



UNITED NATIONS
EGYPT

Support Project (Preparatory Assistance Project) for the Implementation of the Cairo Agenda on Action for Aid Effectiveness



Expected UNDAF Outcome	UNDAF Outcome 1 – <i>By 2011, state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved</i> Output 1.2 – <i>Government capacity to coordinate donor support, including between ministries and national councils, strengthened</i>
Expected CPAP Outcome	CPAP Outcome 1 – Improved national capacity to design, apply and monitor pro-poor policies while addressing geographical disparities
Expected Output(s)/Annual Targets:	Situation Analysis of the socio-political economic situation of Egypt, as a starting point to deliver the 3 key deliverables as described in the Cairo Agenda for Action on Aid Effectiveness
Implementing Partners:	Ministry of International Cooperation and the Government of Egypt
Responsible Parties:	UNDP

Programme Period: 2009-2010	Total Budget: US\$ 77,500
Programme Component: Aid Effectiveness	
Project Title: Cairo Agenda for Action on Aid Effectiveness	Allocated resources:
Duration: 7 months (Nov 2009 – May 2010)	- Government US\$ 20,000
Management Arrangement: National Execution	- UNDP US\$ 52.500
	- Office of the RC US\$ 5,000

Brief Description

The expected outputs of the project are as follows:

The elaboration of a Situation Analysis of the socio-political economic situation of Egypt, as a starting point to deliver the 3 key deliverables as described in the Cairo Agenda for Action on Aid Effectiveness

Agreed by:

Signature:

Date:

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Minister for International Cooperation

31-3-10

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15/3/10

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26/3/10

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I. Situation Analysis

1. Egypt has come far in terms of economic, social and developmental achievements over the past three decades, with many Egyptians experiencing tremendous improvements in their health, education, and general quality of life. Building on these achievements, more work is required to address a number of significant remaining human development challenges. These include:
 - ensuring that recent high levels of economic growth translate into improved equity, poverty reduction, and an expansion in employment opportunities, especially for youth;
 - addressing Egypt's population growth, which remains stubbornly high;
 - advancing on education issues, including illiteracy, school dropouts, the quality of education in public schools, and better connecting research and development with industry;
 - reducing the high incidence of hepatitis C, upgrading sanitation services, improving nutrition, combating water-borne diseases, and reducing air and water pollution;
 - advancing on long-standing challenges such as gender equality, political participation, transparency and public accountability, and strengthening the respect for human rights; and
 - responding to a new set of issues that have surfaced on the domestic development agenda in the past few years, including pandemic influenza, climate change, high international food and fuel prices, and the global economic recession, all of which have a disproportionate impact on the poor.
2. The international development community has contributed to Egypt's development process over the past 50 years. While the level of development aid is still impressive in absolute terms, Egypt's graduation to the status of 'middle-income country' (MIC) has coincided with a reduction in aid by a number of traditional donors. In part, this reflects a tendency by some international partners to shift their aid from MICs towards a more limited set of countries, typically 'least developed countries' and/or 'countries in crisis'. However, another reason that is contributing to this trend is the perception among partners that Egypt may not be taking full advantage of the development cooperation currently available as a result of:
 - a lack of clarity on national development priorities and strategies, and thus the 'country ownership' of aid;
 - a need for better coordination within government, and between government and its national and international development partners; and
 - insufficient attention to monitoring and reporting on development results to demonstrate that development efforts can, in fact, translate into positive impacts on people's lives.
3. Addressing these issues will help to ensure that development aid is used effectively and efficiently in Egypt.¹ Moreover, in light of the current global economic recession, it is important that Egypt and the other 94 MICs² demonstrate that this cooperation can be instrumental for achieving development goals so as to at least maintain the current level of aid. In this regard, in light of Egypt's traditional influence in international arenas, making the case that development cooperation 'works'

¹ It also places a premium on taking advantage of the full set of development cooperation instruments, both from traditional 'donors' and newer partners. These instruments, which range from twinning arrangements between national and international institutions, 'match-making' between domestic and international private enterprises, and 'South-South Cooperation', can contribute to Egypt's development process and further strengthen the country's capacity to provide development cooperation to other countries. (Recent examples of how Egypt's capacity as a 'development provider' is expanding include the cooperation from Japan/UNDP to strengthen and expand the Ministry of Foreign Affairs' training for African Peace-Keeping forces, and the cooperation with Italy to support Egypt's provision of health and agricultural services to Sudan and Ethiopia, respectively).

