

## Egypt CO Project Document Format

### United Nations Development Programme

Country: Egypt

### Project Document

**UNDAF Outcome(s):** By 2011 State's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities are improved

**Expected CPAP Outcome(s):** Improved national capacity to design, apply and monitor pro-poor policies while addressing geographical disparities

**Expected CPAP/Project Output(s):** Community participation in local and National Efforts to achieve the MDGs promoted

**Implementing partner:** Cairo University

**Responsible Parties:** Cairo University and UNDP

#### Brief Description

In Egypt, low public awareness on the MDGs remains a key issue to address toward a full engagement of all sectors of society. This project aims at developing youth's ownership and engagement of the MDGs.

Seven faculties of Cairo University will be involved in this double pronged project - made up of an awareness raising component and a research component - through the diverse awareness raising initiatives and events and the allocation of five research grants for applied studies on MDGs.

Dealing with University Students and Academia will ensure the establishment of a sustainable virtuous circle between knowledge creation and knowledge dissemination, thus engaging the students with different targeted strategies. The principal envisaged activities are events (such as job fairs), competitions, lectures, seminars and the offer of prizes such as grants and others.

The expected outputs of the project are the development and implementation of a MDGs research platform and the increase of MDGs awareness rates.

<p>Programme Period: <u>2007 - 2011</u></p> <p>CPAP Programme Component: <u>Poverty Reduction</u></p> <p>Project Title: <u>MDG awareness through Cairo University</u></p> <p>Atlas Award ID: <u>00057799</u></p> <p>Start date: <u>October 2009</u></p> <p>End Date: <u>June 2011</u></p> <p>PAC Meeting Date: <u>October 2009</u></p>	<p>2009 AWP budget: <u>USD 104,000</u></p> <p>Total resources required: <u>USD 500,000</u></p> <p>Total allocated resources: _____</p> <ul style="list-style-type: none"> <li>• Regular: <u>USD 250,000</u></li> <li>• Other:             <ul style="list-style-type: none"> <li>◦ Vodafone: <u>USD 50,000</u></li> </ul> </li> </ul> <p>Unfunded budget: <u>USD 200,000</u></p> <p>In-kind Contributions: Cairo University: project space, furniture, utilities, training halls and facilities</p>
--	---

Agreed by MOFA: H.E. Amb Bassem Khalil, Deputy Assistant to Foreign Minister and Director of International Cooperation, Ministry of Foreign Affairs

Signature: B. Khalil Date: 14/12/09

Agreed by Cairo University: Dr. Hossam Kamel, President of Cairo University

Signature: Hossam Kamel Date: 15/11/09

Agreed by UNDP: <sup>Khadija MUSA</sup> Mounir Tabet, Country Director, a.i.

Signature: Khadija MUSA Date: 17/12/09

## Situation Analysis

The Millennium Development Goals (MDGs) are eight developmental goals set by the world's leaders during the United Nations Millennium Summit of 2000. Responding to the world's main development challenges, these goals are set to be achieved by each country by the year 2015. The goals include:

- 1: Eradicate extreme poverty and hunger
- 2: Achieve universal primary education
- 3: Promote gender equality and empower women
- 4: Reduce child mortality
- 5: Improve maternal health
- 6: Combat HIV/AIDS, malaria and other diseases
- 7: Ensure environmental sustainability
- 8: Develop a Global Partnership for Development

While Egypt does not have an official MDG strategy, the government's five year plan mentions a commitment to reach the MDGs and in many instances to go beyond. However, specific MDG based costing and planning is not adopted.

Nevertheless, Egypt has made significant progress on each of the MDGs at the National level. However, there are concerns that the MDGs will not be reached in all regions of the country due to regional disparities and the fact that Upper Egypt is and will probably continue to lag behind. There are also concerns that the 2015 targets will not be reached for all of the MDGs. The target of promoting gender equality and empowering women and the target of ensuring environmental sustainability are not likely to be reached by 2015 if no significant additional attention is given to these.

