books	755,000	878,716	14%
Gifts	653,900	638,356	-3%
Tapes and CDs	325,180	257,546	-26%
Discounts	187,200	210,165	11%
Total revenue	2,827,850	2,878,391	2%

Printing Unit (CEO-Press)

At the end of 2011 we improved the CEO-Press to keep abreast of developments in the world of printing. We also added some machines like:

- 1- Plate Processor
- 2- Perfect Binding Machine
- 3- Press Machine / double colors/ for the size 50*35

These developments will ensure high quality products, which will increase the number of customers we deal with in the overseas market .

Quantity	Value
46282 Book	301572 LE
9000 Magazine	42000 LE
53800 Mini-Book	62890 LE
Different external works (Cards-Letter- brochures- Notebooks)	762369 LE
Total	1168831 LE



Audio Visual Department

Comparison of Income and Production 2010 versus 2011

	Revenue 2010	Number 2010	Revenue 2011	Number 2011
CD's and DVD's printed	101,491	52,215	70,033	37,567
Studio machine	31,500	0	40,250	620
Editing	99,023	0	58,040	483
Films produced	767,106	16	185,210	2
Transfer to sales	4,028	3,600	0	0
Totals	1,003,148		353,533	

One of the important films produced by Dar El Thaqafa Audio Visual Department in 2011 is "**Hand in Hand**," a documentary of CEOSS' work empowering people with disability to participate in the political process in Egypt.





Peace Building and Conflict Management Department

Through its programs, the Peace Building and Conflict Management Department (PBCM) is continuing to build the capacity of individuals in effective conflict analysis, and communication, negotiation and mediation skills which contribute to reduce violence. The goal of the program is to achieve coexistence and social cohesion in the Middle East and North Africa.

Conflict Management Program for Church Leaders

The Conflict Management Program for Church Leaders covers important topics such as interventions to resolve family problems, leadership skills, and interacting effectively with religious and social leaders at the community level to reduce post revolution social tensions.

In 2011, 128 participants- 39 women and 89 men- completed Training of Trainers Phase III. To complete the program, each participant is



required to facilitate a training session in conflict resolution and peace building with participants who benefit from the materials represented and evaluate the trainers and their lessons. The aim is to instill confidence in the trainers, ensure that they focus on appropriate training goals, and help them evaluate themselves in a group setting. 57 Phase

III participants-23 women and 34 men- successfully completed this final step. An additional 30 were preparing for the final step.

Program participants transferred conflict management skills to their non-profit organizations, religious institutions and community programming initiatives. Their expe-

riences of implementing their new skills in conflict situations during and after the revolution were very impressive. Participants who completed phase III of the program exchanged experiences that reflect the impact of the courses on their work within their non-profit and religious organizations.

Program Summary

Subject	Location	Period	Duration	#Men	#Women	Total	CEOSS staff attending
Final Evaluation First Group	CEOSS, El Nozha, Cairo	10 - 13 May	4 days	6	7	13	15
Final Evaluation Second Group	CEOSS, El Nozha, Cairo	24 - 27 May	4 days	10	8	18	22
Final Evaluation Third Group	Itsa Center, Minia	12 - 15 June	4 days	9	3	12	17
Final Evaluation Fourth Group	CEOSS, El Nozha, Cairo	25 - 28 June	4 days	9	5	14	15
Course A3	Lagon Hotel, Alexandria	3 - 7 October	5 days	36	12	48	-
Course B3	CEOSS, El Nozha, Cairo	17 - 18 November	2 days	8	-	8	-
Course B3	Itsa Center, Minia	21 - 23 November	3 days	11	4	15	-
Total	7 Trainings	7 Trainings	22 days	89	39	128	69 Listeners

The Department produced 7 books related to transforming conflict. They were translated from English and French into Arabic. Titles of books are as follows:

1. *The Little Book of Trauma Healing* by Carolyn Yoder
2. *The Little Book of Strategic Peace Building* by Lisa Schirch
3. *The Little Book of Conflict Transformation* by John Paul Lederach
4. *The Little Book of Biblical Justice* by Chris Marshall
5. *The Little Book of Strategic Negotiation* by Jayn Seminare Docherty
6. *Gerer les Conflicts dans L'Eglise* by Frederic Rognon
7. *Changing Lenses* by Howard Zehr



Academic Conflict Management Program for Arabic Speaking Countries

During 2011, PBCM began work on an analytical study about conflict in Egyptian society and in the Middle East. The intent is to develop a specialized regional approach to serve the Arab world through the conflict, change and challenges of the Arab revolutions. The four part study is conceived as follows:

1. The political dimension by Prof. D. Hazem Hosni, Professor Emeritus at the Faculty of Economics & Political

Science, Cairo University

2. The societal dimension by Prof. D. Tharwat Isaac, Professor of Sociology and Anthropology in the Faculty of Arts at Ein Shams University and President of the Research Unit of the Social Research Center in the Middle East

3. The family dimension by D. Samia Kadri, Assistant Professor in the Sociology Department at Ein Shams

University and a delegated lecturer in the High Institute of Social Work in Cairo.

