COUNTRY
PROGRAMME
ACTION PLAN

between
The Government of Egypt
and
The United Nations Development Programme

2013 - 2017
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The Framework

The Government of Egypt and the UNDP-Egypt are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Egypt and UNDP are committed.

Building upon the experience gained and progress made during the implementation of the previous Country Programme 2007 to 2011 (extended until June 2013),

Entering into a new period of cooperation (2013 to 2017),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:
Part I. Basis of Relationship

1.1 WHEREAS the Government of Egypt (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as “UNDP”) have entered into a Standard Basic Assistance Agreement (SBAA), which was signed by both parties on January 19, 1987. Based on article I, paragraph 2 of the SBAA, paragraph 1 of the Standard Annex: Supplemental Provisions to the Project Documents: The Legal Context (“Supplemental Provisions”), attached to and forming part of this CPAP, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”; as such term is defined and used in the CPAP and AWPs.
Part II. Situation Analysis

2.1. Rated 'medium human development' on the human development index (0.64) and ranking 113th out of 169 countries on the global index, Egypt had recently experienced a relatively high growth rate in its gross domestic product that did not sufficiently address intra-country disparities, whilst poverty also increased due to high inflation, especially for goods and services consumed by the poor. This contributed, in part, to the 25 January 2011 revolution. Since then, Egypt has been deeply involved in its transition.

2.2. A referendum in December 2012 gave Egypt a new constitution but consensus has not been attained on all of its articles. Parliamentary elections initially foreseen to take place in the spring 2013 have been postponed until the validity of several articles of the elections law are confirmed by the Supreme Constitutional Court. Current events are shedding light on the need for consensus building on critical issues related to freedoms of the press; human rights and dignity; anti-corruption; the rule of law; the role of women and youth in society; political inclusion; and accountability and transparency.

2.3. Economically, Egypt suffered significantly after the revolution. Reserves fell by more than half of their pre-revolution levels and are now at $13 billion. In two years, foreign direct investments have declined by more than 50% (from $4.6 billion in 2009-2010 to $2.1 billion in 2011-2012), and domestic investment is down significantly. Compared to the average rate of 7% between 2006 and 2008, the low growth rates of 2011 and 2012 (estimated at 2%) put additional pressures on economic well-being, whilst exacerbating disparities and unemployment.

2.4. Recent statistics show that 13%\(^1\) of Egyptians are unemployed, while youth unemployment can reach up to 77% and female unemployment is around 24%. While only 4.8% of the population lives in extreme poverty\(^2\), close to 25.2%\(^3\) live below the national poverty line and an equal percentage just above it. Thus, about half the population is vulnerable to external shocks, especially rising food prices. Fuel and food subsidies crowd out fiscal expenditures on health, education and other social services.

2.5. While Egypt is on track to achieve most of the MDGs, there are significant disparities in income levels and living standards within the country, with major gaps in employment and gender disparity - which have been further exacerbated under the current conditions.

2.6. A population growth rate of 2%, with more than 90% of the population living on 10% of the land, puts considerable pressure on the country’s resources, including energy, agriculture, water and

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\(^1\) Central Agency for Public Mobilization and Statistics (CAPMAS), Quarterly Report, Q1 2013
\(^2\) The poverty line in Egypt was calculated in the 2011 Household Income and Expenditure Survey (HIECS) at LE256 per person per month, or LE8.5 per day, while the "extreme" poverty line is calculated at LE171.5 pounds per person per month or LE5.7 per day.
\(^3\) CAPMAS, Household Income and Expenditure Survey (HIECS), 2011
the environment, and threatens to reduce the quality of health, education and other services. Climate change is a major threat to the development prospects of the country. Rising sea levels pose the threat of severe flooding in the low-lying delta, which is an important and densely populated and agricultural centre. Climate change effects such as desertification, drought and changing weather patterns will potentially have severe consequences for a country that is dependent on the Nile for 95% of its water resources.
Part III. Past Cooperation and Lessons Learned

3.1 The findings of the assessment of development results, 2010, indicate that UNDP continues to influence national policy and resource allocation through its national human development reports, Millennium Development Goals reports and governorate human development reports. Those reports influenced the formulation of a national decentralization strategy and the establishment of a ‘social contract centre’ to promote a new social contract between the state and its citizens.

3.2 Using the experiences of Brazil, Chile and Mexico, UNDP helped the Government to develop a conditional cash transfer model to better target the poor with social protection benefits. UNDP also developed a monitoring and evaluation system to help the Government track progress on poverty reduction through its ‘poorest villages’ programme.

3.3 With UNDP support, the Social Fund for Development has created tens of thousands of jobs focusing on women and young people by supporting the creation of micro, small and medium-sized enterprises with micro-credit, business development services, entrepreneurship building and public works programmes, especially in support of the transition.

3.4 Assistance was provided to the Government to prepare codes and standards for energy-efficient buildings and appliances, resulting in a ministerial decree4 for the establishment of compulsory energy-efficient labels for home appliances. With UNDP support, a model for the sustainable financial management of protected areas was introduced, benefiting the communities living in those areas. UNDP built national capacity to assess the vulnerability of several sectors to climate change.

3.5 UNDP also played a leading role in several joint programmes with other United Nations organizations working in such areas as female genital mutilation; climate risk management; pro-poor horticulture and value-chain development serving as an important platform for alliances with national and international partners.

3.6 UNDP helped the Government to build capacity, strengthen institutions in human rights, and pass a law that criminalized female genital mutilation, while starting a movement of declaring certain villages to be female genital mutilation-free. Early in the transition, UNDP organized a high level international forum that facilitated the sharing of ‘transition’ experiences with policy makers and civil society from Africa, Asia and Latin America. UNDP also extended capacity development support to electoral authorities at a critical juncture in the history of the country.

3.7 Lastly, UNDP supported the Government in initiating and implementing several award-winning programmes in information and communication technology for development including ‘telemedicine’, e-government, community development and literacy.

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4 2003/180 – Importers and Producers of Household Appliances are obliged to place energy efficiency labeling, in accordance with Egyptian Standards.
3.8 Based on these experiences, key lessons learned include the need for: cross-sectoral programming, so as to maximize results and impact; innovative risk taking, for breaking new ground in development areas that may be untested or untried; the right mix of ‘upstream’ policy support and ‘downstream’ pilot programmes to allow for experimentation, adjustment and the fine-tuning of policies and programmes; scaling up successful pilot strategies; a special focus on programmes and actions empowering women and contributing to bridging the gender gap; South-South and triangular cooperation, to facilitate the sharing of knowledge and expertise; and expanding partnerships with a range of partners, including the private sector, to diversify the resource base of UNDP.
Part IV. Proposed Programme

4.1 The present country programme is fully aligned with national priorities as reflected in the 10 year National Development Plan (2012-2022) of the Government; with the United Nations Development Assistance Framework (UNDAF), 2013-2017, for Egypt; and takes into account the directions of the draft UNDP Strategic Plan, 2014-2017, as it is being developed. It responds to the key development challenges facing Egypt as outlined in the Situation Analysis, 2010, approved by the Cabinet of Ministers in early 2011 and updated through the consultative sessions of the UNDAF priority working groups.

4.2 The CPAP is based on and derived directly from the above referred documents. Furthermore, it incorporates the feedback from partner consultations held during May and June 2013, while taking into account the evolving context during the second quarter of 2013. While providing a clear programme framework, the CPAP must be conceived with the requisite degree of flexibility to ensure responsiveness to emerging issues.

4.3 UNDP will work in close consultation with national partners so as to mitigate risks and respond to the changing needs of the transition. Through policy advice and programmatic support, the country programme will promote sustainable human development, focusing on the poorest and most vulnerable, women and youth. UNDP will contribute to the areas of inclusive growth and poverty reduction, democratic governance and environmental protection, through multisectoral programmes that can simultaneously deliver on economic, social and environmental areas.

4.4 There are five key principles underpinning this CPAP, namely, national ownership, capacity development, South-South cooperation, human rights, as well as gender equality and women empowerment. These principles are mainstreamed throughout the three priority programme areas outlined in the paragraphs below. Furthermore, UNDP will engage and promote knowledge sharing and partnerships (with other United Nations organizations, national and international partners, and relevant global and regional initiatives) in the implementation of the country programme.

4.5 UNDP leadership in the production of the Millennium Development Goals/sustainable development goals report and in other poverty-tracking tools, its role in leading three Millennium Development Goals Trust Fund joint programmes, and its support to Egypt in facilitating a dialogue on the post-2015 agenda will ensure that UNDP contributes to a coherent United Nations response in accelerating progress towards the Millennium Development Goals and beyond.
Poverty Reduction

UNDP’s contribution under this component will focus on the following key intervention areas: (i) Inclusive business development and job creation, especially for youth and women (ii) Public works and more inclusive and equitable, social protection programmes, and (iii) Informed decision making and pro-poor economic governance.