² According to World Bank classification, there are a total of 95 MICs of which 54 are considered as Low MICs and 41 as High MICs. A country is considered as a Low MIC if the GNI per capita is between 936 USD and 3,705 USD. It is considered to be a High MIC if the GNI per capita is between 3,706 USD and 11,455 USD. Egypt is one of the 54 low MICs.

in Egypt will no doubt strengthen the argument for continued international engagement with the broader MIC community.

4. The Development Partners Group (DPG)³ in Egypt has indicated that it would welcome steps to improve the coherence, effectiveness and efficiency of development cooperation to achieve sustainable development results and improve the lives of the poor.⁴ In particular, it would support measures to:
 - provide greater clarity on national priorities, especially in light of the significant international developments of the past year;
 - broaden the participation of national development actors in defining and implementing development priorities through an increasingly inclusive process, in line with the Accra Agenda for Action on Aid Effectiveness (September 2008);
 - introduce results-based management, monitoring, evaluation and reporting arrangements in national institutions to better engage partners in supporting Egypt's development priorities; and
 - strengthen the coordination of development cooperation.

5. At the same time, and taking into account that the Paris and Accra principles on aid effectiveness stress that development cooperation is a 'two-way street' with mutual responsibilities, international development partners in Egypt have indicated that they are prepared to commit themselves to:
 - be responsive to national priorities, in line with their comparative advantages, and less driven by pre-determined policies and mandates that may not fully align with these priorities;
 - engage in capacity development of Government and non-Government partners on both technical and management issues in a more systematic manner, given that capacity development is at the heart of development. This includes strengthening national capacity to manage development cooperation and strengthening country systems to deliver development assistance;
 - support the setting up of results-based management arrangements embedded in national institutions to better deliver and account for development results;
 - adhere to mutual accountability in the use of development resources; and
 - improve the coherence and harmonization of development projects and programmes by avoiding aid fragmentation, overlap and duplication, and helping to define respective and complementary roles.

II. Strategy

In response to the above, and to accelerate progress on Egypt's development agenda, especially as it relates to the more vulnerable segments of the society, the following four 'deliverables' would be produced from September 2009 to June 2011.

³ The Development Partners Group (DPG) in Egypt is comprised of 24 bilateral partners and 8 multilateral agencies, including the UN family and the World Bank. Traditional 'donors' include USA, the EU, Germany, Italy, Spain, Canada, France, Finland, Denmark, Belgium, the Netherlands, Norway, Sweden and Switzerland, as well as new partners such as Argentina, Brazil, India, Indonesia, Korea, Mexico, Russia, and Turkey. The UN System includes UNDP, UNICEF, UNFPA, WFP, UNIDO, UNODC, ILO and the World Bank. For the period 2009-2010, the DPG is chaired by the UN Resident Coordinator and co-chaired by the Head of the Economic Cooperation and Development Sector, German Embassy.

⁴ This would be very much in accordance with both the UN General Assembly Triennial Comprehensive Policy Review (TCPR) exercise (2007) and the Accra Agenda for Action (2008).