4. The Church and religious dimensions by Mr. Hani Labib, Newspaper journalist and Christian researcher

In June 2011, Dr.Emad Ramzy, secretary of the CEOSS Board of Directors; Rev.Dr.Andrea Zaki, CEOSS General Director, and Amany

Latif, Manager of PBCM visited American universities and centers specialized in curriculum and training related to conflict management and peace-building. PBCM succeeded in

pursuing partnerships with Eastern Mennonite University and the University of Maryland to exchange academic information and materials, exchange trainers, develop training

subjects and reference materials, provide opportunities and scholarships for graduate students, and offer joint academic certificates

Real-life story:

Sameh Louis, Luxor, Sales Manager of Bible Society in Luxor

After the revolution there was a big problem among a group of young Christians and Muslims in Luxor, Upper Egypt which resulted in violence and sectarian tension there that was difficult to control. I was able to intervene and cope and manage the situation using the communication and negotiation skills which I learned in the training to seek reconciliation between them and create a kind of peaceful dialogue between them and we succeeded in overcoming the conflict and contributing to build peaceful tools in our community. Now these young Christians and Muslims have joined "Win- Win", and they are taking an active part in conflict management at the individual and group levels in their religious associations and in the community.

"Win- Win" is a group established in Luxor in March 2011. This group was established as a result of the positive experience in addressing conflict. The goal of the group is to seek reconciliation, coexistence and social cohesion without addressing religious or political issues. The group consists of 350 members and is still growing. Through this

group we organized medical convoys to serve the community and a religious singing ceremony in the main square of the town. Two well-known singers- Ali Helbawi (Muslim) and Maher Fayez (Christian) participated and modeled acceptance and collaboration.

This model encouraged the group to develop trainings similar to the

Church leaders training on how to resolve conflict, avoid violence, seek peace and promote the concept of co-existence to serve the community.

I want to thank CEOSS and PBCM for helping me in my work, in my family and in the society. I believe this program is "human investment" for the new generations.





Cultural Development Sector

Forum for Intercultural Dialogue

Former Italian Prime Minister Silvio Berlusconi said the following words in comment on the achievement of Egyptians through the revolution which stunned the world: "The 25th January revolution was not only the end of a regime, but also the beginning of a new era of hope for all Egyptians that fits with their aspirations and matches with the needs of this age."

In 2011 the Forum for Intercultural Dialogue (FID) continued its work to support a culture of dialogue and co-existence, and to promote tolerance and pluralism in Egyptian society, as well as to encourage positive new directions during the transitional period that followed the revolution of January 25, including:

- Encouraging Egypt to continue down the road toward democracy

- Attracting and embracing the youth of the revolution as they were the engine of transformation for this community
- Contributing to national dialogues held to discuss the challenges of this stage and how to move towards real democracy in Egypt
- Raising important issues related to the future of the community in Egypt.

At the National Level

FID worked to achieve its objectives through the following programs:

New Generation Program

The Religious Leaders Program continued its work to support a culture of dialogue and co-existence,

to develop action plans for the future, and to build the capacity of participants in managing pluralism and diversity. The program tackled a number of important and crucial issues such as citizenship and political participation, the challenges of democratic transition, rationality and critical thinking in building a modern democratic state, and the



new constitution and visions of the future inspired by the revolution.

Based on the belief that the January 25th revolution is the birth of a new Egypt, and that FID participants should participate constructively and effectively in various aspects of the revolution, FID organized several activities to address the role of both Egyptian and Arabian media in the events of the revolution. Activities included a presentation of the experience of young **Media Professionals**, along with a group of revolution youth leaders. The activities emphasized Egyptian's love for youth and their role in the revolution, the role of media in the cultural construction of Egyptians, media's role in building a modern democratic state, and a national vision of media in Egypt. In addition, the events of the revolution were documented through a community initiative.



During the latter part of 2011, which was characterized by increasing religious tensions, the young **Academics** in Alexandria took the initiative to promote films and materials rejecting religious violence and affirming unity of Egyptian citizens.

In collaboration with the Educational management in Minia, young Academics conducted workshops to train social workers in communication skills and techniques of dialogue to resolve disputes between students. The young Academics also held a series of meetings to discuss "Visions of the Future inspired by the Revolution" and "Foundations of Democratic Governance of Educational Institutions."

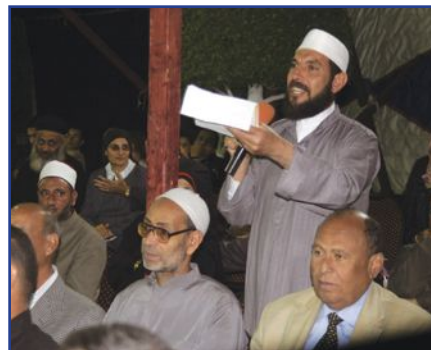


FID also launched activities of the **Young Innovators** by holding a meeting to discuss their dreams in building the future of Egypt, and to discuss pieces of art and literature that address the issues of coexistence and the art of coexistence with others.