4.6 UNDP will develop tools and services to make the creation of micro, small and medium-sized enterprises (MSMEs) easier and more sustainable. This will include micro-finance, micro-leasing, micro-insurance, Islamic finance products, business development services, entrepreneurship skill-building, and products and services for the largest but poorest socio-economic groups. UNDP will support poverty alleviation and economic empowerment through increasing employment opportunities, especially for youth and women, in heritage arts, crafts, tourism and creative industries. In addition, UNDP will support the creation of a healthy competitive business environment for MSMEs, encourage social entrepreneurship, and increase jobs and incomes using ICT solutions.

4.7 To support local employment creation, UNDP will build the institutional capacities of the Social Fund for Development to implement labor-intensive public works programmes and income-generating schemes. This will be done through local economic development frameworks and processes so as to maximize the use of local resources. Furthermore, UNDP will support the Social Fund for Development enhance its institutional capacity in Results-Based Management, Monitoring and Evaluation, and the production of gender disaggregated data. Regarding the latter, UNDP will support the SFD in establishing a Gender Unit responsible both for internal and external activities. Internally, UNDP will support the establishment of a women-friendly workspace as well as to build its capacity to develop internal knowledge management tools and indicators to track gender progress and empowerment, in line with the UNDP gender equality framework. Externally, UNDP will support SFD to start compiling quality assurance indicators that will capture innovative and creative examples of increasing women’s ability to work and be engaged in financial (micro loans) and non-financial services (capacity development). UNDP will also support SFD with regard to gender sensitive policies, measuring results and documentation of success stories of women economic empowerment and women friendly workspaces.

4.8 UNDP will continue promoting local economic development and private sector engagement. UNDP will broker and advocate base of the pyramid and sustainable business models and will continue to support the Egypt Network for Integrated Development (ENID) in the implementation of effective integrated rural development strategies to address obstacles to vital social and economic development challenges, in the following areas: economic empowerment of women and youth; promoting MSMEs; agricultural productivity and off-farm employment; upgrading basic services in rural Upper Egypt; administrative and fiscal decentralization. Building on the UNDP previous support to value/supply chains of horticulture products, UNDP will continue supporting poor farmers by implementing model micro-credit program to make available agriculture inputs at the time of cultivation through selected Farmers Association.
4.9 **UNDP will continue to raise awareness and build the capacity of the private sector on Corporate Social Responsibility (CSR).** To this effect, detailed CSR sector diagnostics will be developed advocating for changes in the legal/institutional framework and promoting a culture of respect for human and labor rights, in addition to compliance with principles of environmental protection, anti-corruption, integrity, transparency and accountability in corporate governance and interactions with the government and the community. Furthermore, UNDP will advocate and promote public-private partnerships through the organization of multi-stakeholder dialogues and by raising awareness on the current (201) Public Private Partnership Law.

4.10 **UNDP will further explore opportunities for supporting social protection programmes (such as conditional cash-transfers) focusing on the poorest and most vulnerable.** UNDP will also provide technical assistance and will facilitate sharing of best practices experiences from other parts of the world relevant to the Egyptian context. Through the Social Contract Centre, UNDP will continue to promote social justice and equitable social policies, advocate for a social protection floor to help strengthen poverty fighting mechanisms, enhance social accountability through capacity building and evidence-based research.

4.11 **To inform policy-making during the transition process, UNDP will provide technical support and broker best practices in the areas of economic governance, with a special emphasis on resilience to shocks and vulnerability, reform of macro-economic policies, subsidy reform, taxation schemes and fiscal space, ensuring that economic policies are evidence-based and aligned with social policies to protect and empower the most vulnerable and for ensuring better equity and social justice.** To this end, UNDP will be organizing high level seminars and roundtable conferences around key policy issues, brokering best practices and showcasing alternative policies for engagement with private sector, governments and civil society. UNDP will also be building capacities of civil society organizations in this area as well to ensure bottom-up as well as top down support.

4.12 **UNDP will partner with national institutions to produce factual analysis and knowledge reports for monitoring poverty and progress towards the achievement of the Millennium Development Goals such as National Human Development Reports, MDG reports as well as the post 2015 agenda.** Focusing on development issues, these reports will act as advocacy tools used to shed light on key development issues and challenges and provide policy options in order create a platform for dialogue and discussion among Government, policy makers, civil society organizations, and academia. UNDP will work with UN agencies and with national and international partners to carry out post 2015 national consultation platforms focusing on women, youth, the marginalized and vulnerable in an effort to contribute to the global conversation on the Sustainable Development Goals, identify priorities for Egypt and prepare evidence based reports for strengthened policy making, budget planning and monitoring. Furthermore, working through the Social Contract Center, UNDP will assist in the establishment of a social and economic council and the drafting of legislation in the area of economic and social rights and women’s empowerment.
4.13 UNDP will give priority to the inclusion of women and youth in all of its economic empowerment activities whilst ensuring that civic engagement and capacity building activities work hand in hand with such economic activities. In this regard, UNDP will support the implementation of the National Information Technology and Innovation Strategy and will broker knowledge to facilitate information exchange, innovations and good practices in the ICT for development field and provide technical assistance to the Ministry of Communication and Information Technology and the Ministry of State for Administrative Development to adopt and develop innovative initiatives. Building from previous pilots in Siwa’s ICT4D integrated model, UNDP will work with national partners and with private sector to replicate such a successful model.

**Democratic Governance**

UNDP’s objective in this area is to strengthen national efforts aimed at making national institutions, policies and legislations transparent, accountable; gender sensitive; inclusive; promoting rule of law and protecting human rights especially for women and the less advantaged.

4.14 UNDP will continue to support the government strategy of promoting decentralization and local development to respond to the needs and priorities of citizens at the local level. UNDP will continue to strengthen the local development agenda through the establishment of a decentralization and local development observatory; institutional and capacity development of the Ministry of Local Development (MOLD) and of local administrations at the Governorate and Markaz levels; strengthening monitoring, evaluation and data collection at the local level. UNDP will support the preparation of integrated local development strategies focusing on Local Economic Development (LED), natural resource management and quality and gender responsive public service delivery. This effort will enhance the national policy, regulatory and institutional environment for LED promotion with the goal of ensuring its coherence and alignment with LED promotion objectives. UNDP will continue collaboration with the Ministry of Planning and International Cooperation (MOPIC) to upscale the implementation of ‘demining for development’ to cover all of the North West Coast and will support the reintegration of mine victims and their families through income generation activities.

4.15 UNDP will continue to support strategic and participatory urban planning. UNDP will support the Government to complete the strategic urban development plans for Egypt, Greater Cairo and Alexandria to establish a monitoring and evaluation system and urban observatories for better urban policy planning. UNDP will implement the ‘safe cities’ model through the creation of safe neighborhoods and communities that are free from violence against women and girls and will continue to support gender mainstreaming in the development of strategic urban planning manuals and toolkits in addition to the development of gendered Geographic Information Systems (GIS).

4.16 UNDP will continue to support national and local capacity development in crisis management, disaster risk reduction and conflict resolution. UNDP will continue to support the Cairo Centre for Conflict Prevention and Peacekeeping Activities (CCCPA) as a regional
center of excellence for training in peacekeeping and conflict resolution in Africa and for building a national cadre of expertise in peacekeeping, crisis management and conflict resolution targeting stakeholders such as the military, the police and civil society organizations. UNDP will also provide technical assistance to the Information and Decision Support Centre (IDSC) and national and local authorities in crisis management, disaster risk reduction, conflict resolution and the establishment of early warning systems.

4.17 **UNDP will continue to support government efforts to protect, promote and fulfill human rights especially for women and the most vulnerable and to implement its international commitments to the human rights mechanisms.** In cooperation with other UN agencies, UNDP will continue to support the Ministry of Health and NGOs to work towards the development of a national strategy to combat FGM coupled with a strong family empowerment package to empower families socially and economically, in addition to a strong communication and media component to counter conservative messages against the denouncing of FGM. UNDP will support national mechanisms to protect the rights of people with disabilities and combat human trafficking. UNDP will continue to support building human rights capacities and knowledge in law enforcement sector including the police and the judiciary and will collaborate with the Ministry of Higher Education to integrate human rights in higher education. UNDP will enhance the capacity of the National Council for Human Rights to follow-up on the implementation of the Universal Periodic Review (UPR) recommendations and to promote national dialogue on economic and social rights.

4.18 **UNDP will continue to support oversight and anticorruption bodies to follow-up on Egypt’s commitments to the UNCAC for the prevention of corruption:** UNDP will strengthen the access of the National Coordinating Committee for Combating Corruption (NCCCC) and national oversight bodies with expertise, policy advice, comparative experiences and networks for the establishment of the independent anti-corruption body. UNDP will also support the enhancement of professionalism and international standards for transparency and corruption prevention as well as the development of a national framework for indicators to measure the results of anti-corruption policies, programmes and legislation.

