Project Title: Employment Creation in Innovative Public Work programs Phase 3

UNDAF/CPAP Outcome(s): UNDAF Outcome 1.4: More and better skilled youth, women and other vulnerable groups have decent job opportunities.

Expected Project Outputs: Short term employment opportunities for youth in labour-intensive Public Work programs and in Pilot Social Services created in the poorest governorates

Implementing partner: Social Fund for Development

Responsible Parties: Social Fund for Development

Brief Description
The project proposed here responds to the urgent need to create short term employment and to build capacities and skills of Egyptian unemployed youth (18-29 years of age) and women in Egypt’s current economic crisis. The project focuses on the poorest rural governorates that have the highest rates of poverty and lowest coverage of services.

It implements a Public Works program comprising labour intensive infrastructure projects and social services projects. This project helps expand and diversify employment opportunities for both young men and women, while at the same time infusing infrastructure and service investments much needed to boost local economic development in poor communities. Furthermore, the durable investments that improve over time the quality of life and economic opportunity for the entire community are included in the project, thus the impact of the project goes beyond job creation.

Project Period: 12 Month
CPAP Project Component: Poverty Reduction and Job Creation
Project Title: Employment Creation in innovative public work programs Phase 3
Atlas Award ID: 00049150
Start Date: March 2014
End Date: March 2015

2014 AWP budget
- Total resources required USD 5,000,000
- Total allocated resources USD 4,629,629
- GMS USD 370,371
  - Regular
  - Other:
    - Government of Japan USD 5,000,000

Unfunded budget:
In-kind Contributions
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1. Situation Analysis

Unemployment levels, which have been historically high in Egypt, have increased noticeably since the January 2011 revolution. The impact on the economy of democratic transition process has been severe, and has affected key sectors that have traditionally employed a significant number of Egyptians.

Youth are the most affected by this situation, as new jobs for entrants into the labour force are not being created at a pace strong enough to absorb the 600,000 new job seekers every year. Furthermore, high youth unemployment poses an additional threat to national stability at a time when the country is undergoing a delicate period of political transition.

According to the Quarterly Report (Third Quarter of 2013) of the Central Agency for Public Mobilization and Statistics (CAPMAS), it is estimated that 3.6 million Egyptians were unemployed during Q3 2013 (equivalent to 13.4% of the total labour force), compared to 2.3 million for the same quarter in 2010, which constitutes an increase of 56%. Youth (i.e. 15-29 years old) bear a disproportionate share of the jobless rate constituting 70.8% of the unemployed of the 13.4% overall rate.

Women remain equally marginalized in economic activities. The unemployment rate among women is 25.1% (Q3 2013), more than double that of men (9.9%). Whereas women make up 30% of the professional and technical workforce, only 9% of Egypt’s administrators and managers were women in 2007, showing clear limitations to women’s access to and mobility within the labour market. This fact is quite worrisome given than 24.8% of households are headed by females.

The various shocks to the economy after 2011 have resulted in the reduction of the state budget and the purchasing power of most Egyptians, thus affecting investments in the economic and social sectors as well as the demand for locally produced goods and services.

The negative effects of this crisis are particularly more severe in rural governorates that have already been marginalized through decades of inequitable growth, and where the highest poverty and deprivation levels are found. Poverty levels remain high with 25.2% of the population living on less than US$ 1.5 per day (2010/2011) and with high income disparities. The illiteracy rate is high at 27%, and there are wide income disparities.

The Government of Egypt, the United Nations Development Project (UNDP) and the Social Fund for Development (SFD), a long-term partner of UNDP, consider that tackling youth unemployment is a top priority that contributes to stabilizing the on-going transition. Providing immediate jobs and skills development opportunities through public works projects can have a direct positive impact benefiting the most vulnerable and marginalized through the provision of income and increasing future employability prospects.

UNDP will continue to partner with SFD, who has the needed capacity to support the launch and management of the described scope of work, as proven in the first and second phase of the program.

<table>
<thead>
<tr>
<th>Job Creation in Phase I and II</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Phase I, 442,537 workdays were created in labour-intensive infrastructure projects targeting mostly young men (101,376 workdays) and in social service initiatives especially targeting women (341,161 workdays, with women representing 62.3 % of those employed).</td>
</tr>
<tr>
<td>Target for Phase II is to create 127’276 workdays in the Governorates of Fayoum and Sohag.</td>
</tr>
</tbody>
</table>

2. Project Strategy

Building upon the successful experience of the first and the second phase, the Project aims to scale up efforts to generate employment opportunities, particularly for youth and women, through public works (labour-intensive infrastructure projects and social services projects) implemented in 4 of the poorest governorates in Egypt.