Regional Program

Designed to spread the culture of dialogue outside Cairo, the Regional Program continued to support a culture of dialogue in the Delta and Upper Egypt, in response to the changes posed by the revolution of January 25. In this context, a number of activities focused on addressing issues that contributed to push for a civil state, such as "The Dynamics of Building the Modern Civil State" and "Civil State and the New Constitution" and "Egypt after the Revolution" and "The Basic Principles of the Modern Civil State."



Opinion Makers Program

In response to the quick successive changes witnessed during 2011, and given the important role of opinion makers in such transitional periods, the Opinion Makers program urged opinion shapers to conduct round tables to address topics such as "Reading What's Behind the Current Events" and "Moving Towards a Better Future." The Opinion Makers also discussed developing a vision to

address sectarian violence, how to follow the political situation, understanding the document of principle values for a modern state of Egypt, and the vision of civil society in the new constitution.

Church and Dialogue Program

In 2011, the Church and Dialogue Program continued to highlight and support the national social role of



the Evangelical Church in Egypt. The program contributed to the creation of a state of positive interaction about issues and events facing the country through activities held jointly by the Evangelical Church in Heliopolis and Cairo Evangelical Theological Seminary. Topics included "Elements of a State and its Pillars" and "The Future of Coexistence in Egypt."

At the International Level

The Arab Dialogue & Networking Program

The development of a mobile Revolution experienced by multiple Arab countries highlighted civil society as one of the most powerful forces for change and an essential actor in the process of democratic transition. In this context, the Arab Network, which includes 23 organizations from 7 Arab countries, finalized a document and mechanisms of action in preparation for the development of action plans that will directly contribute in achieving the goals of the network.



Arab-European Dialogue

A meeting of some Arab and European countries was held in Crete to discuss relevant issues connected to the Arab Spring. These included the formulation of community identities in light of the current political transformations, and the role of civil society organizations in building the identity of the integration, and political values.



Egyptian-German Young Leaders Forum

70 Egyptian and German youth- 42% women- participated in a conference designed to positively address the accumulated barriers of mutual misunderstanding and stereotypes separating people and to bring about reconciliation. Egyptian youth involved in the January 25 revolution participated and presented personal testimonies about editing and the role of media in revolutionary times.



Egyptian-Danish Dialogue

In continuation of the efforts of FID to build bridges of understanding between Egyptians and Danes, the fifth session of the Egyptian Danish



Dialogue was held. The program discussed the role of media in democratic transitions, media's impact on society, how media influences current developments, and the large role played by the media, especially new media, in the Egyptian revolution.

Danish-Arab Partnership Program

32 participants from Egypt, Denmark, Syria, and Lebanon held the first meeting of the Danish -Arab Partnership program. Discussions on issues related to civil liberties and religious freedoms continued for a

month on the Internet. Then a concluding event was held in Cairo to finish the discussions and to reach a common vision on the issues raised.



Social Media

Believing in the importance of the new tools of social communication and their prominent role in the Egyptian revolution, FID activated electronic communication with participants through Facebook, Twitter and YouTube, in addition to updating its website.

Community-based Initiatives

In cooperation with a committee of the Regional Group, an initiative was implemented to prepare a cadre of 40 youth to communicate with groups of young people concerning concepts and principles of the civil state and to raise their awareness about political and social changes in the post-revolution period. At the

end of training, each trainee developed an action plan to deliver what he had learned to 10 other young people.

Religious leaders contributed to the implementation of 5 community projects in different provinces in order to support a culture of dialogue, pluralism, and equality and to contribute to a healthy atmosphere of interaction and mutual understanding. The projects consolidated the principles of democracy and political participation, community, citizenship and teamwork among members of society to promote coexistence.

Self-initiatives & Success Stories

After the events of Saints Church Alexandria, Muslim and Christian religious leaders held a meeting and, working together, raised awareness of young people of the importance of national cohesion and coexistence. They disseminated concepts of citizenship to alleviate sectarian tensions.

Women from the Religious Leaders program in Cairo collected leaders and people of Imbaba, an area of Cairo where 3 churches were burned, many houses destroyed and 15 people killed during sectarian strife, and they proposed interventions to address the violence in the area.

Participants from the Luxor group or-

ganized a meeting to discuss their role in the transition period as they implemented an initiative called “In love of Egypt.” In the presence of the governor of Luxor, Christian and Muslim singers joined together in a performance to deepen the spirit of citizenship, tolerance and social peace.

A young lady from the Qena group attempted to address those who promoted sectarian strife in a meeting in Qena.

After the burning of Mar Girgis Church in Merinab village in Edfu, Aswan, members of the Aswan group organized a peaceful demonstration for the rights of the Copts.