4.19 **UNDP will continue to support modernization; transparency, accountability and results based management in the civil service to enhance the equitable and efficient access of citizens to quality public services.** UNDP will continue to support innovative ICT-based service delivery, open government initiative, e-government; efficient complaint management systems and the modernization of the Egypt Post and the National Telecommunications Regulatory Authority. UNDP will support the modernization of the justice sector through restructuring, automation, access to legal information and legal aid and legal empowerment of women; and will continue to support Ministry of State for Administrative Development (MSAD) for the establishment of Centers of Excellence for Results Based Management (RBM) and for transparency and accountability in the civil service.

4.20 **UNDP will provide technical assistance to increase transparency and mutual accountability in aid management.** Within the scope of the Cairo Agenda for Action on Aid Effectiveness between the Development Partners’ Group and the Government, UNDP will provide expert services to assess needs and propose options for the design and establishment of an Aid
Information Management System (AIMS) that is sustainable and meets the needs of stakeholders.

4.21 UNDP will provide technical assistance to strengthen the visibility and effectiveness of the voice, leadership, civic engagement of women and young people in the public sphere. UNDP will support the Ministry of Youth, the National Council for Women and the Social Contract Centre in the IDSC to enhance knowledge, skills, volunteerism and the engagement of women and youth as voters, candidates, members and actors in political processes and legislative and decision-making structures. UNDP will upgrade and pilot-test innovative practices for sustainability, governance and social franchises in youth clubs in different governorates.

4.22 UNDP will continue its support to strengthen the responsiveness of institutions, legislation and policies to the immediate requirements of the transition to democracy. UNDP will continue to collaborate with national electoral authorities, including the support to the establishment and development of an electoral management body, to strengthen national capacity for the management and administration of transparent, credible elections. UNDP will support the Ministry of Interior (MOI) to rebuild confidence between citizens and the police, and with the technical secretariat of the Parliament to enhance its functions based on inclusive and participatory approaches. UNDP will provide technical assistance and comparative experiences in areas such as transitional justice, transformation in policing, legal empowerment and access to justice and democratic dialogue, including support to the prospective economic and social council.

4.23 UNDP will expand its support for south-south cooperation. In collaboration with the Ministry of Foreign Affairs, UNDP will support the development of a National Strategy for South-South Cooperation in support of Egypt’s foreign Policy and the mutual exchange of comparative experiences in the transition to democracy.

Environment and Sustainable Development

UNDP’s objective in this area follows a two-pronged strategy: exploring and helping implement options for climate change adaptation and mitigation, and promoting protected areas and biodiversity conservation.

4.24 In the area of climate change adaptation, UNDP will continue to lead UN system efforts introducing new tools to assess the impact of climate change on River Nile river flow, new stress-tolerant cropping pattern, and will promote integrated coastal zone management to adapt Nile Delta lowlands to the expected sea-level rise. In this respect, UNDP will help pilot soft-engineering solutions for sea defense systems. UNDP will also promote the incorporation of climate-change risks into national policies, plans and public investments, and continue assessment of different sectors vulnerability to climate change and proposed adaptation measures.

4.25 In the area of mitigation, UNDP will support the Government in its reporting obligations to global conventions on greenhouse gas emissions and preparation of national communication reports.
4.26 UNDP will work on improving energy efficiency in the electricity sector to reduce load on the electricity network and greenhouse gases emission. This will include supporting the market transformation to energy efficiency lighting systems that covers different sectors as well as the promotion of energy efficient electric home appliances, in collaboration with the Ministry of Electricity and Energy. UNDP will give special support to transformation of lighting systems in public/government buildings and street lighting as per the decisions of the Supreme Energy Council. Meanwhile, UNDP will support the Information and Decision Support Centre (IDSC) in establishing the Energy Efficiency Unit as a policy advisory unit linked to the Supreme Energy Council. UNDP will also support the development, implementation and enforcement of a national programme for Standards and Labels for energy efficient home appliances. Likewise, UNDP will explore opportunities for promoting the use of roof-top photovoltaic systems to generate electricity from solar energy. All climate change mitigation projects are expected to open new business opportunities that will create jobs in line with ‘green economy’ principles.

4.27 UNDP will promote sustainable transport schemes to reduce energy consumption and emissions from the transport sector. This will include implementation of pilots introducing high quality service buses, to influence behavioral change of car owners towards public transportation and support the establishment of non-motorized transport networks in provincial cities as well as traffic demand management activities in Cairo.

4.28 UNDP will support the Government efforts in reducing greenhouse gas emissions and phase use of ozone depleting substances. In this regard, UNDP will continue building the capacity of the Clean Development Mechanism (CDM) unit within the Egyptian Environmental Affairs Agency (EEAA) to support implementation of projects within the framework of global carbon credit trade. UNDP will support the Ozone Unit at the EEAA to implement the accelerated phase-out schedule of the Montreal Protocol on Substances that Deplete the Ozone Layer in the non-appliance foam sector.

4.29 UNDP will promote new techniques and approaches for management of specific types of wastes to generate useful bi-products and reduce greenhouse gases and other harmful emissions. In this respect, UNDP will promote bio-energy technologies in rural areas, to convert human, animal and agriculture waste into bio-methane gas to be used for cookers as well as organic fertilizers through implementation of demonstration models and later on the establishment of a mechanism for replication at the national level. This will support expanding rural population access to clean energy that will reduce dependency on imported and heavily subsidized butane gas cylinders. UNDP will also work with Egyptian Environmental Affairs Agency in Minya Governorate solid waste composting plant and will explore opportunities for developing a hazardous waste management system. UNDP will support Egyptian Environmental Affairs Agency to establish management system for electronic wastes in collaboration with Ministry of Communication and Information Technology, medical wastes in collaboration with Ministry of Health and finally hazardous waste management with Basel Regional Convention Center in Cairo University.

4.30 UNDP will support the sustainability and effective management of protected areas. In support of the national programme to conserve nature and wildlife and improve the quality of residences in adjacent communities, UNDP will support the Government in consolidating and
scaling up pilot initiatives to achieve financial sustainability in protected areas by (a) developing business and management plans for selected protected areas and cultural heritage sites and needed legislative, institutional and regulatory frameworks to increase revenues for reinvestment in conservation activities; (b) integrating community-based income-generation and poverty alleviation initiatives into biodiversity conservation; and (c) building capacities in the management units of new protected areas. The nature conservation sector in the Egyptian Environmental Affairs Agency will support financial sustainability and more effective management of protected areas. UNDP will help build the capacity of the agency with respect to the financial sustainability model of protected areas.

4.31 UNDP will avail assistance to address the needed legislative, institutional and regulatory frameworks to generate revenues for re-investment in conservation activities. Building on the success of the Egyptian-Italian Environmental Programme (EIECP), UNDP will work together with the Nature Conservation Sector at the Ministry of Environment, on a new phase for the EIECP. In addition, UNDP will work on mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt.

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<th>Resource Plan by Practice Area (in USD)</th>
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Part V. Partnership Strategy

5.1 The UNDP country programme will be implemented under the overall direction of and in alignment with the Government of Egypt’s priorities and in collaboration with national authorities at various levels, and coordination with development partners.

5.2 The partnership strategy of UNDP’s country programme is guided by the principle that the attainment of the desired outcomes is possible only with the support and concerted action of stakeholders. Building consensus and creating genuine ownership and a higher level of accountability of the development process and the intended outcomes among partners is therefore critical in achieving results. For this reason, attention has been given to the process of building partnerships and how partnerships are strategically utilized to achieve the outcomes set forth in the Country Programme.

5.3 The aim of the partnership strategy is to work together with counterparts and partners around the shared principles and commitments to just and sustainable human development and the achievement of the MDGs and the post-2015 agenda.

5.4 The Ministry of Planning and International Cooperation, (MOPIC) as the Government Coordinating Agency for UNDP and signatory to the UNDAF and CPAP, will continue to play a pivotal role in shaping the direction of the country programme and ensuring alignment with national development priorities. In its capacity as coordinator of ODA, MOPIC will oversee the harmonization of development efforts undertaken by UNDP, the government, as well as bilateral donors and international development agencies.

5.5 The Ministry of Foreign Affairs (MOFA) will continue to play a key role in facilitating relations with the government implementing partners. In this regard, MOFA will remain acting as a representative in project boards acting as Government Cooperating Agency.