In Egypt, UNDP, along with other UN agencies, Government, NGOs and the Private Sector is helping the country reach the targets and commitments of the MDGs. UNDP is helping the Government monitor Egypt's progress towards the 2015 goals through regular reports. In addition to dedicating a chapter to the MDGs in each of its most recent National Human Development Reports, UNDP has supported the Ministry of Economic Development in producing bi-annual MDG reports. The 2008 MDGR was published in September 2008. Moreover, UNDP along with other UN agencies has supported, over the past few years, an award-winning MDG advocacy programme that raised awareness of the MDGs through a series of high visibility seasonal and youth supported activities. UNDP is also supporting, in partnership with other UN agencies, the Government of Egypt the establishment of an internal monitoring mechanism to measure the country's progress in each of the MDG areas.

Hitherto, MDG work in Egypt has focused on Government agencies and advocacy with NGOs. The contribution of Academia to policy options, strategies and cutting edge thinking on the MDGs has been limited. Moreover, Egypt could benefit substantially from the contribution of up and coming young researchers with additional creative and innovative options to help bridge the remaining MDG gap and beyond. With this objective in mind, UNDP recently launched a partnership with Cairo University aimed at sensitising youth on the MDGs and developing a research platform on the perception and the desirable path to adapt the implementation of MDGs to the Egyptian society. Cairo University was chosen for this purpose since it is among the largest and oldest universities in Egypt<sup>1</sup> and since its mission concentrates on performing an effective role for the

---

<sup>1</sup> In Egypt there are 18 public universities, 15 private universities, 12 technical colleges, 115 private institutes with 2.4 million undergraduate students and 250 thousand graduate students with 63000 staff members.

Egyptian society through an interactive learning and research system, as well as, preparing students for the challenges of a rapidly changing workplace and empowering their potential to contribute effectively to developing their society. Moreover, since Cairo University forty three faculties and institutes and caters for 15.7% of the total public university student population, it is expected that this project will reach the widest possible target with its modest resources.

The insufficient awareness of the MDGs and their ownership by the public at large constitutes a barrier against a fuller engagement of all sectors of the society in the national development processes in general and in the MDGs in particular. The challenge is more acute among the youth, where also resides the greatest opportunity. The Community Services & Environment Development Sector in Cairo University is mandated to support the communication links between Cairo University and various institutions to serve the internal as well as external society. To accomplish its objectives, the Community Services & Environment Development Sector is undertaking a wide range of activities which include: undertaking research on society's problems through the university's special research centers, supporting the students' skills to join the labour market, enhancing their awareness of their society's problems, establishing a concrete and comprehensive partnership between the public & private sectors. It is hoped that the partnership between UNDP and Cairo University, through the community services and environment development sector, will ensure the establishment of a sustainable virtuous circle between knowledge creation and knowledge dissemination, thus engaging the students with different targeted strategies. At the end of the project, general knowledge on MDGs will be created among the student, facilitating their fruitful engagement in all sectors of the society helping to develop a public opinion that is more supportive of the MDGs and of the government efforts to reach them.

### **Project Strategy**

The aim of the project is to promote initiate academic research by young university researchers and supervisors to help policy makers achieve the MDG's and develop a public opinion supportive of the MDGs and the Government's efforts to achieve the intended goals by 2015 and sustain this achievement in the longer term.

To help reach this goal, UNDP will partner with Cairo University-the first such partnership between UNDP and a prestigious university, selected as the most suitable partner for a project that entails research, education and awareness raising.

The project intends to achieve this goal through a two-pronged approach.

1. The first involves offering five research grants in applied studies on MDGs. These will be supervised by peer reviewers from seven faculties in the university and relevant ministries on MDG related topics with the aim of deepening academic knowledge on the MDGs and providing innovative and creative MDG-based policy options for potential consideration by policy makers. Academic knowledge generated in this context will be widely disseminated and will enrich public debate on this important issue.
2. The second involves activities in the form of events such as job fairs, competitions, lectures, seminars aimed at raising awareness of youth on the Millennium Development Goals and the importance of achieving them for Egypt. This also aims at strengthening the capacity of youth to engage major societal challenges, articulate possible solutions to these challenges and communicate these to policy makers and the public at large.