A. Undertaking a Situation Analysis

1. The first deliverable would be the preparation of a **situation analysis**. This exercise would assess recent development trends, taking into account Egypt's commitment to the Millennium Declaration (signed in September 2000), the Millennium Development Goals (MDGs) and other international development goals, as well human rights standards and principles, and environmental conventions and agreements. It would also identify key challenges that Egypt needs to overcome to accelerate progress on its human development and human rights agenda, applying a human-centred approach. This analysis would draw primarily on existing documentation, to be supplemented by a limited number of new studies to 'fill gaps'.⁵
2. The situation analysis would be undertaken through a government-led consultative process among national partners, including senior figures in key ministries, select development practitioners, and relevant stakeholders from civil society, with the UN and other international partners, including the DPG, playing a supporting role in the analytical and priority-setting process. It would serve as a common assessment for the entire development community. As a result, development partners would no longer need to carry out their own country assessments, thus improving coherence and reducing duplication of efforts.⁶
3. This document would also refer to the various non-aid contributions to Egypt from international partners, including those in the South, to both recognize these valuable forms of solidarity and to promote a more inclusive form of development cooperation.⁷ Finally, the 'situation analysis' would include a chapter that assesses the experience of development aid and aid coordination so that the lessons learned will contribute to the application of the Paris and Accra principles on aid effectiveness.

B. Identifying Priority Development Areas and Strategic Planning

1. Based on the situation analysis, a second deliverable would set forth **Egypt's priority development areas (for example the 'top 10'⁸)**. This process of prioritization would identify those key areas where the Government wishes the international development community to focus its cooperation for the foreseeable future. It is important that participation in this process be broadened to embrace all relevant actors from local governments, civil society organizations (CSOs), research institutes, media and the private sector⁹ and endorsed by ministers and other senior officials from key ministries.
2. For each priority area chosen, a national institution (typically a ministry or council) would be selected to assume the responsibility of leading the coordination process with the other national and international development partners that are helping to achieve the required development results.

⁵ The analysis would take into account the many existing government documents (e.g., plans, statements by senior leaders, policy papers from the National Democratic Party) and non-government documents (e.g., national human development reports and studies by research institutes) prepared in recent years. It would also draw on a limited number of papers to be prepared by Government and/or development partners to fill 'gaps' in the 'situation analysis'.

⁶ In the case of the UN, this implies that there would no longer be a need to prepare a UN Common Country Assessment (CCA), which is typically undertaken every five years.

⁷ These contributions include experience sharing in such areas as anti-poverty policies and social programmes, statistics, disaster management, environment and energy, electoral assistance, and infrastructure development.

⁸ These top priority development areas should duly consider crosscutting issues such as human rights, environmental sustainability, and capacity development needs.

⁹ This is in line with the definition of 'partner country' in the Accra Agenda for Action.

3. Moreover, within each lead institution, a national 'focal point' would be identified – an individual who is widely recognized as being substantively strong in the field, highly committed, possessing good inter-personal and team building skills, empowered to convene other national and international partners, and with access to key decision-makers.
4. The designation of the development area and the associated lead institution and focal point would be followed by a **strategic planning** exercise to address the key root causes impeding progress, the results that are required to overcome these obstacles, and a limited set of indicators to measure progress.¹⁰ This exercise should be conducted in a participatory manner to ensure that all national and international partners are involved in the decision-making process, and to help define the future roles and responsibilities of all actors in the development process.
5. This exercise would be an opportunity for development partners to think strategically in support of Government priorities, in order to bring forth greater strategic alignment in their cooperation with Egypt. The role of international partners would be to help accelerate progress in priority areas, by contributing to the achievement of a specific set of results identified in the strategic planning exercise, focusing on capacity development via technical support, policy advice, sharing of best practices etc., as well as in some cases budget support.
6. All participating national and international partners would agree to be held accountable for contributing to results in these areas, vis-à-vis the results-based management monitoring, evaluation, and reporting arrangements described below.
7. These development priorities would be supported by the international community for the coming years, bearing in mind that attaining significant outcomes would likely require the realization of a set of results that could easily take five to ten years.