5.6 UNDP will continue to facilitate dialogue between diverse stakeholders, particularly on issues related to good governance, social inclusion and sustainable development. Working under the leadership of the central Government and in collaboration with governorates at the local level, elected representatives, civil society organizations, academic and research institutions, private sector and foundations, media, UN system agencies, relevant bilateral and multilateral institutions and other stakeholders, UNDP will aim to achieve the outcomes identified in this CPAP.

5.7 UNDP will build on partnerships developed during the previous country programme and expand into new partnerships with institutions whose mission, values and focus areas strategically align with UNDP’s mandate and focus areas. Efforts will be made to mobilize resources from bilateral partners and non-traditional donors including the private and public sector. For successful programme initiatives and pilots that have demonstrated sustained tangible results, UNDP will seek partnerships and commitments to scale-up these achievements for wider transformational impact.
5.8 UNDP will prioritize partnerships that promote South-South Cooperation, in support of the existing Egyptian trust funds and Triangular Cooperation approach. At the request of the Government, UNDP will support two-way initiatives that help transfer strategies, policies, skills, and technical expertise between Egypt and other developing countries.

5.9 In support of partnerships development, public outreach and advocacy, UNDP will increase efforts to disseminate information related to development issues and country programme activities through social media channels, a revamped internet webpage, infographics, video documentaries, etc.

5.10 UNDP will continue to provide support to the UN Resident Coordinator and will participate fully in UN Country Team initiatives. UNDP will contribute to twelve of the twenty three outcomes contained in the United Nations Development Action Framework including support to the democratic transition and good governance, income generation and livelihoods, poverty eradication and social inclusion, sustainable development and management of natural resources, as well as human rights and women empowerment. UNDP will support relevant inter-agency initiatives and joint programming. In partnership with UN Volunteers, it will promote volunteerism as a modality for social mobilization and outreach at district and local levels.
Part VI. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Ministry of Planning and International Cooperation (Government Coordinating Agency) in direct collaboration and with the support of the Ministry of Foreign Affairs (Government Cooperating Agency). MOPIC will exercise national ownership and direction of UNDP programme activities by approving and signing the Country Programme Action Plan.

6.2 The country programme will build on the reform principles, particularly simplification and harmonization and will be implemented in accordance with harmonized common country programming instruments including the UNDAF results matrix, Harmonized Cash Transfers (HACT), Financial Reporting (FACE) and programme resources frameworks in the CPAP and Annual Work Plans (AWP).

6.3 Implementing Partners (IP)5 for the CPAP will be identified taking into consideration the type of intervention, results expected, capacity of potential IPs and implementation modality. UNDP will make every effort to work closely with key partners during the design and implementation of programmes. The selected IPs from Government Ministries, other national institutions, civil society organizations and UN agencies including UNDP, as appropriate, will implement the programme activities by signing AWPs. AWPs, which will be signed between an IP and UNDP, will describe the specific results to be achieved and will form the basic agreement between UNDP and each IP on the use of resources. The CPAP and AWP together will constitute the project document. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each IP on the use of resources.

6.4 The signed CPAP and AWPs will be used to implement programmatic initiatives. However, as necessary and appropriate, project documents with multi-year budgets will be used to supplement AWPs. In the case of Global Environmental Facility (GEF) and Montreal Protocol (MP) funded initiatives, and in supplement to AWPs, project documents will continue to be signed by UNDP and the Implementing Partner in order to comply with GEF and MP requirements. In accordance with the United Nations Development Group (UNDG) Joint Programming Guidance Note, inter-agency cooperation will be supported through joint programming, joint programmes and geographical convergence. In the event of a natural disaster, man-made crisis or other circumstance requiring immediate action, and if requested by the Government, UNDP may use its fast track procedures.

6.5 New project proposals will be reviewed and endorsed in a formal Local Project Appraisal Committee (LPAC) in accordance with UNDP rules and regulations. The Ministry of Foreign

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5 The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.
6 In some exceptional cases, it may be necessary to prepare a project document outside the CPAP While the use of project documents outside the CPAP should be avoided, if necessary, such project documents could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will be used as project document ensuring that it reflects the mandatory clauses such as the legal context, management arrangements and for fund transfers.
Affairs will participate in all LPAC meetings representing the Government. LPAC meetings will be called on an ad hoc basis and will include the participation of relevant stakeholders. Such participation will be determined on a case by case basis, in accordance with the theme of the project proposal. LPAC meetings will be documented and included in project files. Once the proposed initiative is endorsed, UNDP will sign AWPs (or project documents, as required) with the Implementing Partner. The Ministry of Planning and International Cooperation will be informed on new projects being launched within the scope of this CPAP.

6.6 General oversight of the UNDP programme will be provided within the framework of UNDAF annual review process, preferably, for simplification and harmonization purposes, avoiding a separate review, reduce transaction cost and ensure coordination. Tentatively, this oversight will consist of an annual strategic review (in the last quarter of the year) among the Government Coordinating Agencies, UN Agencies and Implementing Partners. The recommendations from the annual review will be used to update and adjust the CPAP for the coming year, if required. While the CPAP may be substantially revised (within the framework of the Country Programme Document at any time), the annual review will provide a regular opportunity to systematically review the full CPAP, and make any changes in the direction of the programme as well as the allocation of resources.

6.7 At the project level, coordination and oversight will be provided by Project Boards (or Project Steering Committees) established for each project or programme (encompassing more than one project). Project Boards are mandated to approve AWPs and budgets, as well as provide general guidance and oversight. Membership in Project Boards will be established on a case by case basis, in liaison with MOFA, and will reflect the nature of programme activities and implementation arrangements. Project Boards will meet at least once a year although efforts will be made to convene on a semi-annual basis to ensure regular follow-up. Project Boards will delegate day to day management of the AWPs and related decisions to project teams, UNDP, Implementing Partner and key stakeholders, as appropriate.

6.8 UNDP will continue to work with the Operational Unit for Development Assistance (OUDA) to support the effective and efficient management of externally-assisted development programmes and projects, providing its services to ministries, private sector, and NGOs which are recipient of official foreign development assistance.

6.9 With regards to the management, administration and reporting of non-core resources, contributions shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services, as per the decisions and directives of UNDP’s Executive Board reflected in its Policy on Cost Recovery.

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7 The Ministry of Planning and International Cooperation may be consulted as necessary to determine Project Board compositions.
8 OUDA was established in 1992 by UNDP in partnership with the Ministry of Foreign Affairs. In 2003, following a decree from the Prime Minister, OUDA became an operational mechanism under the Ministry of International Cooperation.
6.10 All cash transfers to an Implementing Partner will be in support of the activities specified in the AWPs agreed between the Implementing Partner and UNDP. No funds will be released by UNDP without prior submission by the Implementing Partner of a signed UN standard Fund Authorization and Certification of Expenditure (FACE) report. Funding for activities contained in AWPs will be made by UNDP in line with the Harmonized Approach to Cash Transfers (HACT), using the following modalities.

6.10.1 Cash transferred directly to the Implementing Partner: (a) Prior to the start of activities (advance / direct cash transfer), or (b) After activities have been completed (reimbursement);

6.10.2 Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

6.10.3 Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.

6.11 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring and assurance activities, expenditure monitoring and reporting, and audits.

6.12 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.13 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.14 Interest earned on cost sharing income balances will be allocated to finance activities under the Development Advisory Services (DAS) facility, in line with UNDP rules and regulations and as per the Memorandum of Understanding for Development Advisory Services signed between the Government of Egypt and UNDP on 8 April, 2004.

6.15 Implementing Partners may request UNDP to provide implementation support services for project implementation. These services categorized as direct project costs, will be specified in the AWP, and include recruitment, contracting, purchase of goods and services, and organization of training activities and workshops. UNDP recruitment and procurement rules and regulations will apply for all such direct project costs as will UNDP rates and salary scales. Costs will be recovered in accordance with the policies decided by UNDP's Executive Board.

6.16 The resource requirement of the CPAP is estimated at USD 242.2 million of which USD 6.5 million is expected to be available through UNDP core resources, subject to the availability of the necessary funds. The remaining balance of USD 235.7 million is expected to be mobilized from other resources such as UN Trust Funds, including the Global Environmental Facility,
third-party cost sharing, the Government of Egypt and the private sector, subject to availability of resources.
Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation activities will be aligned with national initiatives and indicators, to the extent these are available. In support of the UNDAF and in accordance with the Government’s Strategic Framework for Economic and Social Development Plan until 2022, outcome level indicators will measure UNDP’s contribution to making Egypt’s development strategies more effective, efficient, inclusive and sustainable.