In cooperation with the Ministries of Culture and religious leaders, FID members in Alexandria, Minia, Sohag, Qena, Luxor and Aswan held emergency meetings with their communities immediately after the events of

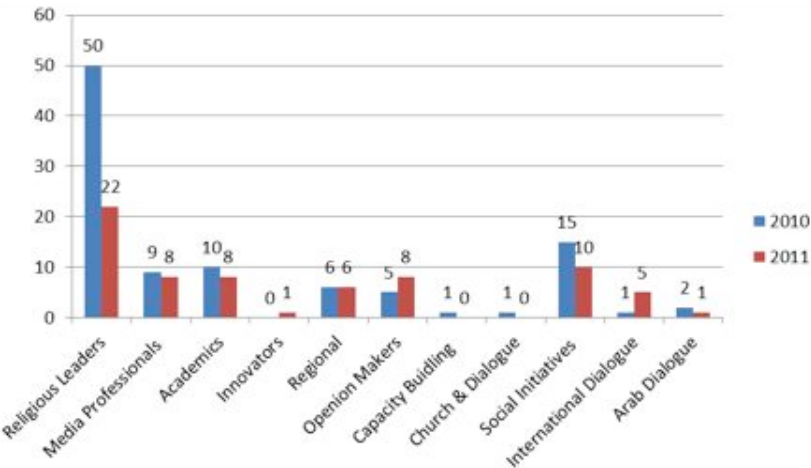
Maspero- in which Christians demonstrating in Cairo against the destruction of Mar Girgis Church near Aswan were attacked by armored military vehicles- to contribute positively to calm the situation.

Using what he acquired through years of participation in FID activities, an FID participant established a forum for dialogue and worked to include citizens in poor communities in Minia Governorate, to encourage dialogue between different groups within these communities. He built awareness of groups of adults and young people and encouraged them to participate in democratic transition experienced by Egypt. 6 meetings involving more than 300 participants were organized.

Crisis Intervention

FID worked to counteract speeches inciting hatred and to calm community violence in the aftermath of events in

Imbaba and Maspero by taking initiative to strengthen ties of unity among the various factions. FID issued a statement condemning and criminalizing these events, and held meetings with groups of people in Imbaba to calm the situation and support peaceful co-existence. FID also held meetings with all stakeholders and those interested in the issue and with symbols of cultural and intellectual influences in the formation of public opinion.



Curriculum Department

The overall objective of the CDD Curriculum Department is to empower personnel working in the development field and in civil society organizations by providing them with curricula and educational

and training materials to help them effectively implement their work. Activities of the department include production of educational resources, documentation of best practices and experiences in the

development field, and production of a development magazine entitled "Risalet El Nour."

Following are the materials produced during 2011.

Educational Resources

In 2011 the Curriculum Department developed additional materials related to its Educational Kit for Building Cadres in the Field of Reproductive Health which was previously distributed to Egyptian CBO's. The overall objective of the kit is to contribute to improving the field of reproductive health by educating youth and adolescents concerning their rights and the services they can receive.

In 2011, the following films were produced to assist service providers:

- Cartoon film entitled "Wrong, unethical, incorrect" addressed to persons with mental disability to teach them to



protect themselves from sexual abuse.

- Short film addressed to the service providers about the positive and negative stance that occurred during the service providers or the youth consultation on the issues of reproductive health.

In collaboration with the **Development Center Services**, the Curriculum Department



ment issued a "Report on Educational Manuals on Reproductive Health for Youth in Egypt." The report reviewed

selected Egyptian educational materials on reproductive and sexual health to identify content, target audience, and suitability for target audience. The objective of the report was to increase the awareness of youth concerning their reproductive and sexual health, to provide life skills to empower them to improve their lives and to protect them from risks. The report recommended improving the curricula by taking the most innovative and creative parts of each curriculum and benefiting from those parts.

The Curriculum Department continued to develop supplemental materials for the educational kit for civic education produced in 2010. The kit, targeted to primary school children and their teachers, is designed to enhance democracy and strengthen civil society in Egypt by integrating civic education into the education system. This is done in partnership with schools, civil society and non-governmental organizations. Educational manuals were produced to address media, religious leaders, and parents, and to provide for training of trainers.



Materials developed for the children include a booklet entitled "First Year in Politics," a coloring book, 2 songs addressing civic values, and computer games.



The Curriculum Department also produced a calendar that includes messages addressed to workshop owners and to parents to raise their awareness concerning the importance of education and the dangers of child labor.



Documentation

The Curriculum Department works to document programs and achievements of the CEOSS Development Sector. Doc-

umentation covers the methodologies implemented, the challenges faced, and how those challenges are overcome. Documentation may take the form of



documentary films, non-periodical newsletters, case studies, concept papers and electronic documentation.

In 2011, the Curriculum Department produced

- 1) a brochure on improving life by supporting reproductive health rights and services in Egypt, and
- 2) an organizer that includes documentation on the CEOSS project entitled "Combating the Worst Forms of Child Labor through Education."