Synergies will be encouraged among this project and other ongoing extracurricular projects at Cairo University aimed at enhancing the capacities of students. These projects include, but are not limited to the Egyptian Junior Business Association Project in Cairo University, the Ford Foundation Project, the Social Fund Project in Cairo University, the Egyptian Banking Institute Project, as well as the MDG report project and HDR project with the Government of Egypt.

An extra effort will be made to ensure that gender issues will be mainstreamed throughout the duration of the project to help strengthen gender equality, through such mechanisms as allocating a quota for women to participate to the activities of the project as well as organizing special activities targeting women.

The activities of the project will be implemented in a period of two academic years, according with the faculties' calendar, commencing in 2009.

UNDP will fund the operational expenses and provide the required ICT equipment, whereas Cairo University will provide project space, training facilities, halls and utilities.

### **Project Results:**

**Output 1: MDG research platform developed and disseminated among students and Faculty.**

**Activity 1: Applied research to reach MDGs implemented (USD 115,000)**

Five grants will be allocated for applied researches in the field of MDGs. The research topics may be on cross-cutting themes and developed within one or more faculties.

*The following faculties have been selected given their direct connection with the MDGs:*

- *Faculty of Medicine*
- *Faculty of Engineering*
- *Faculty of Economics and Political Science*
- *Faculty of Agriculture*
- *Faculty of Information*
- *Faculty of Sciences*
- *Faculty of Communication*

Young researchers in these faculties will compete for research grants by focusing on projects that serve the MDG goals. Research at the Faculties of Medicine, Engineering, Agriculture and Sciences is mainly applied research and will be concerned with the health and environmental goal of the MDGs.

Students and young researchers at the Faculty of Communication will play a vital role in applying research projects on methods of using media to serve MDGs goals, while the main concern of students at the Faculty of Economics and Political Science will be poverty alleviation, education and research on empowering the women status. The use of IT in research for MDGs can be a cross cutting issue for all research directed by researches at the Faculty of Information.

To be able to enrich the level of knowledge to serve MDG goals at the government level, a direct link with the government entities concerned with all these aspects will be established. This will build on the already well-established direct contacts with several ministries such as the Ministries of Social Solidarity, Environment, Public Administration, Health, Agriculture, Investment and Information. All of these ministries are already represented in the councils of these faculties or the overall council of the Cairo University. Several peer review committees will be established and charged with reviewing the research proposals to assure quality and to ensure that these proposals are in line with government needs and priorities. They will also play a vital role in the selection of proposals. These peer reviewers groups will consist of two academicians and a

representative of a Ministry concerned with the targeting of the MDGs goal, i.e Ministry of Health, Environment...

After selecting the proposals, representatives of the ministries can be the link between university research and the needs of the government. They can help the researchers in obtaining the required data from the ministries so as to ensure that the related research serves the real concerns of the relevant government entities. Students will be able to use governmental data and benefit from governmental experiences in the various areas.

This component of the research is an innovative approach to link young researchers and CU research with the policy making process. Students and young researchers will feel that they are contributing to solving the problems of society with practical solutions. Dissemination forums will be organized at university and the government entities concerned with MDG goals and electronic dissemination of the research will also be encouraged.

### **Activity 2: Undergraduate students' awareness increased. (USD 91,000)**

The MDG awareness activities aim at reaching the youth, specifically university students, and engaging them in development, raising their awareness on the importance of the MDGs and helping them acquire ownership of the MDGs. The focus on students has been chosen to increase first their capacity to identify their role in the community and secondly to create a common sense of ownership and involvement toward MDGs, focusing on the idea that they will benefit directly from their involvement in the achievement of the MDGs. Their effective involvement would guarantee the sustainability of results in the future.