7.1.1 UNDP will track its contribution to effectiveness by measuring the increase in social sector allocations for persistently excluded groups through evidence-based human development analysis;

7.1.2 UNDP will track its contribution to inclusivity by reviewing the number of policy interventions introduced by representatives of excluded groups into key Government schemes;

7.1.3 UNDP will track its contribution to efficiency by reviewing the number of initiatives that have reduced transaction time/cost for beneficiaries in accessing national flagship programmes;

7.1.4 UNDP will track its contribution to the promotion of human rights by reviewing the initiatives and programmes for the implementation of Universal Periodic Review (UPR) recommendations;

7.1.5 UNDP will track its contribution to women empowerment by tracking the number of gender mainstreaming initiatives targeting women beneficiaries in the areas of social, political and economic empowerment;

7.1.6 UNDP will track its contribution to the democratic transition process by assessing the impact of the exposure to comparative experiences on institutional development, policy formulation and legislation;

7.1.7 UNDP will track its contribution to sustainability by measuring the increase in the number of central and local that incorporates strategies to address environmental degradation and climate change adaptation.

7.2 As part of a commitment to system-wide coherence, CPAP monitoring will be based on the UNDAF results matrix, which has been agreed with the Government. Both qualitative and quantitative indicators will be used to track progress against specific outputs. Benchmarks and indicators will be detailed in AWPs, allowing for continuous tracking. Regular reviews of CPAP progress will be undertaken using mechanisms and tools to be agreed by the Government and UNDP. These reviews will be designed to monitor the efficient, transparent and accountable use of programme resources. In accordance with UNDP procedures, Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, identifying implementation challenges and detailing resource utilization. Selected outcomes may also be evaluated during the five-year programme cycle.
7.3 **Management tools and mechanisms will be strengthened during CPAP implementation.** Results-based management will be systematically integrated across all UNDP-supported programmes and projects. Participatory approaches to monitoring and evaluation will be developed and applied in partnership with stakeholders. Financial monitoring tools will be strengthened across all projects to ensure transparent and efficient use of resources. Audits will be commissioned by UNDP and undertaken by private audit services and assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

7.4 **Implementing Partners will be expected to cooperate with UNDP to monitor all activities supported by UNDP funding and will provide access to relevant financial records and personnel responsible for the administration of funds provided by the UNDP.** To that effect, Implementing Partners will be requested to:

7.4.1 Cooperate with UNDP to monitor all activities supported by UNDP funding and will provide access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP;

7.4.2 Undertake programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring, including on-site reviews and spot checks of their financial records by UNDP or its representatives;

7.4.3 Perform special or scheduled audits. UNDP, in collaboration with other UN agencies (where appropriate) will elaborate an annual audit plan following UNDP policies and procedures, giving priority to Implementing Partners with large UNDP funding support or which require fiduciary strengthening. Audits will be commissioned by UNDP and undertaken by private audit firms.

7.5 **To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.**
Part VIII. Commitments of UNDP

8.1 UNDP will allocate the amount of USD 6.5 million from UNDP’s core resources for the current CPAP, subject to availability of funds. UNDP, together with the Government, will intensify resource mobilization efforts, aiming to mobilize complementary resources in the projected indicative amount of USD 235.7 million from the Global Environment Facility, bilateral and multi-lateral funding institutions, global trust funds, the private sector and its own funds, subject to development partners’ interest and availability of funding. Should resource mobilization efforts not yield the expected results, UNDP and the Government shall review and re-prioritize activities and focus of intervention during the strategic annual reviews.

8.2 With regards to coherence, UNDP will ensure that the CPAP and AWPs are aligned with the UNDAF results matrix. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be clarified.

8.3 With regards to gender mainstreaming, UNDP will make every effort to establish model quality standards by pursuing Gender Equality Seal certification, and promoting this approach through national partner institutions.

8.4 With a view to supporting administrative efficiency and developing capacities of government agencies, UNDP will provide demand-based development support services, including procurement support services, with requisite professional skills, personnel and technical resources and with applicable UNDP’s standard management fee.

8.5 With regards to financial management, in case of direct fund transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the IP or designated national institution within eight working days. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the IP (in this arrangement, UNDP is undertaking only the fiduciary function on behalf of the IP); or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall, upon receipt of agreed deliverables, proceed with the payment within eight (8) working days. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where more than one UN agency provides funds to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.
Part IX  Commitments of the Government

9.1 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) which was signed by both parties on January 19, 1987. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP’s property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 As a contribution to the programme, Government cost-sharing and other support arrangements will be pursued, including the appointment of dedicated human resources for the implementation of nationally implemented projects. In close coordination with the UNDP, the Government will undertake necessary efforts to mobilize resources required to meet the financial needs of the Country Programme.

9.3 To enable national ownership, Government support will be given for periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partner groups to facilitate the participation of donors, civil society, and UN agencies. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in cooperation.

9.4 In support of fiduciary good practice, a standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The IPs will use FACE to report on the utilization of funds received and will identify the designated official(s) authorized to provide the account details, request and certify the use of funds. FACE will be certified by the designated official(s) of the IP and the annual Combined Delivery Report (CDRs) will be certified by the designated official(s) of the IP.

9.5 Also in support of fiduciary good practice, funds transferred to Implementing Partners will be spent for the purpose of activities as agreed in the AWPs only. Funds received by the Government and national non-governmental IPs will be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that funds are expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received funds are submitted to UNDP within three months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply. In the case of international NGO and IGO Implementing Partners, funds received will be used in accordance with international standards in particular ensuring that funds are expended for activities as agreed in the AWPs, and ensuring that reports on the
full utilization of all received funds are submitted to UNDP within three months after receipt of the funds.

9.6 Also in support of fiduciary good practice and to facilitate scheduled and special audits, each Implementing Partner receiving funds from UNDP will provide UNDP or its representative with timely access to: (a) all financial records which establish the transactional record of the fund transfers provided by UNDP; and (b) all relevant documentation and personnel associated with the functioning of the IP’s internal control structure through which the fund transfers have passed. The findings of each audit will be reported to the IP and UNDP. As part of the process, each Implementing Partner will:

9.6.1 Receive and review the audit report issued by the auditors;

9.6.2 Provide timely statements of the acceptance or rejection of any audit recommendation to the UNDP that provided the funds;

9.6.3 Undertake timely actions to address the accepted audit recommendations; and

9.6.4 Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis.

9.7 Projects will be operationally completed when the last UNDP-financed inputs have been provided and the related activities completed. Through the Project Boards, the Implementing Partner notifies the UNDP when this has been done. When a project is operationally complete, the parties must agree on the disposal of any equipment and complete the transfer of assets under the project. Projects will be financially completed when the IP has reported all financial transactions to UNDP so that the project accounts can be closed. UNDP and the IP will certify a final Combined Delivery Report. Projects will be financially completed not more than twelve (12) months after being operationally completed. Between operational and financial closure, the IP will be required to identify and settle all financial obligations and prepare a final expenditure report. No adjustments can be made to a financially completed project.
Part X. Other Provisions

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner (article III of the Standard Basic Assistance Agreement). To this end, each Implementing Partner shall:

10.1.1 Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

10.1.2 Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

10.2 UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWPs.

10.3 Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document". The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

10.4 Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered unto under each Project Document.

10.5 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December, 2017.
10.6 This CPAP supersedes any previously signed CPAP between the Government of Egypt and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day, Thursday, 27 June, 2013 in Cairo, Egypt.

For the
Government of the Arab Republic of Egypt

Signature:

Name: Dr. Amr Darrag

Title: Minister of Planning and International Cooperation

For the
United Nations Development Programme

Signature:

Name: Ignacio Artaza

Title: Country Director
Annex I: Results and Resources Framework

<table>
<thead>
<tr>
<th>UNDAF/CPD Priority Area #1: Poverty Alleviation through Pro-Poor Growth and Equity</th>
<th>Relevant UNDP Strategic Plan Focus Area: POVERTY REDUCTION</th>
</tr>
</thead>
</table>

Outcome 1.1 Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people

<table>
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<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by UNDAF/CPD Priority Area (US$)</th>
</tr>
</thead>
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**Indicator 1.1.1:** Policy references to UNDP-produced poverty monitoring tools Baseline: Previous poverty monitoring tools produced by UNDP: 11 NHDRs, 5 MDGMRs, and 26 GHDRs Target: National policies include references to poverty monitoring tools produced by UNDP (2 NHDRs, 1 MDGMR, and resilience studies produced)

**Output 1:** Strengthened national capacity in informed pro-poor policy development

**Indicative Activities:**
- Holding consultation meetings to select themes of reports
- Producing reports to shed light on key development issues
- Organize high level launch and post launch events for policy advocacy
- Producing policy papers to support pro-poor macroeconomic policies, resilience studies and research in the area of subsidy reform and social justice.
- Organizing a high regional forum on economies during transition to share experience and best practices in terms of strategies and policy options
- Supporting national consultations on post 2015 MDG Agenda
- Prepare reports and disseminate knowledge on post 2015 MDG Agenda

**Implementation modality:** NIM

**Implementing Partner(s):**
- The Ministry of Planning and International Cooperation
- Ministry of Finance
- Cairo University

**Total Indicative Resources by UNDAF/CPD Priority Area: Regular Resources** 2,567,059

**Other Resources** 149,000,000

**Indicator 1.1.2:** MOISA implementing alternative social protection targeting system Baseline: One conditional cash transfer piloted along with in-kind subsidy system but with substantive leakages Target: MOISA enhances social protection schemes and ensures better targeting through the design, testing and piloting of alternative social protection schemes to ensure equity and social justice.