Risalet El Nour Magazine

"Risalet El Nour," a monthly magazine that represents developmental media in Egypt, is a tool of communication among institutions and organizations working in development. The theme of the magazine for 2011 was "Living with Dignity under the Umbrella of Education". Topics addressed included the January 25th Revolution, national revolution, slum areas, citizenship, economic crisis, social coexistence, and what we need from the elections.





Self- Supporting Sector

In 2011 the revolution of January 25 and the subsequent events created a variety of challenges for the Self- Supporting Sector, the biggest of which was the instability of the market. This required a new work plan with new strategies appropriate

for the challenges. The Sector attempted to maintain a balance between the basic elements of the project- the volume of production and the continuity of technical labor while capturing the highest selling opportunities. In general, despite

the best of efforts, the results fell below the planned.

The Self- Supporting Sector team demonstrated a high level of commitment and efficiency which contributed to the following results:

Project	% of Plan achieved in 2010	% of Plan achieved in 2011
Itsa Wood Furniture	96.0 %	87.0%
Itsa Plywood	122.0%	94.3%
Itsa Center	89.0%	96.0%
Itsa Center El Dahabeya	81.8%	79.0%
Itsa Plant Nursery	55.7%	47.5%
Prinsat Farm	127.5%	94.5 %
Total	96.8%	86.0%

The most important activities for **Itsa Wood (Furniture)** which took



place during 2011 were:

- 1) the annual December exhibit in Cairo at CEOSS headquarters which achieved 125% of planned,
- 2) special discounts offered on retail products during April which achieved 200% of planned,
- 3) In partnership with the Development Sector, Self- Supporting contracted to provide furniture for a Girls' Education initiative with a total of 690 students, and
- 4) Self Supporting provided a carefully selected range of models marketed at competitive prices.

Itsa Wood (Furniture) continues to address unemployment by providing training and employment opportunities in more than a hundred skilled jobs. In partnership with the Décor Department at the University of Minia Faculty of Fine Arts, Itsa Wood trains students in a variety of skills. Itsa Wood has also begun a study on future marketing of

the project and how to achieve high rates of evolution.

2011 was a significant year for **Itsa Plywood** because of increased product demand. The project achieved 122% of 2010 earned and 93.33% of 2011 planned.

This year also saw regularity of project production. For example 641 sheets of plywood were produced for one contract. Multiple new geographical markets were opened in Minia Governorate and in Manfalot in Assuit Governorate and Samasta in Beni Suef Governorate.



In 2011 **Itsa Center** - both the headquarters and Eldahabeya- enjoyed high customer credibility and demand linked to quality service. Thanks to careful attention to reservations and arrangements and to personal safety, during the second half of the year flow of customers was significant. By the end of December 2011, Itsa Center achieved 96% of the plan for the headquarters and 79% of the plan for Eldahabeya.



35 weddings were conducted at the Center headquarters and 45 at Eldahabeya. 6 events involving more than 3000 guests each were organized, and conferences and trainings for 280 religious and development organizations were held. This included 12 new organizations using Itsa Center for the first time. In addition, sale of pastry products increased by 20%.

During 2011 improvements were completed on multiple buildings. Most significantly, free wireless internet access was provided to guests throughout the Center. This had an important impact on sales and contributed to achieving the 2011 results.

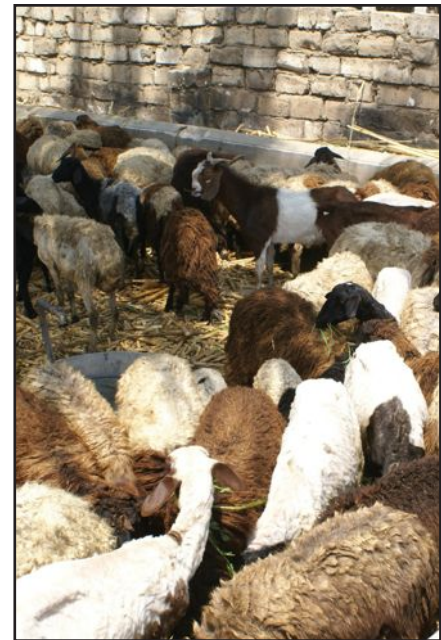


Revenue of **Itsa Plant Nursery** was seriously impacted by the events of 2011 in Egypt. Nursery sales were 47.5% of planned primarily because of reduced revenues from development and government institutions and tenders. These comprised 83% of planned 2011 income. Losses from institutions were somewhat offset by increased revenue from individuals- 125% of planned.