Cairo University and UNDP will work together towards this objective through a number of activities which include but are not limited to the following:

- a) Internal awareness campaign, targeting Professors and Lecturers
- b) Creation of a dedicated website
- c) Co-designing the 2010 Sustainability week around the MDGs and the social aspect of sustainability
- d) Lectures and Seminars about the MDGs
- e) Organization of a Book Fair with competitions (literary, artistic and scientific) on MDGs
- f) Photo Competition and Exhibitions on MDGs
- g) Launch of the "Poverty Reduction that Works" Book
- h) Creation of a Media Awards on MDGs-related articles
- i) Small researches and competitions related to MDGs and development

### **Activity 3: Project Support Unit (94,000)**

An office for the project will be established within Cairo University, composed of professionals either from within the University and/or external consultants in order to keep track and manage the development and the implementation of the project step by step, on a daily basis and in the field.

### **Communication Strategy**

The MDG awareness initiative primary target is the Youth, specifically Cairo University students, and engaging them in development and in raising their awareness on the importance of the MDGs and to help them acquire ownership of the MDGs. Thus engaging them is important to increase their capacity to identify their role in the community not only because they will benefit from the achievement of the MDGs but also because their involvement would guarantee the future

sustainability of the achieved results. Throughout the initiative, special attention will be placed on gender equity to ensure that women get a fair share of the project activities. The secondary target of the initiative is the community that surrounds the students, meaning their families and their friends, which may be partially involved in the initiative. Youth from other universities may be invited thus generating synergies and exchange of knowledge, besides the awareness raising.

Therefore, the goals and objectives of the communication and awareness campaign are defined as follow:

- Raise awareness, as the first stage of involvement, through disseminating information and involving youth in events and initiatives thus stimulating a sense of ownership
- Promote volunteering and concrete commitment to activities.

The themes and messages that will be promoted through this initiative will include, but not be limited to:

- “Knowledge has to serve the society leading to problem solving”
- “Everyone has a role to play in development to alleviate poverty”
- “You have to shape the future for you and for the others”
- “Be part of the change and benefit from it”

These will be delivered through different media ads Activities:

- Conduct surveys on the perception and knowledge concerning MDGs
  - o suggested 3 times in 2 year (before, mid-term, 2 months after)
- Creation and distribution of leaflets, booklets, stickers, posters, customized MDGs business cards
- Launch of research initiatives
- Creation of a website to:
  - Provide info
  - Receive and collect info and feedback
  - Interact
  - Make a pledge
  - Sharing knowledge
  - Printable items
  - Advertise events and competitions
- Organization of events such as:
  - o Opening ceremony
  - o Launch of the book “Poverty Reduction that Works”
  - o Food fair, Job fair and/or free lunch day
  - o Lectures, seminars
  - o Exhibitions

**Risk Analysis (refer to the attached Risk Log in Annex)**

Not reaching a sustainable level of attention and commitment by the students targeted in the awareness campaign is the main risk of this project.

To reduce this risk:

- The project will be highly publicised within the university community.
- Students will be directly involved in designing the publicity campaign itself.
- All the activities will be aligned with the university's calendar.

Another risk that the project might encounter is the low level of political adoption of the policy recommendations resulting from the research.

To reduce this risk

- Ministry representatives in the peer review mechanism will ensure alignment with overall MDG goals and ministry activities to address them, thereby enhancing the chances of their consideration by the concerned ministry and potential adoption.

A third risk could be operational delays due to the lack of practical experience in project implementation by the members of the Academia

To reduce this risk

- UNDP will help provide close and continuous follow up as well as exposure to basic project management procedures and UNDP rules and regulations.

A fourth risk could be financial constraints due to the lack of resources required for the project implementation

To reduce this risk

- UNDP will conduct several meetings with potential donors to raise the unfunded resources.

## Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Programme Results Action Plan (CPAP) and Resource Framework (CPAP):</b> Improved national capacity to design, apply and monitor pro-poor policies while addressing geographical disparities</p> <p><b>Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and targets:</b> <b>Outcome indicators:</b> Community awareness and participation in local and national efforts to achieve the Millennium Development Goals promoted <b>Baseline:</b> limited awareness and involvement of Egyptian Youth and Academia in the achievement of the MDGs <b>Targets:</b> awareness and engagement of Cairo University students to the achievements of the MDGs improved</p> <p><b>Applicable Strategic Plan Focus Area:</b> MDGs achievement</p> <p><b>Partnership Strategy:</b> UNDP will partner with Cairo University to organize awareness activities, coordinate with Faculty deans to raise awareness</p> <p><b>Project title and ID (ATLAS Award ID):</b> MDG awareness in CU. Atlas Award ID: 00057799</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> MDG research platform developed and disseminated among students and Faculty.</p> <p><b>Output Indicators:</b> MDG awareness raised &amp; volunteerism towards MDGs promoted in Cairo University</p> <p><b>Baseline:</b> limited awareness and involvement of students and Academia of Cairo University in the achievement of the MDGs; % of students and faculties of Cairo University aware of MDGs as per baseline result</p>	<p><i>Year 1: the MDGs widely disseminated at the University level</i></p> <p><i>Year 2: sound research projects developed and scalable</i></p>	<p><b>Activity Result 1:</b> Undergraduate students' awareness increased.</p> <ul style="list-style-type: none"> <li>▪ Actions:           <ol style="list-style-type: none"> <li>1. Rapid assessment of awareness level among students and faculties</li> <li>2. Internal awareness campaign, targeting Professors and Lecturers</li> <li>3. Creation of a dedicated website</li> <li>4. Co-designing the 2010 Sustainability week around the MDGs and the social aspect of sustainability</li> <li>5. Lectures and Seminars about</li> </ol> </li> </ul>	<p>Cairo University and UNDP</p>	<p>Activity 1: USD 91,000</p>



		<p>the MDGs</p> <ol style="list-style-type: none"> <li>6. Organization of a Book Fair with competitions (literary, artistic and scientific) on MDGs</li> <li>7. Photo Competition and Exhibitions on MDGs</li> <li>8. Launch of the “Poverty Reduction that Works” Book</li> <li>9. Creation of a Media Awards on MDGs-related articles</li> <li>10. Small researches and competitions related to MDGs and development</li> </ol> <p><b>Activity Result 2:</b> applied research to reach MDGs implemented</p> <ul style="list-style-type: none"> <li>▪ Actions: <ol style="list-style-type: none"> <li>1. Identify relevant faculties</li> <li>2. Identify technical committees per faculty</li> <li>3. Develop appraisal criteria</li> <li>4. Announce grants</li> <li>5. Selection of grantees and grant allocation</li> <li>6. Ceremonies for research results presentation</li> <li>7. Research dissemination</li> </ol> </li> </ul> <p><b>Activity Result 3:</b> Project Support Unit established</p>		<p>Activity 1: USD 115,000</p> <p>Activity 2: USD</p> <p>Activity 3: USD 94,000</p>
--	--	--	--	---

## Annual Work Plan

Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1:</b> MDG research platform developed and disseminated among students and Faculty. <b>Baseline:</b> limited awareness and involvement of Cairo University students and Academia in the achievement of the MDGs <b>Indicators:</b> # of students attending sessions, seminars; # of faculty staff applying for grants; <b>Related CP outcome:</b> CSOs in Egypt aware of MDGs and engaged in their promotion	Actions: 1. Recruiting the project team 2. Establish the PMU 3. Baseline survey 4. Internal awareness level raised -Capacity building for professors 5. Website for the initiative developed - creation of a website 6. Book Fair Festival developed 7. Sustainability Week Festival developed -sustainability week 2009 dedicated to MDGs					CU and UNDP	UNDP	Salaries	30,000
					X	CU and UNDP	UNDP	Equipment	27,000
					X	CU and UNDP	UNDP	Contract service company	4,000
					x	CU and UNDP	UNDP	Training	5,000
					x	CU and UNDP	VODAFONE	Contract service company	3,000
					x	CU and UNDP	UNDP & VODAFONE	Hospitality	10,000
					X	CU and UNDP	UNDP & VODAFONE	Hospitality	10,000