**Output 2:** Technical assistance and capacity development for MOISA provided to enable it to adopt and implement the new law on social protection.

**Indicative Activities:**
- Conduct an Empirical Study on the Gendered Burdens of Poverty and Poverty Alleviation Programs in Egypt which will document and evaluate the Conditional Cash Transfer Model
- Commission research and conduct training on social protection floor best practices

**Implementation modality:** NIM

**Implementing Partner(s):**
- The Ministry of Insurance and Social Solidarity (MOISA)
- The Information and Decision Support Center (IDSC)
**Outcome 1.2**  Government applies improved pro-poor, inclusive and gender sensitive policies in financial and non-financial services supporting of Micro and Small Enterprises (MSE)

**Indicator 1.2.1:** Number of MSMEs benefitting from financial and/or non-financial services availed by SFD; **Baseline:** 4.4 million MSMEs; **Target:** Additional 500,000 MSMEs (categorized by type of service)

**Output 3:** Inclusive job creation and market development models promoted, including financial and non-financial support services to MSMEs.

*Indicative Activities:*
- Provision of financial and non-financial services for MSMEs
- Introducing new innovative services for MSMEs
- Extending services to the bottom of the pyramid enterprises
- Developing an updated national strategy for SMSEs
- Enhancing institutional capacity of SFD in the area of RBM, corporate governance and gender mainstreaming

**Implementation Modality:** NIM

**Implementing Partner(s):**
The Social Fund for Development (SFD)

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**Outcome 1.3**  Private sector applies improved practices in agro-business, tourism, manufacturing and other labor intensive pro-poor sectors related to the inclusion of MSEs in the value chain with particular attention to gender, equity and environmental
**Indicator 1.3.1:** Number of initiatives with the private sector in the area of inclusive development, job creation and improved corporate Governance;

**Baseline:** 3 GSB pilots 8 GC roundtables; **Target:** At least 20 events organized in partnership with business associations and chambers; 10 Global Compact roundtables; 3 CSR Diagnostics; At least 20 trainings for PS

**Indicator 1.3.2:** # of Global Compact Members in Egypt; **Baseline:** 38 Global Compact Members in Egypt; **Target:** Increase the number of Global Compact Members in Egypt to 100

**Indicator:** Study/report on the role of the Private sector in development finalized; **Baseline:** Business Solutions for HD Report prepared by UNDP in 2007; **Target:** Second edition of business solutions for human development report produced

**Outcome 1.4** More and better skilled youth, women and other vulnerable groups have decent job opportunities

**Indicator 1.4.1:** Number of short and medium term employment opportunities created for youth in social services and public works programs;

**Baseline:** 124,789 man/day created in the identified labour intensive projects; **Target:** 279,500 man/day

**Output 4:** Collaboration with the private sector increased to support inclusive development, job creation and improved corporate Governance

**Indicative Activities:**
- Raising awareness of the private sector on corporate social responsibility and principles of corporate governance
- Organizing high-level events in partnership with the private sector (companies, business chambers/associations) to raise awareness on important issues related the engagement of the private sector in development
- Organizing Global Compact Roundtable discussion with the local network
- Promoting Base of the Pyramid and Sustainable Business Models
- Sharing knowledge and best practices on the engagement of the private sector during the transition period
- Commission studies, surveys and policy papers to advocate for the role of the PS in development

**Implementation modality:** NIM

**Implementing Partner(s):**
- The Egyptian Financial Supervisory Authority
- The Industrial Modernization Center
- The Ministry of Investment, the Ministry of Trade and Industry

**Output 5:** Labour-intensive public works programmes implemented using local economic development frameworks and processes (1.4)

**Indicative Activities:**
- Identify and implement priority economic development infrastructure projects under public works programme in 5 governorates thereby creating jobs and upgrading social services
- Develop an annual investment and implementation plan
- Capacity development for LED promotion in two governorates
- Conduct local economy assessments and convene forums that bring together various economic actors

**Implementation modality:** NIM

**Implementing Partner(s):**
- The Social Fund for Development (SFD)
- Ministry of Local Development
Indicator 1.4.2: Number of workshops conducted with UNDP support to develop youth skills; level of attendance, workshop completion rate and participant satisfaction levels; Baseline: 0 workshops conducted; Target: 6 workshops conducted with UNDP support; 150 registered participants, 80% of participants complete the training, 80% participant satisfaction level

Output 6: Egyptian youth skills developed in selected urban and rural areas

*Indicative Activities:*
- Conducting employability skills development training for youth in both urban and rural setting
- Incorporating qualitative methods to measure the behavioural changes resulting from the skills development training

Implementation modality: NIM
Implementing Partner(s):
The Information and Decision Support Center (IDSC)
Ministry of Planning and International Cooperation

Indicator 1.4.3: # of private sector youth employment opportunities created through UNDP interventions; Baseline: 4800 jobs in last cycle (800/year); Target: 800/year

Output 7: Private sector employment opportunities for youth created (1.4)

*Indicative Activities:*
- Conducting training for SMEs on IT and business skills
- Producing mobile applications and e-module services such as e-marketing
- Engaging in partnerships with the private sector, local initiatives and regional initiatives

Implementation modality: NIM
Implementing Partner(s):
The Ministry of Communication and Information Technology

Indicator 1.4.4: Number of youth and women beneficiaries in rural areas benefitting from: i) Illiteracy eradication; ii) education and iii) income generation activities; Baseline: Siwa Development Model previously implemented in 2009 was awarded First prize in AGFUND competition in 2011 and received funding for its replication. Target: To be developed once the rural area is identified

Output 8: ICT solutions provided for rural communities in the areas of illiteracy eradication, education, and income-generation activities

*Indicative Activities:*
- Siwa Development Model replicated in one rural area
- Sharing knowledge and best practices with other countries in the framework of south-south cooperation

Implementation modality: NIM
Implementing Partner(s):
The Ministry of Communication and Information Technology

UNDAF/CPD Priority Area #3: Democratic Governance through Decentralization, Civic Engagement and Human Rights
Relevant UNDP Strategic Plan Focus Area: DEMOCRATIC GOVERNANCE

Outcome 3.1 National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring and evaluation

<table>
<thead>
<tr>
<th>Indicator 3.1.1: Number of local economic</th>
<th>Country programme outputs</th>
<th>Implementation modality and implementing partner(s)</th>
<th>Indicative Resources by UNDAF/CPD Priority Area (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1: LED processes and functions are institutionalized at the national,</td>
<td>Implementing modality: NIM</td>
<td>Regular Resources</td>
<td></td>
</tr>
</tbody>
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<thead>
<tr>
<th>Indicator 3.1.2: National decentralization strategy finalized; Baseline: No national decentralization strategy; Target: National decentralization strategy finalized and adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2: Government capacity strengthened in the finalization and implementation of a National decentralization strategy</td>
</tr>
<tr>
<td>Indicative Activities:</td>
</tr>
<tr>
<td>• Technical support provided to MOLD in the drafting and finalization of the national decentralization strategy</td>
</tr>
<tr>
<td>• Development of capacities at national and local level for monitoring, participatory planning, resource management and service delivery</td>
</tr>
<tr>
<td>Implementing Partner(s):</td>
</tr>
<tr>
<td>General Organization for Physical Planning (GOPP)</td>
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<tr>
<td>Ministry of Local Development (MOLD)</td>
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<tr>
<td>Implementing modality: NIM</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator 3.1.3: Cleared area of mine contaminated land in the North West Coast Zone (to enable the of development activities in the area); Baseline: 57,440 acres cleared so far by the project; Target: 120,000 acres cleared of mines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3: National capacities of relevant stakeholders (including government, civil society organizations and mine victims) strengthened to manage Mine Action in Egypt, including mine clearance operations in the North West Coast</td>
</tr>
<tr>
<td>Indicative Activities:</td>
</tr>
<tr>
<td>• Normalization of the lives of Mine Victims through their reintegration in society and enabling them to contribute to the development of the North West Coast region</td>
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<tr>
<td>• Acceleration of Mine clearance operations</td>
</tr>
<tr>
<td>Implementing Partner(s):</td>
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<tr>
<td>Ministry of Planning and International Cooperation</td>
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<tr>
<td>Implementing modality: NIM</td>
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</tbody>
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<tr>
<th>Indicator 3.1.4: Number of strategic urban plans and slum upgrading initiatives completed using a stakeholder approach; Baseline: No strategic urban plans in place and M&amp;E framework lacking; Target: At least 10 strategic urban plans at regional, national and district levels finalized</th>
</tr>
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<tbody>
<tr>
<td>Output 4: Proposals for strategic urban plans at the national and regional levels, including Greater Cairo and Alexandria, developed</td>
</tr>
<tr>
<td>Indicative Activities:</td>
</tr>
<tr>
<td>• Preparation of strategic Urban plans for Egypt, Cairo and Alexandria</td>
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<tr>
<td>• Establishment of urban observatories to monitor implementation</td>
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<tr>
<td>• Implementation and documentation of the Safer cities model</td>
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<tr>
<td>Implementing Partner(s):</td>
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<tr>
<td>General Organization for Physical Planning (GOPP)</td>
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<tr>
<td>Implementing modality: NIM</td>
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<tr>
<td>Indicator 3.1.5</td>
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<tr>
<td>----------------</td>
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<tr>
<td>Number of PKO centers in Africa with established cooperation with the CCCPA; Baseline: 0; Target: 3</td>
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<td>Indicator 3.1.6</td>
</tr>
<tr>
<td>Number of trainings provided to local governors on crisis and conflict management; Baseline: 2 trainings previously provided; Target: At least 10 training sessions</td>
</tr>
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</tr>
</tbody>
</table>