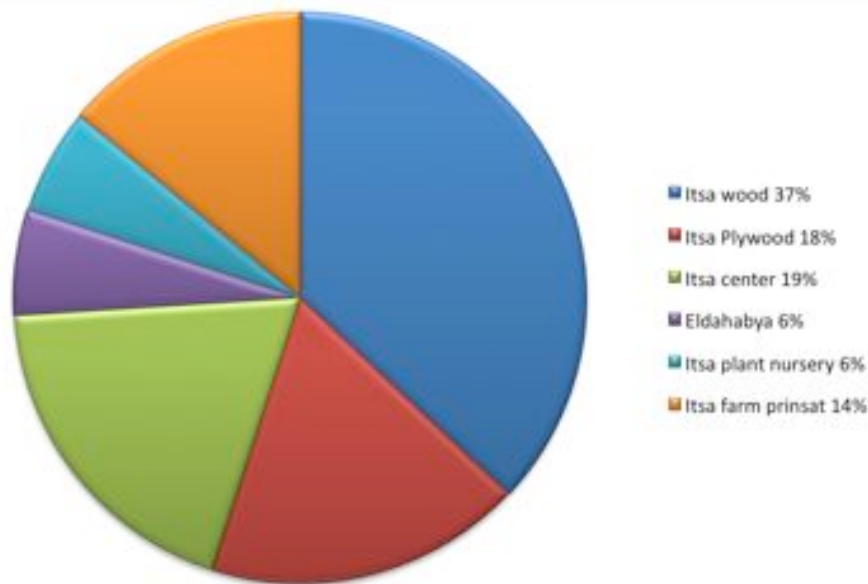


1600 ficus seedlings were distributed to beautify village centers in Beni Suef governorate as part of a youth program. In addition Itsa Nursery supplied 16,500 fruit trees and supervised their planting in 3 major areas of Rigoa, Nubariya and Shusha, villages in Alexandria and Minia governorates.

At **Prinsat farm** 2011 revenue achieved was 94.5% of 2011 planned and 127.5% of 2010 achieved. The farm increased manufacture of silage after locating the required manufactured products. The farm also focused on increasing the cattle herd through breeding. There were 82 head by the end of 2011. In addition a sheep fattening project was introduced.



The 2011 revenue share of each Self-Supporting project

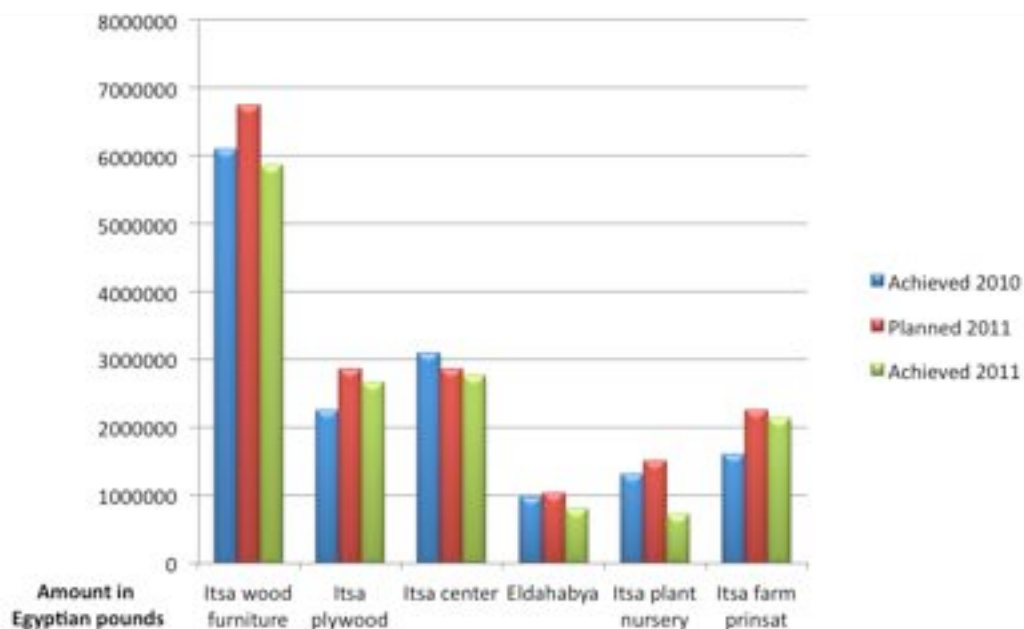


The following table compares planned and achieved in 2011 with achieved in 2010. Figures are in Egyptian pounds.