	8. Lectures and Seminars -lectures and workshop about the MDGs held				X	CU and UNDP	UNDP	Hospitality	3,000
	9. Media awards - A media award organized focused on MDGs				X	CU and UNDP	UNDP & VODAFONE	Hospitality	3,000
	10. Photo Competition - A photo competition organized focusing on MDGs				X	CU and UNDP	UNDP	Hospitality	3,000
	11. Competitions on MDGs launched -Creation of a series of competitions on MDGs related topics				X	CU and UNDP	UNDP & VODAFONE	Hospitality	5,000
	10. M&E - M&E framework created - M&E analysis conducted				X	CU and UNDP	UNDP	Contract service company	1,000
<b>TOTAL</b>									<b>104,000</b>

---

## Management Arrangements

UNDP will be in charge of funding the operational expenses and providing ICT equipments, funding 250,000 USD.

Cairo University in kind contribution consists in project spaces, training facilities, halls, utilities.

Vodafone foundation will contribute 50,000 USD

The minimum requirements for the project management arrangements include the following roles and this section should explicitly list who will play these roles:

**Project Board:** A Project Board will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of project revisions and of the project's annual workplans. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. The Board contains three roles: an Executive to chair the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries. This group is consulted by the Project Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

Potential members of the Project Board are reviewed and recommended for approval during the Programme Advisory Committee (PAC) meeting.

The Group will meet annually (or more frequently if necessary) and will be composed of:

- Representatives from MOFA, Cairo University and UNDP

Ex officio: The Project Manager and/or Coordinator

Minutes: The Project Manager/Coordinator will act as secretariat for the committee, being responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

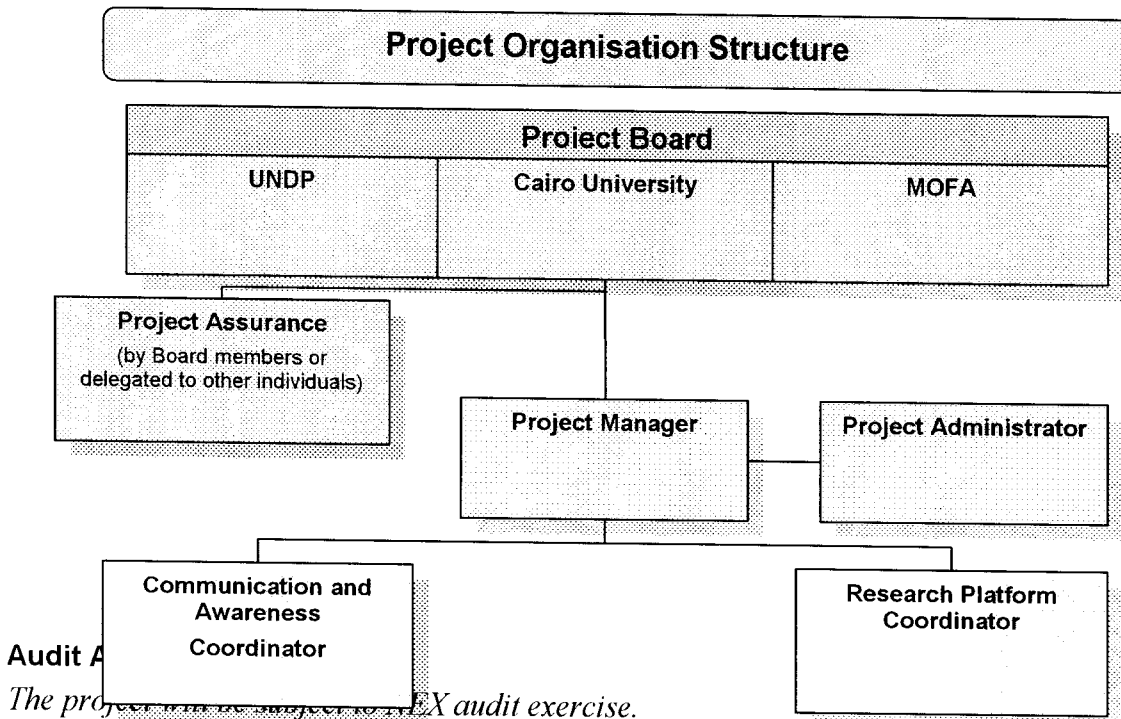
**Project Assurance** is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role of the Project Assurance ensures appropriate project management milestones are managed and completed. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects.

**Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project manager will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to UNDP. He/she will also be responsible for coordinating, networking and soliciting the participation of all concerned parties. The Project Manager will be responsible for preparing regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary. The Project Manager is appointed jointly by the UNDP and the Implementing Partner. The draft TOR for the Project Manager is attached as Annex I.

**Project Support:**

The Project Support will provide project administration and management support to the Project Manager as required by the needs of the project or Project Manager.

The above project management structure can be illustrated as follows:



- *UNDP Support Services: the project is subject to 1.5% ISS*

---

## Financial Arrangements

In case of cost-sharing include:

The schedule of payments and UNDP bank account details.

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 above 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. The Government shall use its best endeavors to obtain the additional funds required.

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 credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

- (a) [7 %]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."

---

## 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

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- A **Final Project Review** shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

Project Evaluation:

A project evaluation is required to highlight the project achievements, record lessons learnt and to draft recommendations regarding the sustainability of the project.

## **Monitoring and Evaluation Resources:**

Appropriate financial resources will be allocated to ensure that project monitoring and evaluation is carried out. For the evaluation, a national consultant will be hired for three weeks. Therefore, 2 percent of the project budget will be allocated to monitoring and evaluation activities.

---

## **Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Egypt and UNDP, signed on (19 January 1987).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the 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). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



# ANNEXES



Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

## OFFLINE RISK LOG

<b>Project Title:</b> <u>MDG awareness in CU</u>	<b>Award ID:</b> 00057799
<b>Date:</b> 30/06/2009	

#	Description	Date identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Commitment of students	June 2009	Operational	This risk is highly probable given the engagement of students in other extra curricular activities and studies. The MDG activities have to be very attractive to grab the attention of students	To prevent such an event, the students will be directly involved in designing the campaign itself. Moreover, they will be provided with research grants and other incentives throughout the campaign. Additionally, all the activities will be aligned with the university's calendar	UNDP-CU	Sarah	Newly identified	Newly identified
2	Political adoption of the recommendations resulting from the researches	June 2009	Political Regulatory	The probability of this risk cannot be determined at this stage. It depends on the research topics and results	extensive dissemination of the results	UNDP-CU	Sarah	Newly identified	Newly identified
3	Operational delays due to the lack of practical experience in project implementation by the members of the Academia	June 2009	Operational	Probable, but cannot be generalized to all academics since a large number is exposed to project implementation	close and continue follow up and interaction between UNDP and CU coordinators throughout the life cycle of the project	UNDP-CU	Sarah	Newly identified	Newly identified

4	Financial constraints due to the lack of resources required for the project implementation	October 2009	Operational	The probability of this risk can not be determined at this stage.	Efforts to raise funds	UNDP-CU	Ada	Newly identified	Newly identified
---	--	--------------	-------------	---	------------------------	---------	-----	------------------	------------------

## Terms of Reference

<b>Country:</b>	Arab Republic of Egypt
<b>Project Reference:</b>	MDG awareness initiative in Cairo University
<b>Post Title:</b>	National Programme Manager
<b>Duty Station:</b>	Cairo University
<b>Type of Contract</b>	Full time service contract
<b>Duration of Assignment:</b>	1 year renewable for the project duration (2 years)

### Background:

In Egypt, low public awareness on the MDGs remains a key issue to address toward a full engagement of all sectors of society. This project aims at develop youth's ownership and engagement of the MDGs.