**Outcome 3.2** National Institutions and CSOs are strengthened to further protect, respect and fulfill Human Rights in line with Egypt's international commitments, with special focus on women, children, disabled, refugees, the aged and migrants

<table>
<thead>
<tr>
<th>Indicator 3.2.1</th>
<th>Output 6: Capacity of the NCHR strengthened to update and follow up on the implementation of the national action plan for human rights and UPR recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation (%) of the UPR and CEDAW recommendations by the government; Baseline: The CEDAW Committee report (of 2010) and the 124 recommendations by the UPR (2010) were adopted by Egypt; Target: At least 50% of the recommendations are implemented</td>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td></td>
<td>• Consolidating and synthesizing the recommendations of UN Treaty bodies and the UPR</td>
</tr>
<tr>
<td></td>
<td>• Organization of orientation and coordination sessions in cooperation with the different line ministries</td>
</tr>
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<td></td>
<td>• Organization of awareness raising sessions for NGOs</td>
</tr>
<tr>
<td></td>
<td>• Conduct of training sessions on reporting to treaty bodies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator 3.2.2</th>
<th>Output 7: National Capacity and advocacy strengthened to combat FGM</th>
</tr>
</thead>
<tbody>
<tr>
<td>National FGM Strategy and Action Plan finalized; Baseline: No FGM National Strategy and Action Plan; Target: National FGM Strategy and Action Plan available</td>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td></td>
<td>• Finalizing the vision and structure for NPC</td>
</tr>
<tr>
<td></td>
<td>• Launch a Family Empowerment Communication Strategy focusing on FGM Abandonment, Dialogue within the Family, Domestic Violence and Early Marriage</td>
</tr>
<tr>
<td></td>
<td>• Develop media campaigns and produce materials to support anti-FGM activities</td>
</tr>
</tbody>
</table>

**Implementing modality:** NIM

**Implementing Partner(s):**

National Council for Human Rights (NCHR)

Line ministries
**Indicator 3.2.3:** National Strategy and Action Plan for integrating Human Rights in Higher Education is finalized and submitted to Government;

**Baseline:** there is no reference to human rights or human rights education in the websites of the SCU or the Ministry of Higher Education. The reform of higher education focuses on administrative, organizational and financial dimensions

**Target:** the National Strategy and Action plan is promoted in a national forum.

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**Output 8:** Strengthened national capacity to integrate the human rights knowledge, standards and practices in higher education and the law enforcement sector

**Indicative Activities:**
- Preparation of the National Action Plan for Human Rights Education and establishment of the National Committee for Human Rights Education;
- Promotion of a human rights friendly environment in higher education institutions;
- Conduct of practical training for the judiciary and the police on human rights;
- Building a national cadre of resource persons and experts in human rights in the judiciary and the police.

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**Outcome 3.3** Anticorruption and accountability institutions, legislation and policies are reformed, modernized and transparent to ensure social justice and Rule of Law and to be in line with Egypt’s International commitments.
**Indicator 3.3.1:** National framework for anti-corruption indicators is developed and adopted; **Baseline:** No national anti-corruption measurements are in place; **Target:** National framework for anticorruption indicators is finalized and adopted

**Output 9:** National dialogue is strengthened for the development of the national framework for anti-corruption indicators

**Indicative Activities:**
- Identification and commissioning of relevant expertise.
- Conducting a review of international best practices in designing national corruption indicators, and identifying practices that are most applicable to Egyptian context, including detailed recommendations on methodology.
- Carrying out a mapping of actors – government institutions, CSOs, think tanks, academic institutions, international organizations etc., working on anti-corruption in Egypt.
- Conducting series of Dialogue meetings between the members of NCCCC and research centers, think tanks, civil society and national counterparts involved in anti-corruption measurement to coordinate activities and design a national indicator framework.
- Preparing a baseline report on corruption indicators in Egypt, looking at enabling environment, implementation practices and perceptions and experiences of civil servants and citizens.
- Conducting consultations with key stakeholders on the results of the baseline report to identify policy recommendations and for public stakeholder feedback.
- Recommendations: Drafting, review, finalization and approval of reports; Communicate report for public stakeholder feedback.

**Implementing modality:** NIM

**Implementing Partner(s):**
- National Coordinating Committee for Combating Corruption (NCCCC)
- Social Contract Centre (SCC)
- Ministry of State for Administrative Development (MSAD)
Indicator 3.3.2: RBM and Transparency and Accountability centres are operational in MSAD and coordinating capacity development efforts with national partners

Baseline: No such centre currently exists. There is only a Governance centre in MSAD. Target: Both centres are established and staff capacities; systems and processes of MSAD and national entities developed.

Output 10: Strengthened capacity; modernization; transparency, accountability and results based management in the civil service

Indicative Activities:
- Establishing Center of Excellence for RBM in MSAD
- Enhancing capacity of the Governance Center in MSAD to become Center of Excellence for Transparency and Accountability in the Civil Service
- Support innovative ICT based service delivery and e-government
- Modernization of the justice sector
- Increase access of anti-corruption and accountability institutions and international networks; comparative experiences and policy option for corruption prevention
- Implement the Aid Information Management System

Implementing modality: NIM
Implementing Partner(s):
- National Coordinating Committee for Combating Corruption (NCCCC)
- Ministry of Justice (MoJ)
- Ministry of State for Administrative Development
- The Information and Decision Support Center (IDSC)
- National Telecommunications Regulatory Authority (NTRA)
- Egypt Post
- Ministry of Planning and International Cooperation

Outcome 3.4: The voice, leadership, civic engagement and political participation of women and young people are visible and effective in public spheres

Indicator 3.4.1: % of women and young people in elected and decision making structures.

Baseline: Representation of women in the people’s assembly was 1.9% and in the Shura council it is 2.8%. Representation of youth is less than 5% in both houses.

Target: 20% increase in the representation of women and youth in both houses.

Output 11: Enhanced visibility and effectiveness of the voice, leadership, civic engagement of women and young people in the public sphere

Indicative Activities:
- Enhance political participation of women as parliamentarians and as candidates
- Support the development and Implementation of the National Youth Strategy
- Strengthen voice and leadership skills and volunteerism for women and young people
- Provide technical backstopping for national and local youth clubs
- Support national authorities on equal citizenship rights to provide poor and rural women with identification cards.