C. Introducing Results-based Management Arrangements

1. A third deliverable would be to set up rigorous **results-based management (RBM) monitoring, evaluation, reporting and communication arrangements for each priority development area**. For each priority area, these arrangements would be embedded in the national institution selected to lead the coordination process in close consultation with the other national and international development partners working in that particular priority area.
2. The lead national institution would be supported by an international partner chosen by consensus due to its 'comparative advantage' in a particular priority area. This partner would help set up the RBM coordination and communication arrangements, thus contributing to the capacity of these institutions to lead and manage the development process in the priority area, in close coordination with a vibrant network of partners.¹¹
3. The proposed management system described above - comprising priority areas, lead institutions, and focal points working with development partners through results-based

¹⁰ Members of the DPG might also help support the strategic planning exercise and engage in discussions with Government on addressing cross-cutting issues such as human rights, environmental sustainability, and priority capacity development needs.

¹¹ International partners may wish to consider co-funding an 'aid effectiveness capacity building programme' to provide a variety of support services through an appropriate national institution including for: strategic planning; setting-up results-based management arrangements; preparing periodic progress reports for each priority area as well as a consolidated annual report that describes progress on Egypt's development priorities; and communicating with the public on development results.

management arrangements – would constitute the basis for joint planning, monitoring, evaluation, and reporting. This system should also encourage development partners to work more closely together, for example to organize joint missions and joint analytical work, which would have the added benefit of reducing the administrative burden on the Government of Egypt.

4. Once phased in, this management system would replace existing mechanisms, such as the DPG thematic sub-Groups, thus simplifying coordination arrangements, reinforcing alignment, expanding participation, and resulting in a better division of labour among development partners.

D. Drafting the Cairo Agenda for Action on Aid Effectiveness

1. Drawing on the first two deliverables, namely the situation analysis and Egypt's priority development areas, a fourth and final deliverable would be the formulation of a '**Cairo Agenda for Action on Aid Effectiveness**'.¹²
2. This document would be based on the Paris Declaration on Aid Effectiveness (March 2005) and, in particular, on the Accra Agenda for Action (September 2008), which 'encourage developing countries to design – with active support from donors – country-based action plans that set out time-bound and monitorable proposals to implement the Paris Declaration and Accra Agenda for Action'.¹³
3. The Cairo Agenda would refer to the following principles of development effectiveness:
 - strengthening national ownership (and clarifying national development priorities);
 - achieving greater alignment between national priorities and the priorities of development partners;
 - building more inclusive partnerships among national partners such as civil society and the private sector as well as international partners, including countries in the South;
 - bolstering national capacity to manage development, with partners assuming a supporting role;
 - focusing on delivering results by applying results-based management arrangements;
 - strengthening accountability among all development partners;
 - further untying aid; and
 - increasing the medium-term predictability of aid.

The Cairo Agenda would also specify measures whereby Government and its development partners would put these principles into practice in Egypt. It would be discussed and then formally agreed upon by Government and development partners. And there would be yearly reporting on its implementation, to be undertaken jointly by the Government and the DPG, thus strengthening mutual accountability.¹⁴

III. Current project scope

The inception phase of this project will focus on the first deliverable, namely the Situation Analysis as preparation for the second deliverable, the Priority Setting. The mechanism for preparing this analysis

¹² The Agenda for Action could be prepared prior to setting-up the RBM arrangements.

¹³ Accra Agenda for Action, 4 September 2008, paragraph 28.

¹⁴ The preparation of a 'Cairo Agenda' and its follow-up might be entrusted to a focal point such as Dr. Talaat Abdel-Malek who, in addition to serving as the economic adviser to the Minister of International Cooperation, is also the co-chair of the OECD/Development Assistance Committee (DAC) on Aid Effectiveness. The DPG would also participate in this exercise.

will rely on a multi-stakeholder consultation within Government and with other national partners to ensure that the outcome is nationally driven, as well as with international development partners.

