GOVERNMENT OF ARAB REPUBLIC OF EGYPT

Ministry of Foreign Affairs (MoFA)
And
United Nations Development Programme (UNDP)

Project Title:

Supporting Egyptian South-South Cooperation

Award ID: 00080842
Project ID: 00090038

United Nations Development Programme
Country: Egypt
Project Title: Supporting Egyptian South-South Cooperation

UNDAF/CP Outcome(s):

> Outcome 1.4: More and better skilled youth, women and other people living in vulnerable circumstances have decent job opportunities[1].

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

Expected Output(s):

Development cooperation strengthened between Egypt and other countries in the South

Implementing Partner: Ministry of Foreign Affairs

Brief Description
Supporting Egyptian South-South Cooperation (SSC) will produce one incremental output with five strategic activity results, culminating with the presentation of a National SSC Strategy within the overall technical and developmental Egyptian context and empowering Egypt foreign policy. Specifically, the project will: (1) Conduct a comprehensive stocktaking of SSC flows, and group them sectorally; (2) Establish partnerships with counterpart Southern institutions/companies; (3) Support the formulation of an Egyptian National SSC Strategy; (4) Convene a High-Level Conference to present the SSC Strategy and promote and establish new S-S solutions, and (5) Establish an ICT4D Center of Excellence. Therefore, the project is to harness the full potential of SSC at the national, regional and international level to better pursue Egypt's development goals.

Programme Period: 2013-2017	
Country Programme Component:	
Advancing South-South and triangular cooperation, in line with their own principles[2], utilizing our institutional capacities and resources;	
Project Title:	
Atlas Award ID:	
Start date: 2013	
End Date: 2016	
PAC Meeting Date	

Total resources required	175,000USD
Total allocated resources:	175,000 USD
• Regular	175,000 USD
• Other:	
○ Donor	
○ Donor	
○ Government	
Unfunded budget:	
In-kind Contributions	175,000 USD

1. Corresponds to Outcome 1.4: More and better skilled youth, women and other vulnerable groups have decent job opportunities.
2. Key references are the Nairobi Declaration on South-South Cooperation (General Assembly resolution 64/222 of 2009) and the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (1978).

Agreed by:

Date: 23/5/13

H.E. Mr. Omar Ali Abou Aish
Minister Plenipotentiary
Department of International Cooperation for Development
Ministry of Foreign Affairs

Date: 23/5/203

Mr. Ignacio Artaza
Country Director
UNDP
Egypt

Table of Contents

Acronyms and Abbreviations

ADB	Asian Development Bank
AWP	Annual Work Plan
C&M	Communications and Monitoring
CIDA	Canadian International Development Agency
COMESA	Common Market for Eastern and Southern Africa
CP	Country Programme
CPAP	Country Programme Action Plan
F&A	Facilities and Administration
GAC	Governmental Advisory Committee
GoE	Government of Egypt
HLC	High-Level Conference
ICT	Information and Communications Technology
ISS	Implementation and Support Services
IT	Information Technology
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MCIT	Ministry of Communication and Information Technology
MDG	Millennium Development Goals
MENA	Middle East and North Africa
MoFA	Ministry of Foreign Affairs
MoIC	Ministry of International Cooperation
MOU	Memorandum of Understanding
NAM	Non-Aligned Movement
NEPAD	New Partnership for Africa's Development
NORAD	Norwegian Agency for Development Cooperation
QPR	Quarterly Progress Reports
SBAA	Standard Basic Assistance Agreement
S-S	South-South
SSC	South-South cooperation
SU/SSC	Special Unit for South-South Cooperation
TNC	Trans-National Corporation(s)
TOR	Terms of Reference
UNDP	United Nations Development Program
UNDAF	United Nations Development Assistance Framework
UNS	United Nations System

I. SITUATION ANALYSIS

Egypt is facing a period of great political and social transformation as a result of the Revolution that took place in January 2011. In two years not only Egypt, but many countries of the Arab world (Tunisia, Libya, Yemen, Syria) have lived historical events which are profoundly changing the region. The ongoing process, known as the Arab Spring, began with young women and men asking for jobs, democracy and freedom. In the attempt to face these challenges, South-South cooperation (SSC), and in particular regional cooperation between the Arab Spring countries, can become a fundamental instrument to tackle poverty and lack of effective and inclusive governance.