The program aims to promote the equitable and sustainable development of local economies and to contribute to the reduction of poverty, in alignment with the Millennium Development Goals (MDGs), particularly MEG 1 – Eradicate Extreme Poverty and Hunger. Program outputs thus directly contribute to outcomes of the UN Development Assistance Framework for Egypt (UNDAF) for the 2013 – 2017 period, as agreed with the Government of Egypt.

Given the gender dimension of unemployment in Egypt, labour-intensive public works projects, which traditionally generate jobs for male, will be complemented by social services projects, which create an average of 35% of the jobs for women.

The project will ensure that such interventions will contribute meaningfully to the longer-term process of socioeconomic development of localities in the poorest governorates and build skills and capacities of youth, both men and women, which they need for current and future jobs. The project not only provides income to the poor and vulnerable but is also providing them with durable rural infrastructure which provides the opportunity for economic and social development.

The SFD will use local knowledge and expertise, including from local authorities and communities for the planning and implementation of its public works and social services projects. Thus, such projects have a multiplier effect and help local markets to revive. The involvement of local institutions in implementation will contribute to local capacity building.

To ensure the successful implementation and to scale up its job creation efforts, the project will build on the achievements and lessons learned of past and on-going public works projects of the SFD, in particular the first and second phase of this project. This effort will be supported effectively and expedited through significant work that has been carried out through the UNDP-supported Social Contract Centre, which has completed the development of detailed project maps for the poorest villages and communities identifying needs and resources. These maps avail a good database of information and links with local communities and civil society organizations.

More specifically, the UNDP supported National Poverty Map², a comparative analysis and an essential poverty targeting tool, will be the baseline for identifying the governorates where labour-intensive infrastructure and social works projects will be implemented. The updated Poverty Map of 2006 allows a more effective identification and prioritization of poor governorates and districts. The updated Map, inter alia, identified 4548 poor villages with an average of 100 families per village. In 126 out of the 4548 villages the prevalence of poverty reaches 80%. Approximately 1.88 M people live in these 126 villages. In the 1000 poorest approximately 7,504,000 people are poor.

The choice of projects to be implemented and where they will be implemented will therefore be based on evidence coming out of the recent 2013 Poverty Map which identifies poverty at village, markaz and governorate level while mapping lack of social services for each of these localities.

Another factor for the choice would be the type of Subprojects that are currently not included in the Emergency Labour Intensive Investment Project funded by the World Bank but has a huge demand from the local and Governorate level, in addition to the degree of innovation as in the case of the community and social services sub-projects.

The priority focus of the emergency PWKs programme is to generate jobs for the unskilled poor, youth and women which in return enhances on the job skills. PWKs while being an emergency type of programme generating jobs for a limited period of time, it allows locally jobless youth to gain on the job skills and supports them in creating linkages with local contractors and local NGOs which then creates opportunities for future employment. Similarly, the women involved in the social work projects also gain training and skills working with NGOs which in return helps them to find jobs later in their own localities. In parallel and also

2 Please refer to the final report of Phase I for more details.
with UNDP support, the SFD will also be providing micro, small and medium loans to youth and women to develop income generating projects as well as social enterprises i.e. biogas fund, farmers revolving funds, etc...The MSME and social enterprise support will be carried out under a separate project from PWKs but UNDP together with SFD is ensuring linkages between the two programmes to ensure sustainability and maximum impact.

Expected Results

Output: Short term employment for youth in labour-intensive infrastructure projects and in pilot social services created in 6 of the poorest governorates (Behiera, Giza, Assuit, Sohag, Aswan and New Valley)

Activity 1: Create short term employment opportunities for youth in labour-intensive infrastructure projects

Labour-intensive public works projects focusing on the maintenance of public infrastructures including the extension of potable water networks to homes, the covering of canals running through villages and the refurbishment of public buildings such as markets and veterinary units will create thousands of temporary jobs.

Improvements to existing infrastructures or the construction of new ones will constitute critical interventions at the core of Local Economic Development efforts, especially as they use small and medium size local contractors from targeted communities.