The CAA will seek to strengthen national capacities for aid effectiveness and aid management and lead to future work on aid coordination, harmonisation and alignment. The Situation Analysis will on the one hand ensure that the government has taken leadership over its development agenda and on the other hand will give guidance to the Development Partners on where to focus their bilateral and multilateral agenda thereby forging a better division of labour between national and international partners.

Whilst this project contributes to the attainment of UNDAF Outcome 1 (*By 2011, state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved*), Output 1.2 (*Government capacity to coordinate donor support, including between ministries and national councils, strengthened*), it should be recognised that its role is catalytic in its nature. Strengthened human and institutional capacities for effective aid management, combined with effective mechanisms for dialogue and coordination with development partners, are farther-reaching in their impact than the domestic governance agenda.

Strengthened domestic and external (mutual) accountability of the sort referred to in the Paris Declaration on Aid Effectiveness and the Accra Agenda provides a strong basis on which Egypt can utilize the available ODA in a more effective and efficient way in support of shared development objectives, including the MDGs.

Based on the experiences of this project, a fully fledged aid effectiveness support project will be developed to support the Government of Egypt to implement and achieve the objectives of the Paris and Accra Agenda.

For the UN in Egypt, the Situation Analysis will provide the necessary elements to replace the Common Country Assessment (CCA). In order to avoid parallel processes and to avoid duplication, the UN would have a mere support function to the Government in the elaboration of the situation analysis, instead of leading the CCA itself – this would in fact hinder the creation of a sense of ownership by the Government of Egypt or other non-UN stakeholders. This course of action would be completely in line with the February 2009 revised CCA/UNDAF guidelines, which state in paragraph 5:

“The focus on country ownership and national priorities must be seen in the context of partnership. The UNCT is required both to pursue national priorities and to help shape those priorities to reflect governments’ international/global commitments to the MD/MDGs and internationally agreed upon development goals, and their obligations under international human rights and other instruments. UNCTs can provide significant inputs into the design of national plans including Poverty Reduction Strategies (PRS) to address issues of social justice and equality and bring them in to the centre of country multi-stakeholder development debates. UNCT-supported analysis and programming are ways to bring these concerns to the centre of the national development debate and framework”.

Other elements of the CCA/UNDAF Guidelines mention:

“a greater emphasis on national ownership, and the identification of the added value that a coherent UNCT response can bring to national development’ and ‘greater flexibility to tailor analysis to country needs, making the CCA one of several options for strengthening country analysis”.

Not only would the situation analysis replace the CCA, but it would at the same time allow for a better prioritization of domains of intervention for the UN and development partners.

IV. Results and Resources Framework

Results and Resources Framework	
Intended outcome	Situation Analysis of the socio-political economic situation of Egypt, as a starting point to deliver the 3 key deliverables as described in the Cairo Agenda for Action on Aid Effectiveness
Applicable Key Result Area	<ul style="list-style-type: none"> - Effective Aid Management (UNDP Strategic Plan 2008-11, chapter V, section C) - UNDAF Outcome 1 (<i>By 2011, state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved</i>) - Output 1.2 (<i>Government capacity to coordinate donor support, including between ministries and national councils, strengthened</i>)
Partnership Strategy	The project targets strengthened partnerships between the Government of Egypt and its Development Partners (including bilateral and multilateral donors, NGOs, civil society and the private sector), the development of partnerships amongst donors (with a view to enhancing harmonisation), and the development of south-south partnerships between government entities on aid management and aid effectiveness issues. In this regard, the UN and the Government act as brokers in a multi-stakeholder dialogue centred on development effectiveness, enhancing both domestic and external participation and accountability.
Project Title and ID	Cairo Agenda on Action for Aid Effectiveness- 00073003