SSC is a fundamental element of international cooperation for development, as it offers viable opportunities for developing countries in their individual and collective pursuit of sustained economic growth and sustainable development.

Egypt has a rich history of actively supporting and participating in SSC with a direct link to its foreign policy. A review of the activities of the Egyptian Fund for Technical Cooperation with Africa and the Egyptian Fund for Technical Cooperation with the Commonwealth of Independent States and European Islamic States, both under the chairmanship of the Minister of Foreign Affairs, indicates extensive and productive South-South cooperation with a large number of sister developing countries mostly on the bilateral level but also at times embracing sub-regional activities. A striking feature of the cooperation is the sheer diversity and scope of the activities and facilities supported by the two funds. The two funds activities include: advisory assistance and capacity development support by Egyptian experts or consultants; sharing of experience in areas where Egypt has considerable expertise (irrigation and water management, agricultural research and production, ICT, diplomacy, public security issues, police training, etc.); fellowships or research attachments to technical or scientific institutions; academic placements in Egypt and other support for academic or research activities, short-term and long-term training programmes, humanitarian and emergency assistance, including dispatch of medical caravans, and support for physical facilities (hospitals, medical clinics, dispensaries, school buildings, etc.).

The utilization of South-South cooperative mechanisms to support the expansion of outward flows, with particular reference to outward FDI, presents a developing area within which Egypt has both the capacity and will to raise its profile both intra-regionally and inter-regionally. These outward flows do not only stem from large, established Transnational Corporations (TNCs), such as the Orascom Group and Arab Contractors, but also from Small and Medium Enterprises (SMEs) seeking to substantively expand their operational horizons through forward looking arrangements with entities and institutions of the South. This growing trend is predominantly pertinent to SME partnerships across the Middle East and North Africa (MENA) and the African continent, both of which present tangible areas within which Egyptian SMEs can expand their operations.

Another relevant sector can also be seen in Egypt's participation in SSC focused regional cooperation in the information and communication technology sector. The Ministry of Communications and Information Technology (MCIT) is participating in many bilateral, regional and multilateral activities fostering a robust competitive ICT environment in the Arab region and the African region. It is also creating linkages with the Asian region and with Latin America. In the African region, Egypt chairs the African Union's Ministerial Conference on Communications and Information Technology, through MCIT, which is represented on the NEPAD e-Africa Commission Executive Committee; additionally MCIT has memorandums of understanding with three African countries: Ghana, Mozambique, and Nigeria; and Egypt is participating in 11 flagship projects belonging to the African Regional Action Plan on the Knowledge Economy and, through MCIT, is the champion for one of the projects: an African ICT Leadership Training Programme.

Pointers to the creation of a consolidated SSC platform could be taken from Egypt's participation in the Nile Basin Initiative, which brings together the 10 riparian states of the River Nile into a focused regional cooperation enterprise that is fully owned and managed by the riparian countries themselves with financial

programme components and is sharing with its partner riparian countries its knowledge and experience in water management, irrigated agriculture and marketing. The Initiative incorporates both private sector engagement and widespread stakeholder involvement. Attention is also being given to the Egyptian private sector's involvement, together with private sector partners from the other countries, in investments aimed at meeting the country's agricultural supply demands.

Considering the above aspects of Egyptian involvement in a broad spectrum of South-South cooperation activities and sectors, and its proven experience in effectively utilizing SSC to enhance bi-directional and multi-directional linkages, the organization of a high-level conference on SSC in tandem with the formulation of a High-Level SSC Strategy, to further structure and complement the above stipulated activities, would clearly benefit the GoE, as well as its numerous international partners.

UNDP, as provider of "knowledge services" and as source of the most up to date, high-quality, cutting-edge knowledge, experience and expertise in its thematic priority areas, will support Egyptian government capacities to manage, design and implement national South-South cooperation policies and initiatives effectively.

UNDP and the UN's support to South-South cooperation dates back to the 1970s, following the adoption of the Buenos Aires Plan of Action at the United Nations Conference on Technical Cooperation among Developing Countries (TCDC). Many resolutions and decisions have since been adopted on the subject. They stipulate broad policy goals pursued by UNDP through the cooperation frameworks in order to complement international cooperation for development with a wide range of South-to-South collaborative arrangements.