Jobs generated will be offered to local unemployed skilled, semi-skilled and unskilled youth who are mostly seasonal landless farmers. According to estimates, based on the experience of Phase I and II, the programme can create 90,000 person/day in infrastructure project. The youth employed will receive market rate payments and work 6 days a week for a total of 48 hours a week.

The following public works areas represent some of the range of interventions that the project will support:

**Extension of potable water networks:** In collaboration with water and wastewater companies in the selected governorates, 4 and 6 inch pipes will be installed to extend potable water network in selected localities. The extension of the potable network will not only generate short term jobs (labour content 30%) but will increase the number of beneficiaries with access to drinking water. Providing access to potable water at home is a highly gender-sensitive contribution. A large number of inhabitants in the villages still use public taps to acquire their daily potable water needs. This entails long and tiresome daily trips mostly done by young and female family members that could otherwise use their time in productive activities.

**Covering of Canals passing by dwelling areas:** Irrigation and drainage canals are part of Egypt’s intricate irrigation system needed for agriculture. Some of these canals pass through village centres and heavily inhabited areas. Households that are neither served by adequate wastewater systems nor have means to dispose of their garbage utilize nearby water channels to connect their untreated sewage pipes and dump their refuse. As part of the overall irrigation system and water resources this same water, if clean, could be easily used for irrigation or as a source for potable water. The health and environmental repercussions of such habits are tremendous and this behaviour should be ceased. Covering the canal is a first step in the right direction, covering the parts of these canals that pass through inhabited areas prevent access and the covered areas can be used for different purposes.

**Refurbishment of public buildings** such as veterinary units and market places: Public markets and veterinary units have a significant effect on the economic situation of the beneficiaries. The aim of constructing new veterinary units is to preserve the animal (livestock) from diseases, with healthy animals then generating a positive impact on the income of the beneficiaries. The aim of constructing the Public markets is to provide suitable environment for the trade exchange

The Public Projects Sector at the SFD will coordinate the implementation of these projects utilizing and further developing the capacities of relevant departments/units in the selected governorates.

The Governorate departments, tasked with this role, will be strengthened to ensure effective supervision of implementation as well as operation and maintenance plans. Operational manuals, procedure manuals and forms are all in place and standardized through the SFD and will be adapted to the specific workings and regulations that Local Administration departments will have to operate under.
The Departments will be in charge of contracting local private sector contractors (SME beneficiaries) to implement the interventions where possible and will utilize a model that is already tested and implemented and documented in the SFD public works procurement manuals.

**Beyond job creation - documented impact of infrastructure programmes**

In an impact assessment study led by the World Bank in 2007, field surveys revealed that 90% of communities where infrastructure programmes were implemented reported strong positive impact. For instance, quantitative and qualitative studies on a project extending potable water networks to households reported improved health status, especially as a result of decline in diarrhoea and renal diseases. Potable water projects had a positive impact on reducing household expenditure on health. Reports documented healthy behaviour and personal hygiene improvements.3

**Activity 2: Create short term employment opportunities for women and youth in labour-intensive social services pilot projects**

A wide range of social service initiatives including school children feeding projects, health awareness campaign regarding Hepatitis C infection and the restoration of an archaeological site, will be supported in order to achieve the project’s objective of availing employment opportunities. SFD has developed packages for the above mentioned three service sectors. Sectors to implement will be identified based on community consultation and prioritization. In coordination with the local administration in participating governorates, SFD will contract competent and experienced NGOs with a track record in the provision of economic services to local communities to implement proposed services and expand existing ones. Jobs generated will be offered to local unemployed youth and women, and according to estimates, based on the experience of Phase I and II, the project can create 115,000 person/day under this activity.

**School children feeding project:** Youth will be trained and given job opportunities to implement nutrition initiatives for school children that include e.g. awareness raising activities for parents, teachers and students, developing healthy food packages for students and health care for children. In addition, a team will be trained to lead a campaign on best practice and nutritional status monitoring system.