Intended Outputs	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
Installation of a Situation Analysis Taskforce	Situation Analysis Taskforce composed	National Steering Committee	Fees for senior advisors
	Recruitment of Coordinator	UNDP	Consultancy cost for the Coordinator
Elaboration of a draft Situation Analysis	Defining of the scope of the Situation Analysis	Coordinator with the Situation Analysis Taskforce	Meeting costs
	Elaborating of the different chapters of the Situation Analysis	Situation Analysis Taskforce	Fees for Senior Advisors
	Bringing together the different chapters of the Situation Analysis	Coordinator with the Situation Analysis Taskforce	Meeting costs
	Delivery of first draft	Coordinator	-
	Discussion by the National Steering Committee – identification of gaps and feedback	National Steering Committee	Meetings costs
	Consultation workshop to solicit feedback on the 1 st draft	Coordinator with support of UNDP and the RCO	Organisation costs for the workshop
Finalization of the Situation Analysis	Coordinator with the Situation Analysis Taskforce	Meeting costs	

V. Work plan and Budget Sheet

Expected Outputs	Planned Activities	Timeframe							Responsible Party	Budgetdescription	Amount
		Nov	Dec	Jan.	Feb.	Mar	Apr				
Installation of a Situation Analysis	Situation Analysis Taskforce composed	X							National Steering Committee	Meeting costs	In kind

Taskforce								
	Recruitment of Coordinator	X				UNDP	Consultancy fee	42.000 USD
Elaboration of a draft Situation Analysis	Defining of the scope of the Situation Analysis	X				Coordinator with the Situation Analysis Taskforce	Meeting costs	In kind
	Elaborating of the different chapters of the Situation Analysis	X	X	X	X	X	Situation Analysis Taskforce	Fees for Senior Advisors
	Bringing together the different chapters of the Situation Analysis				X	Coordinator with the Situation Analysis Taskforce	Meeting costs	In kind
	Delivery of first draft				X	Coordinator	-	-
	Discussion by the National Steering Committee – identification of gaps and feedback				X	National Steering Committee	Meetings costs	In kind
	Consultation workshop to solicit feedback on the 1 st draft				X	Coordinator with support of UNDP and the RCO	Organisation costs for the workshop	13.500 USD
	Finalization of the Situation Analysis				X	Coordinator with the Situation Analysis Taskforce	Meeting costs	In kind
Total Cost								77.500 USD

The start-up cost for the initial phase of this support project focusing on the first “deliverable” of the Cairo Agenda (namely, the “Situation Analysis”), will be co-funded by the Government, UNDP, and the Office of the UN Resident Coordinator.

Contribution	Amount	%
Government	20,000 USD	26 %
UNDP	52.500 USD	68 %
Office of the UN Resident Coordinator	5,000 USD	6 %
Total	77.500 USD	100%

VI. Management Arrangements

Implementation arrangements

Consistent with the desire that this project should enable government ownership, the implementation arrangements will focus on government ownership with support from the Development Partners and UNDP and the Office of the Resident Coordinator in an advisory, quality assurance role.

Financing of the project uses UNDP’s National Execution modality. This implies that the Government of Egypt, in case the Ministry of International Cooperation assumes overall responsibility for the management of the assistance, with UNDP providing project assurance and advisory services (in contrast to a DEX project, which sees UNDP undertaking both the management and assurance roles). Use of the

¹⁵ 12.000 LE per advisor per output

NEX modality is consistent with the desire to build national capacities. Dr. Abdel Malek Talaat, Senior Economic Advisor represents the Ministry of International Cooperation.

Cairo Agenda Steering Committee

The Cairo Agenda Steering Committee is the core group responsible for making decisions on the management of the project on a consensus basis.

The following members constitute the Cairo Agenda Steering Committee:

- Dr. Abdel Malek Talaat, Senior Economic Advisor to the Minister of International Cooperation (Chair, Cairo Agenda Steering Committee);
- Mr. James W. Rawley, UN Resident Coordinator and UNDP Resident Representative (DPG-Chair);
- Mr. Wolfhard Behrens, Head of Economic Cooperation and Development, German Embassy (DPG Co-Chair);
- Dr. Magued Osman, Chairman, Information and Decision Support Center (IDSC);
- Dr. Heba Handoussa, Coordinator, Situation Analysis Taskforce.