7 faculties of Cairo University will be involved in this double pronged project - made of an awareness raising component and a research component - through the diverse awareness raising initiatives and events and the allocation of 5 research grants for applied studied on MDGs.

Dealing with University Students and Academia will ensure the establishment of a sustainable virtuous circle between knowledge creation and knowledge dissemination, thus engaging the students with different targeted strategies. The principal envisaged activities are events (such as job fairs), competitions, lectures, seminars and the offer of prizes such as grants and others.

The expected outputs of the project are the development and implementation of a MDGs research platform and the increase of MDGs awareness rates.

### Duties and Responsibilities:

The Programme Manager will be working under the supervision of the Vice President of Cairo University and UNDP. He/she duties will be as follows:

- Liaison with various Faculties involved in the programme to follow up projects progress, identification of programme issues and risks and reporting on any foreseen problems that could affect programme overall progress or delivery
- Establishment of the staffing and operations of a Programme Management Unit (PMU).
- Implement Results Based Management Approach in preparation of operational Annual Work Plan (AWP) including budget estimated for various outputs.
- Preparation of quarterly reports, annual programme progress reports, annual funds requisition, financial reports, and any other reports.
- Prepare a risk management plan for the programme and monitor the different project management responses to the identified risks
- Put together a communication strategy.
- Ensure cost effective and proper financial management of the PMU funds in following up on programme activities and conducting programme level activities
- Organize several programme events to ensure integration among the programme different components
- Ensure the integrity of the programme and information sharing among the main stakeholders of the programme
- Any other duties assigned

## Professional Skills and Experience

1. Higher education in a related field and policy and other related field;
2. At least 10 years of experience in the management and implementation of donors funded national projects
3. Experience in and exposure to development issues and challenges in Egypt, specifically the MDGs
4. Previous work experience with government agencies and donors community
5. Demonstrated skills in project management, including project planning and budgets;
6. Strong interpersonal and high communication skills;
7. Experience in organizing events, such as workshops, seminars and consultation meetings;
8. Experience and capacity in community development
9. Excellent presentation skills
10. Fluency in English language
11. Experience in Fund Raising
12. Experience in Monitoring and Evaluation
13. Strong Advocacy and Communication skills

All applications specifying the title of the post to be sent to the attention of:

Sarah Sabri  
Programme Assistant  
UNDP  
1191 Corniche El Nile Street  
Boulak Cairo  
E.mail: [sara.sabri@undp.org](mailto:sara.sabri@undp.org)

**Vacancy Notice issued on:**  
**Deadline for application is:**



**Annual Work Plan**

Egypt - Cairo

Award Id: 00057799

Report Date: 29/10/2009

Award Title: MDG Awareness & Research Initiative - Cairo University

Year: 2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			Amount US\$	
			Start	End		Fund	Donor	Budget Descr		
00071534	MDG Awareness Initiative - Ca	MDG Awareness & Research			EGY-National Execution	04000	UNDP	72600	Grants	115,000.00
					EGY-National Execution	04000	UNDP	72700	Hospitality/Catering	51,000.00
					EGY-National Execution	04000	UNDP	71400	Contractual Services - Individ	44,000.00
<b>TOTAL</b>										<b>210,000.00</b>
<b>GRAND TOTAL</b>										<b>210,000.00</b>



**Annual Work Plan**

Egypt - Cairo

Award Id: 00057799

Award Title: MDG Awareness & Research Initiative - Cairo University

Year: 2011

Report Date: 29/10/2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00071534	MDG Awareness Initiative - Ca	MDG Awareness & Research			EGY-National Execution	04000	UNDP	72700	Hospitality/Catering	40,000.00
					EGY-National Execution	30000	VODAFONE	71400	Contractual Services - Individ	50,000.00
<b>TOTAL</b>										<b>90,000.00</b>
<b>GRAND TOTAL</b>										<b>90,000.00</b>