**Health awareness campaign regarding Hepatitis C infection:** Youth will be trained to lead a campaign to improve and change practices and unhealthy behaviors and reduce the spread of viral infections. The campaign will focus on raising health awareness among target communities in order to prevent and reduce the spread of Hepatitis C infections; improve the quality and access to basic health services of adolescents and women in the post-reproductive life stage; and changing the behaviour of and towards adolescents and women in the post-reproductive life stage with health issues. Furthermore, cooperation and partnership between NGOs and government agencies in this area will be supported, fostering a longer-term impact of the campaign. As such, the impact goes beyond job-creation as it has an effect on the targeted communities and the beneficiaries of the activity (e.g. in the area of health, education, better employment perspectives, etc.).

**Restoration of Kasr El Nil village in the New Valley Governorate:** The archaeological site of Kasr El Nil village will be restored in order to preserve the identity and cultural heritage of the village. Local youth will be trained on excavation, renovation and restoration of this historic site. In addition, an environmental and archaeological awareness campaign for Kasr El Nil village will be launched. Once the work is completed, it is anticipated that Kasr El Nil village will attract tourists and create new jobs in the region.

**Beyond job creation - documented impact of social services projects**

Social services projects will help people to develop skills, capacities, and a stronger sense of self-worth and community, thus having a long-term impact on their financial and social security. The majority of the beneficiaries of such projects are females. Capacity development of young women is likely to have

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lifelong consequences for enhancing gender equity. Providing more and better jobs for women has a positive impact on their families’ education and nutrition, their companies’ productivity, and the overall economy.
### 3. Annual Work Plan

**Year: 2014 (starting March 2014)**

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>TIME FRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>And baseline, indicators including annual targets</td>
<td>List activity results and associated actions</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td><strong>Output 1</strong> Short term employment for youth in labour-intensive infrastructure projects and in pilot social services created in 4 of the poorest governorates</td>
<td>Activity Result 1: Monitor the implementation of the labour-intensive infrastructure projects that support growth in the targeted areas of economic potential</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Indicators: (AR 1) Short term employment opportunities for youth in labour-intensive infrastructure projects created in the poorest governorates.</td>
<td>1- Labour Intensive potable water networks</td>
<td>2- Labour Intensive Canal covering projects</td>
<td>3- Labour Intensive Public Buildings (public Markets &amp; Veterinary Units)</td>
<td></td>
</tr>
<tr>
<td>Indicator: # of short term/ employment opportunities created by the project for youth (ages 18 To 29) in public works (disaggregated by governorate)</td>
<td>Baseline: zero at start of project</td>
<td>Target: 90,000 person/day, equivalent to 900 job opportunity based on 4 months’ work cycle</td>
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</tbody>
</table>
**Indicators: (AR 2)**

Short term employment opportunities for women and youth in labour-intensive social services pilot projects created in the poorest governorates.

*Indicator: # of short term/employment opportunities created by the project for youth (ages 18 To 29) in Social services (disaggregated by governorate)*

*Baseline: zero at start of project*

*Target: 115,000 person/day, equivalent to 1150 job opportunity based on 4 months’ work cycle*

<table>
<thead>
<tr>
<th>Activity Result 2: Monitor the implementation of labour-intensive social services pilot projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Schoolchildren feeding project</td>
</tr>
<tr>
<td>2- Health awareness campaign regarding the Hepatitis C infection</td>
</tr>
<tr>
<td>3- Restoration of El Kasr village in New Valley Governorate (archaeological site)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>SFD</th>
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</thead>
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<table>
<thead>
<tr>
<th>TOTAL</th>
<th>4,629,629</th>
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<tr>
<td>GMS</td>
<td>370,371</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,000,000</td>
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</tbody>
</table>
4. Communication Strategy and Donor Visibility

All public information and communications materials provide credit to the valuable contribution of the Government of Japan. To maximize awareness, UNDP uses multiple public outreach tools and vehicles that grant optimum visibility to partners, such as web content and online/social media, reports and publications, brochures, commemorative plaques, video documentaries, and UNDP global knowledge networks for experience sharing purposes. Information given to the press and beneficiaries, all related publicity material, official notices, reports and publications shall acknowledge the Government of Japan and shall display in an appropriate way the logo of the development partner.

5. Management Arrangements

The existing Project Board of UNDP, MOFA, Government of Japan and SFD project, in continuation of Phase II of the ongoing project, is empowered to take executive management decisions and provide guidance to the Programme Manager, including approval of programme revisions and of the programme’s annual work plan. Programme assurance reviews by this group are made at designated decision points during the running of the programme, or as necessary when raised by the Programme Manager.