The Cairo Agenda Steering Committee meets on a monthly basis to review progress, provide guidance to the 'Situation Analysis Core Group' project team, and take decisions on activities and management issues concerning the project. Where required the Cairo Agenda Steering Committee meetings will be prepared such that other stakeholders can be invited and provide adequate input.

Situation Analysis Task Force

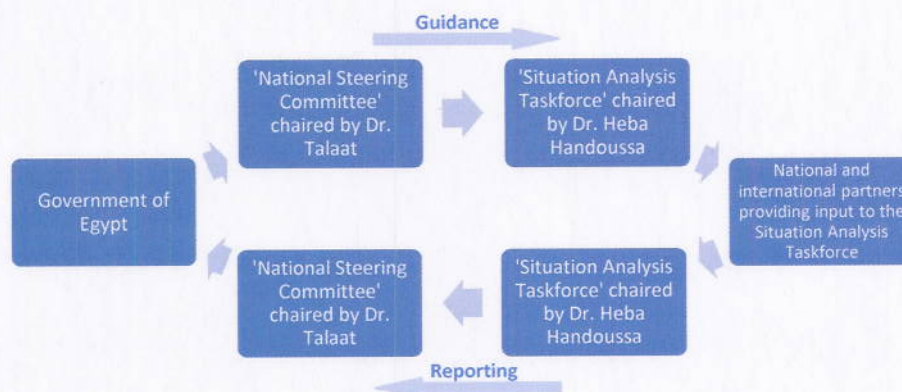
To secure sufficient political commitment from key Ministries and in line with the objectives of the project, the Key Ministries will be engaged in the CAA through their senior advisers, who will constitute the core group of the 'Situation Analysis Task Force'.

The 'Situation Analysis Task Force' can be supported with contributions from other national specialists as well as qualified Development Partners working in relevant areas for this exercise. The arrangements for consultations will be developed when the need arises and when appropriate.

Coordinator

A coordinator will coordinate the work of the Situation Analysis Taskforce and the day-to-day running of the project.

Structure



VII. Monitoring and Evaluation

Due to the straight forward nature of this project, a relative low number of (process) indicators are developed to monitor the activities of the project including expenditures. A detailed workplan will be developed at the start of the project.

Expected Outputs	Planned Activities	Indicator	Timeframe						Deadline	Responsible Party
			Nov	Dec	Jan	Feb	Mar	April		
Installation of a Situation Analysis Taskforce	Situation Analysis Taskforce composed	Taskforce composed and functioning	X						1 November	National Steering Committee
	Recruitment of Coordinator	Coordinator recruited	X						1 November	UNDP
Elaboration of a draft Situation Analysis	Defining of the scope of the Situation Analysis	Outline Situation Analysis developed (including different chapters)	X						15 November	Coordinator with the Situation Analysis Taskforce
	Elaborating of the different chapters of the Situation Analysis	First draft of chapters delivered to the Coordinators	X	X	X	X	X		30 March	Situation Analysis Taskforce
	Bringing together the different chapters of the Situation Analysis	Draft of Situation Analysis developed						X	15 April	Coordinator with the Situation Analysis Taskforce
	Delivery of first draft	Draft send to National Steering Committee						X	20 April	Coordinator
	Discussion by the National Steering Committee – identification of gaps and feedback	Meeting of the National Steering Committee and feedback to the Coordinator						X	End April	National Steering Committee
	Consultation workshop to solicit feedback on the 1 st draft	Workshop is successfully held and feedback is provided						X	If necessary	Coordinator with the support of UNDP and the RCO
	Finalization of the Situation Analysis	Draft Situation Analysis finalized						X	End April/May	Coordinator with the Situation Analysis Taskforce

VIII. Risk Analysis

The main condition to be able to start this project is the active involvement from the Government at all levels. This condition is likely to be met since all ministries contacted by the Ministry of International Cooperation replied positively to the request to delegate a senior advisor from the respective Ministries to be part of the Situation Analysis Taskforce. The continued active involvement of the senior advisors including their network will be crucial for the production of the Situation Analysis.