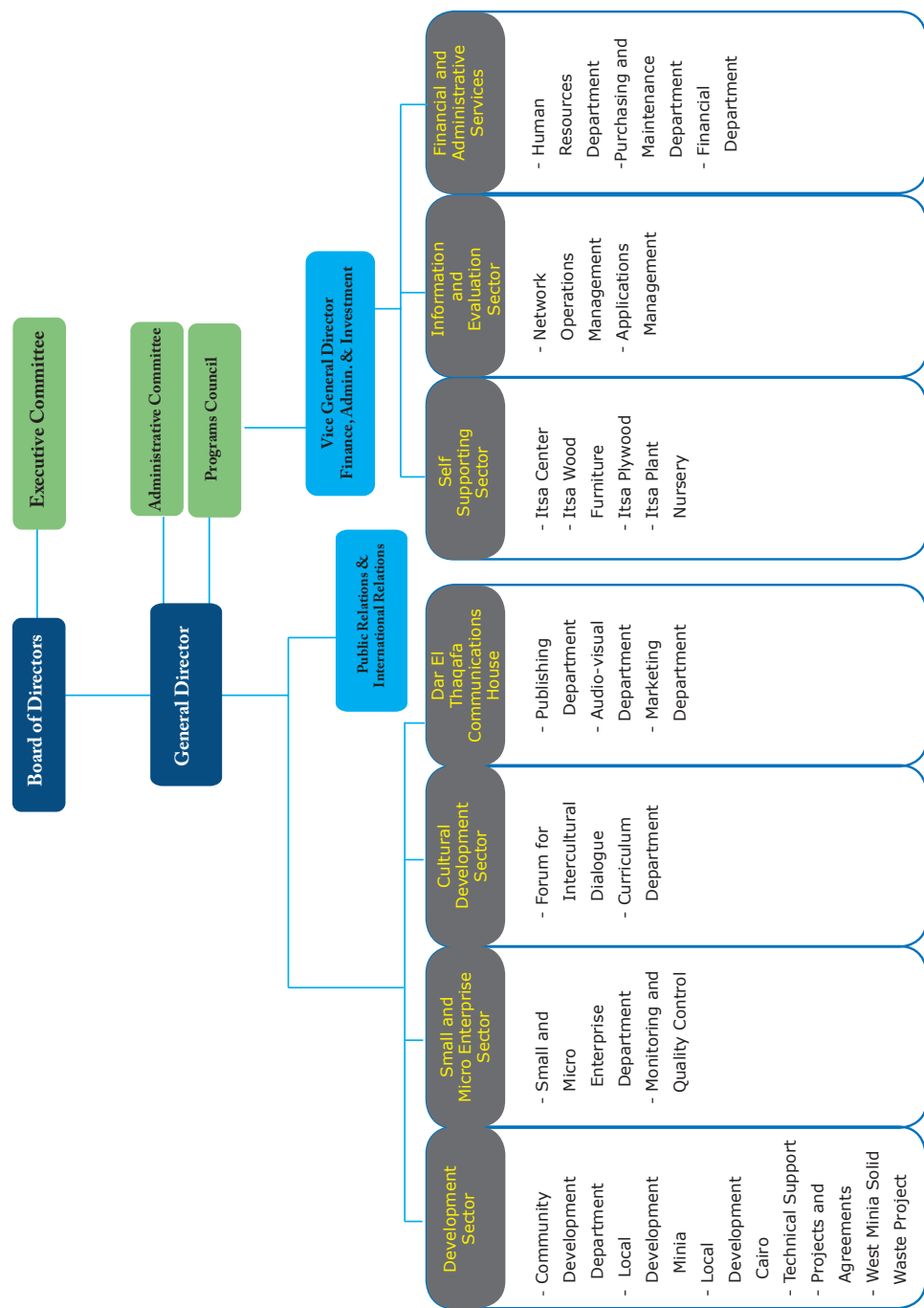
Project		Achieved 2010	Planned 2011	Achieved 2011
Itsa wood furniture		6,100,000	6,750,000	5,853,000
Itsa wood plywood		2,250,000	2,850,000	2,665,000
Itsa center	Headquarters	3,092,162	2,850,000	2,752,646
	Eldahabya	980,920	1,025,000	802,180
Itsa farm	Plant nursery	1,300,000	1,500,000	712,844
	Prinsat	1,600,000	2,250,000	2,128,330

\$1 = 6 Egyptian pounds

The following Bar Graph compares planned and achieved for each project in 2011 with achieved in 2010.