Upon receipt of the funds UNDP will conduct a substantive budget revision to include the granted funds under the existing Award:

- Business Unit: EGY10
- Project ID: 00085907
- Operating Unit: EGY
- Department ID: B0448
- Fund: 32045 (Partnership Fund)
- Donor: 00141 (Japan)
- Implementing Agency: 001378

6. Financial Arrangements

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. To such aim, UNDP shall submit a formal written request to the Government of Japan for prior approval to project extension and/or re-deployment of funds between previously approved project budget components amounting to an increase or decrease of more than 20% of funds. The Government shall use its best endeavors to obtain the additional funds required.
In the event that the objectives, activities, or budget of an ongoing project must be modified, UNDP will consult with the Ministry of Foreign Affairs of Japan or the Embassy of Japan in Egypt in advance for informal approval/objections. In the event that the Ministry is favourably inclined, UNDP will submit a revised project proposal to the Ministry of Foreign Affairs of Japan through its Permanent Mission in New York for formal approval.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest income derived from Japan-UNDP Partnership Fund.

UNDP will consult with the Government of Japan on the use/disposal of any remaining fund balance which might exist upon termination of the project.

In accordance with the decisions and directives of UNDP’s Executive Board:

- The contribution shall be charged:
  - (a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
  - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

### 7. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

**Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables (to be completed following the signing of the project document).
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
8. Reporting

UNDP shall submit to the Government of Japan the following reports:

- **Quarterly Progress Reports** capturing progress of activities and disbursements of activities agreed upon in the present document. If available, the reports will include pictures, media clippings and public information and communications materials produced in the respective quarter.
- **A final report** including a final financial report.
## 9. Risks and Risks Mitigation

<table>
<thead>
<tr>
<th>#</th>
<th>Type &amp; Description</th>
<th>Impact &amp; Probability</th>
<th>Mitigation strategy</th>
<th>Lesson Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Political</td>
<td>Probability = Low</td>
<td>▪ UNDP and SFD will</td>
<td>Close follow-up on</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact = medium</td>
<td>concentrate on</td>
<td>local level to ensure</td>
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<td></td>
<td></td>
<td></td>
<td>priority governorates</td>
<td>timely delivery of</td>
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<tr>
<td></td>
<td></td>
<td>May lead to delays in</td>
<td>and not spread thin.</td>
<td>project activities is</td>
</tr>
<tr>
<td></td>
<td></td>
<td>implementation</td>
<td></td>
<td>crucial.</td>
</tr>
<tr>
<td></td>
<td>Unstable and volatile political situation, in process of new government and parliament</td>
<td></td>
<td></td>
<td>Job creation for youth is a national priority, directly responsive to needs of revolution, regardless of upcoming regime.</td>
</tr>
<tr>
<td></td>
<td>Civic unrest / strikes</td>
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<td></td>
<td></td>
<td></td>
<td>▪ Continue dialogue</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>at various levels</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Job creation for youth is a national priority, directly responsive to needs of revolution, regardless of upcoming regime.</td>
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<tr>
<td></td>
<td>Limited/changing political commitment at central, governorate and local levels due to turnover on ministerial, directorate and local level</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Close follow-up on local level to ensure timely delivery of project activities is crucial.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Continue dialogue at various levels</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Operational</td>
<td>Probability = Low</td>
<td>▪ Local teams of the Social Fund for Development can compensate lack to certain extend if needed.</td>
<td>Although it is crucial to use local knowledge and expertise, it can be necessary to bring in the expertise from another governorate to ensure the timely implementation and avoid delays.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact = Low</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>May lead to delays in implementation</td>
<td></td>
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<tr>
<td></td>
<td>SFD is operating according to UNDP standards, thus the operational risks at the central level are minimal. Lack of capacities at the local level, e.g. of a local company can slow down the tendering and implementation process.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Financial</td>
<td>Probability = low</td>
<td>▪ Continue to build on available resources</td>
<td>Will account for inflation during the design stage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact = low</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Risk of changes in costing of infrastructure projects</td>
<td>May lead to the implementation of fewer projects than planned</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Random spot checks</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Environmental</td>
<td>Probability = low</td>
<td>▪ Positive impact expected. E.g. through environment clean-up campaigns etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Impact = low</td>
<td></td>
<td></td>
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</tbody>
</table>