Another risk is related to the follow up of the project. The Government as well as the Development Partners need to see the added value of the Situation Analysis and approve the findings to enable the implementation of the other 3 deliverables. Through the frequent involvement of stakeholders in all key stages of the support project, this risk should be overcome.

IX. Legal context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Egypt and the United Nations Development Programme, signed by the parties on January 19, 1987. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she has assured that the other signatories of the project document have no objections to the proposed changes: Revisions in, or additions of, any of the annexes of the project document; and

- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions to re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility

X. Annex 1: Terms of Reference for the Coordinator



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: **Situation Analysis Coordinator**

Department: **Office of the UN Resident Coordinator – UN Coordination Office**

Activity: **Situation Analysis of the Socio-economic and political situation in Egypt**

Reports to: **National Steering Committee**

Timeframe: **November 2009 – May 2010**

Contract: **Special Service Agreement**

II. Organizational Context

The Coordinator provides guidance and technical services ensuring high quality, accuracy and consistency of work. The Coordinator works in close collaboration with the National Steering Committee, the Government of Egypt, the Development Partners and she/he coordinates the Situation Analysis Taskforce.

Background

(summary of above)

III. Functions / Key Results Expected

Summary of key functions:

The objectives of the Coordinator are as follows:

1. Coordinate the process of preparing the Situation Analysis of Egypt.
 2. Contribute substantively to the preparation of the report.
 3. Promote a participatory approach to the preparation of the report, and participate in its promotion and dissemination.
1. Coordinate the Situation Analysis Taskforce team ensuring that:
 - A smooth communication among all team members takes place in all phases of the process
 - An efficient and effective division of labour is allowing all team members to focus on their discipline, and the specific approach required by the various sectors, while facilitating cross fertilisation through brainstorming, joint reviews and collaboration.
 - All team members respect standards and procedures as defined in advance by the Situation Analysis Taskforce.
 2. Contribute to the preparation of the report in terms of:
 - Preparing the introductory chapter and the final chapter on conclusions and recommendations.
 - Provide on-going guidance, advice and substantive comments to the contributions at defined stages in the process, and ensures adequate reviews and consultations, particularly on sensitive topics and materials,
 - Edit the various draft of the Situation Analysis to ensure consistency throughout the report and to include comments and suggestions received during the consultation process to the possible extent.
 3. Ensure a participatory approach and the promotion of the report by:
 - Ensuring that all members of the Situation Analysis Taskforce consult relevant stakeholders

during the preparation of their contributions

- Actively participating in the consultation process organised throughout the preparation of the report.
- In close collaboration with the National Steering Committee, and the Situation Analysis Taskforce brief counterparts on process and findings as they emerge.
- Participating at the launch of the Situation Analysis approval processes wherever necessary and other follow up events.

V. Competencies

- Demonstrates leadership, team building and coordinating skills
- Demonstrates commitment to human development principles and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Shares knowledge and experience
- Provides helpful feedback and advice
- Strong analytical skills
- Plans and produces quality results to meet established goals
- Generates innovative, practical solutions to challenging situations
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate
- Demonstrates substantive and technical knowledge to meet responsibilities and post requirements with excellence
- Demonstrates strong oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback and differing points of view

VI. Recruitment Qualifications

Education:	Recognized degree (preferably PHD level) in social sciences.
Experience:	At least 15 years of relevant experience in the Academia or research institutions, with a focus on socio-economic analysis, experience with gendered analysis and the development of composite indices, and social impact assessment. Experience with international organisations is considered to be an asset.
Language Requirements:	Excellent command of English and Arabic languages