Implementing modality: NIM
Implementing Partner(s):
- National Council for Women (NCW)
- Ministry of Youth
- The Information and Decision Support Center (IDSC)
- Parliament
| Indicator 3.4.2: Number of NGO and Youth capacity building workshops/social dialogue seminars conducted on socio-economic rights; Baseline: None conducted; Target: 10 Capacity-building trainings on socio-economic rights conducted and 5 Social Dialogue Seminar held | Output 12: Capacity of youth developed in socio-economic rights and social dialogue  
Indicative Activities:  
- Conducting capacity-building workshops  
- Implementing civic education programs  
- Holding social dialogue  
- Developing a civic education package and media campaign | Implementing modality: NIM  
Implementing Partner(s):  
The Information and Decision Support Center (IDSC) |
|---|---|---|
| Indicator 3.4.3: Youth Mapping exercise completed for the youth sector in Egypt to assess its capacity-building needs; Baseline: 2007 Mapping conducted focusing on volunteerism; Target: Youth mapping conducted focusing on NGOs and youth movements; An online and digital directory of youth organizations in Egypt is available and recommendations for a capacity building program to address the gaps that are identified by the mapping are provided | Output 13: Youth mapping and needs assessment conducted for the youth sector  
Indicative Activities:  
- Develop an online directory of youth organizations in Egypt  
- Conducting youth mapping focusing on NGOs and youth movements | Implementing modality: NIM  
Implementing Partner(s):  
The Information and Decision Support Center (IDSC) |
| Indicator 3.4.4: Civic Education Module of the Survey for Young People in Egypt (SYPE) updated; Baseline: 2010 SYPE Survey; Target: Civic Education Module of the SYPE Survey updated and SYPE Preliminary Report launched | Output 14: Civic Education Module of the Survey for Young People in Egypt (SYPE) updated  
Indicative Activities:  
- Updating the Civic Education Module  
- Launching the SYPE Report | Implementing modality: NIM  
Implementing Partner(s): TBD |
<table>
<thead>
<tr>
<th>Indicator 3.4.5: Number of Youth Centres upgraded in Qena into Centres of Knowledge through Education for Employability</th>
<th>Output 15: Youth centres in Qena upgraded into Centres of Knowledge through Education for Employability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> 0 Youth Centres</td>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td><strong>Target:</strong> Two youth centres fully equipped for excellence in Qena</td>
<td>• Upgrading youth centres</td>
</tr>
<tr>
<td></td>
<td>• Supporting youth employment for visitors of youth centres</td>
</tr>
</tbody>
</table>

---

**Outcome 3.5** Institutions, legislation and policies are responsive to the immediate requirements of the transition to democracy

<table>
<thead>
<tr>
<th>Indicator 3.5.1: Increase in the implementation of good electoral practices by electoral authorities in electoral events and in the setting up of the electoral management body</th>
<th>Output 12: Efficiency and professionalism of electoral practices and administration improved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> Electoral management body is yet to be established and there has been some improvement in electoral practices, such as making explicit electoral procedures to ensure consistency throughout the electoral event</td>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td><strong>Target:</strong> Increase in the number of good electoral practices that are implemented based on international practices</td>
<td>• Hold training sessions on polling procedures with thousands of judges</td>
</tr>
<tr>
<td></td>
<td>• Develop a manual on polling and counting procedures</td>
</tr>
<tr>
<td></td>
<td>• Building Resources In Democracy, Governance and Elections (BRIDGE) Project</td>
</tr>
<tr>
<td></td>
<td>• Prepare translated manual and pilot training in Arabic for participants from Egypt</td>
</tr>
<tr>
<td></td>
<td>• Strengthen national capacity for the management and administration of elections, voter information</td>
</tr>
</tbody>
</table>

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**Implementing modality:** NIM  
**Implementing Partner(s):**  
The Ministry of Planning and International Cooperation

**Implementing modality:** DIM  
**Implementing Partner(s):**  
High Elections Committee (HEC)  
Presidential Elections Committee (PEC)  
Ministry of State for Administrative Development  
Ministry of Interior (MOI)  
State Information System SIS  
The Information and Decision Support Center (IDSC)
**Indicator 3.5.2:** Number of international fora held in Egypt and study tours organized for exposure to comparative experiences on immediate requirements of transition to democracy; **Baseline:** At least 4 international fora organized in Cairo and 5 study tours implemented in areas relating to transition to democracy, women and the constitution; **Target:** At least 10 international fora and 10 study tours

**Output 13:** Events and Fora to share comparative experiences on different aspects of transitions to Democracy

*Indicative Activities*
- National conference organized on key elements of Transitional Justice
- Organize regional event on the different strategies for police reform
- Organize regional workshops on comparative experiences in Transitional Justice
- Share comparative experiences in different aspects of transitions to democracy such as transitional justice, transformation in policing
- Support building confidence between the people and the police
- Support to the legislative and oversight capacities of parliament

**UNDAF/CPD Priority Area #5: Environment and Natural Resources Management**

**Relevant UNDP Strategic Plan result:** Energy and Environment

**Outcome 5.1:** The Government of Egypt has adopted and effectively implemented Sound Climate Change adaptation policies and programmes focused on vulnerable sectors, groups and high risk geographic locations

<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by UNDAF/CPD Priority Area (US$)</th>
</tr>
</thead>
</table>
| **Indicator 5.1.1:** Number of national policies developed and adopted that incorporate climate change adaptation measures **Baseline:** Climate change vulnerability assessments are not translated into policy measures **Target:** Climate change adaptation measures integrated in at least one national policy | **Output 1:** Recommendations for Climate Change adaptation measures in vulnerable sectors provided. **Indicative Activities:**
- Third National Communication Report prepared and submitted to UNFCCC
- At least one soft engineering solution for coastal Zone is piloted | Implementing modality: NIM
Implementing Partner(s):
- Egyptian Environmental Affairs Agency (EEAA) | Total
Regular Resources
<p>| 705,941 |</p>
<table>
<thead>
<tr>
<th>Indicator 5.2.1: Number of energy-efficient public buildings <strong>Baseline:</strong> One public building converted by UNDP in previous cycle; <strong>Target:</strong> 20 energy-efficient public buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2:</strong> Models for financial, technical and mechanisms developed for the conversion of public buildings to energy efficient lighting systems.</td>
</tr>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• 20 government buildings convert to energy efficient lighting systems</td>
</tr>
<tr>
<td><strong>Implementing Modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
<tr>
<td>Ministry of Electricity and Energy (MoEE)</td>
</tr>
<tr>
<td>Ministry of Information and Communication Technology</td>
</tr>
<tr>
<td>Information and Decision Support Center (IDSC)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator 5.2.2: Amount of HCFC reduced through UNDP interventions; <strong>Baseline:</strong> 750 ton; <strong>Target:</strong> 370 tons (49.3% reduction of total HCFC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 3:</strong> Phase-out of the use of HCFC-141b in 4 enterprises of PU insulation foam production. (5.2)</td>
</tr>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• Introduction of new technology to phase out HCFC in four enterprises</td>
</tr>
<tr>
<td><strong>Implementing Modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator 5.2.3: # of low carbon emission techniques introduced by UNDP; <strong>Baseline:</strong> zero techniques previously introduced by UNDP; <strong>Target:</strong> 2 low carbon emission techniques introduced by UNDP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 4:</strong> Clean energy pilot initiative implemented in two rural governorates.</td>
</tr>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• 200 family scale biogas units completed and one gasification unit operational.</td>
</tr>
<tr>
<td><strong>Implementing Modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ministry of Water Resources and Irrigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Resources</td>
</tr>
<tr>
<td>20,900,000</td>
</tr>
<tr>
<td>Output 5: At least one Non-Motorized Transport (NMT) system established in a provincial city (5.2)</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• Upgrade sidewalks to make streets pedestrian-friendly</td>
</tr>
<tr>
<td>• Construct isolated cycling tracks</td>
</tr>
<tr>
<td><strong>Implementing modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
<tr>
<td>Cairo University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 6: Menya Governorate capacity to manage solid waste enhanced.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• SWM composting plant operational in Menya governorate.</td>
</tr>
<tr>
<td><strong>Implementing modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Governorate of Menya</td>
</tr>
<tr>
<td>Ministry of Health</td>
</tr>
</tbody>
</table>

**Outcome 5.3** The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems

<table>
<thead>
<tr>
<th>Indicator 5.3.1: Increase in revenues generated from the 5 protected areas supported by UNDP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> To be provided upon selection of the 5 protected areas</td>
</tr>
<tr>
<td><strong>Target:</strong> Increase revenue generated by protected areas by 25%.</td>
</tr>
<tr>
<td><strong>Implementing modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
<tr>
<td>Ministry of Tourism</td>
</tr>
<tr>
<td>Ministry of Antiquities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 7: Business and management plans for selected protected areas and cultural heritage sites developed.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>• Technical support provided to draft the business and management plans in the protected areas</td>
</tr>
<tr>
<td>• Capacity of rangers upgraded in the selected protected areas in monitoring, and in the implementation of the management plans.</td>
</tr>
<tr>
<td>Output 8: Capacity of civil society enhanced to better manage environmental challenges related to Climate Change, biodiversity, desertification.</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>Indicative Activities:</strong></td>
</tr>
<tr>
<td>- Grants provided to 15 environmental NGOs per year to implement small scale projects that contribute to global environmental objectives (e.g. climate change, biodiversity, desertification etc.)</td>
</tr>
<tr>
<td><strong>Implementing modality:</strong> NIM</td>
</tr>
<tr>
<td><strong>Implementing Partner(s):</strong></td>
</tr>
<tr>
<td>Egyptian Environmental Affairs Agency (EEAA)</td>
</tr>
<tr>
<td>Selected NGOs</td>
</tr>
</tbody>
</table>