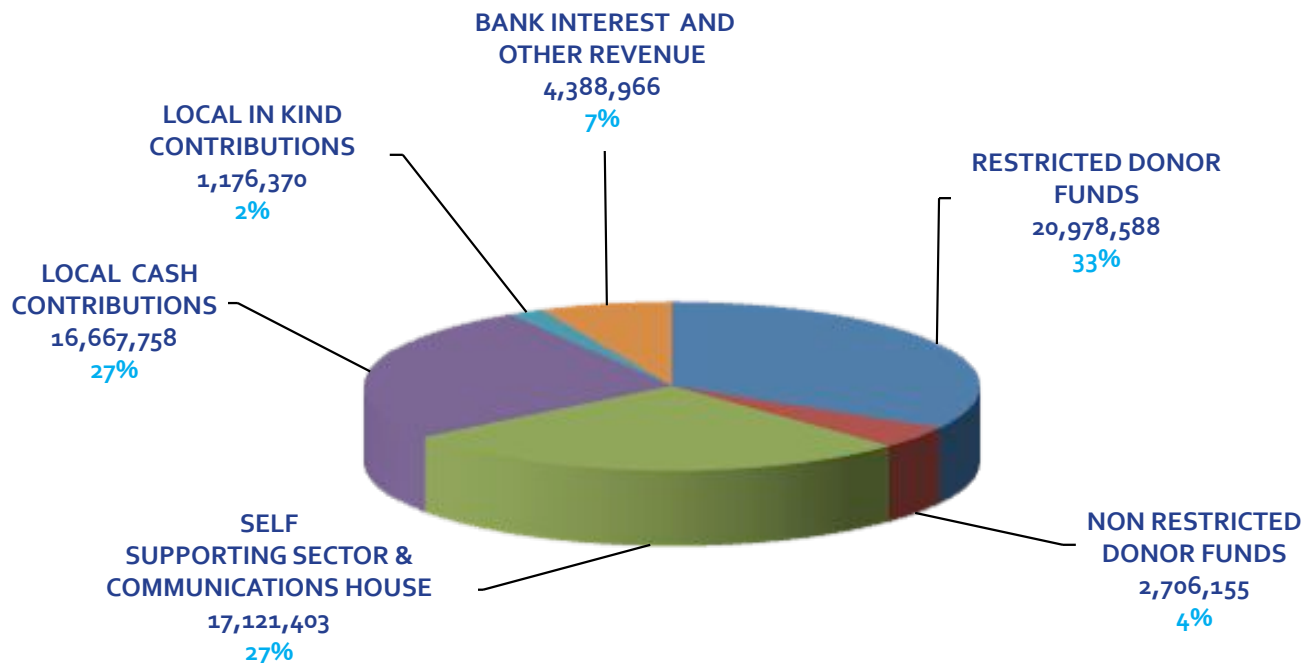


Organization Chart



Financial Report

REVENUE 2011
All Amounts in L.E.
63,039,240

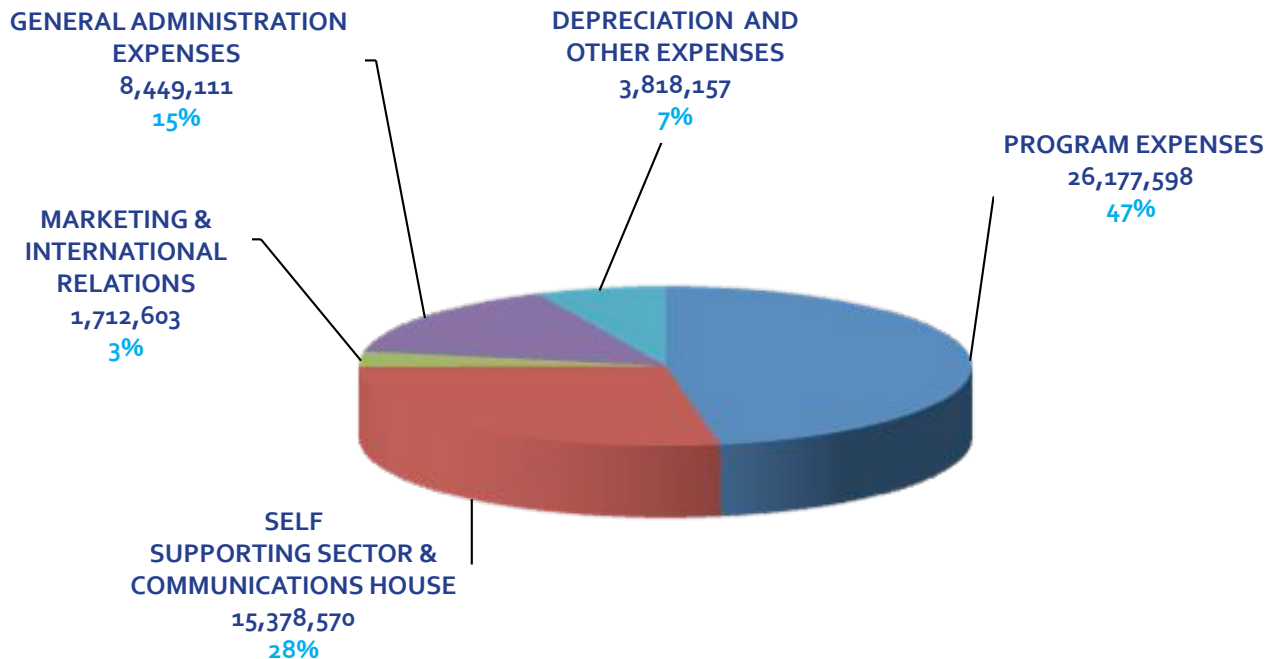




Financial Report

EXPENDITURE 2011
All Amounts in L.E.

55,536,039





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On behalf of the nearly 2 million people we help annually, we thank the foundations, non-governmental organizations, and multilateral agencies whose support makes our work possible.

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- Christian Blind Mission
- Church of Scotland
- Church World Service
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- United States Institute of Peace (USIP)
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