South-South initiatives are viewed as learning processes that highlight proven development paths in achieving poverty reduction and other Millennium Development Goals. A number of countries in the south that have successfully and rapidly reduced poverty and increased the rate of economic growth, present significant shareable skills, knowledge and experience. Reports indicate that South-South relations would enable countries to learn winning strategies through exchange of ideas, resources, skills and knowledge with countries that have successfully raised living standards.

Since SSC is a process of sharing knowledge, expertise, skills and technical know-how, UNDP recognizes as central in its support to developing countries, a Knowledge Management (KM) strategy. UNDP actively creates opportunities and develops systems, products and approaches to support knowledge management and promote knowledge sharing internally and with partners and stakeholders. This practice permit to use efficiently information and knowledge acquired. In the specific case of SSC this strategy is conducted through the use of tools, such as SSC portals.

II.   STRATEGY

Egypt aims to advance in **South-South and triangular cooperation**, through adopting a well-defined strategy for South-South cooperation to ensure that it furthers the achievement of national and regional development goals. This means that South-South cooperation will be mainstreamed into national development strategies, policies and procedures.

With this regard, the Government of Egypt (GOE), with UNDP's technical assistance, will prepare a comprehensive National South-South cooperation Strategy, of which an important milestone will be convening a High-Level SSC Conference. The National SSC Strategy will clearly outline a series of medium-term goals in line with Egypt's foreign policy as well as a comprehensive system to systematically capture, document and report South-South cooperation initiatives and activities that Egypt engages in. This would allow the Government to capitalize on its experience and capacities to focus its South-South cooperative actions, to optimize the effectiveness of its interventions and fully realize the benefits of its ongoing cooperative endeavours. The process delineated below and its approach to SSC is based upon a clear results-based approach to harnessing SSC as an effective foreign policy tool for achieving Egypt's long-term economic and social developmental goals as they relate to the South.

The project will contribute to the 2013-2017 UNDAF primarily under outcome 1.4 More and better skilled youth, women and other people living in vulnerable circumstances have decent job opportunities*. It will also contribute to the additional secondary outcome 5.3 The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems.**

The United Nations Development Programme (UNDP) Country Programme (CP) for Egypt (2013-2017) is formulated in line with overall UNDAF framework noted above to reflect national developmental priorities as they relate to UNDP's work in Egypt. Formulation deliberations were guided by analyses of the development situation in Egypt as was articulated in several key analytical and policy documents. The current UNDP Country Programme has 9 overarching outcomes, two of which is the CP outcome for this project, namely a) More and better skilled youth, women and other people living in vulnerable circumstances* have decent job opportunities. b) The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems.

The government is a key stakeholder in the project. The project will support other ministries / entities to share knowledge and benefit from their counterparts in other countries, as the time seems to be ripe for Egypt to enhance its contribution to South-South cooperation.

Project Output:
The project seeks to strengthen development cooperation between Egypt and other countries in the South to better pursue Egypt's development goals through South-South Cooperation. This is to be achieved through the following activity results:
1. Conducting a comprehensive stocktaking of SSC flows, and group them sectorally
2. Establishing 6 partnerships with counterpart Southern institutions/companies;
3. Supporting the formulation of an Egyptian National SSC Strategy and supporting an Egyptian development agency;
4. Convening a High-Level Conference to present the said Strategy and promote and establish new S-S solutions, and
5. Establishing an ICT4D Center of Excellence to share Egyptian experience on ICT4D with other countries

Therefore, the project is to harness the full potential of SSC at the national, regional and international level to better pursue Egypt's development goals.

Following is a description of the Projects activity results:
Activity Result 1
Through a collaborative process, spearheaded by the Ministry of Foreign Affairs (MoFA) --- and technically supported by UNDP Egypt, the GoE, represented by a special committee chaired by the MoFA, will undertake a systematic, inclusive evaluation of current SSC flows, capacities and needs, across relevant line Ministries, the private sector, civil society and academia. This process will include the cataloguing of inward and outward SSC flows across a number of sectors, including the public and private sectors, civil society and academia, leading to the formulation of a comprehensive matrix of inward and outward SSC flows. As a consequence of the above cross-ministerial and inclusive assessment process, a number of key sectors for promotion of outward and inward SSC flows will be identified. The nature of the sectoral identification is an integral element of the overall development of a national SSC strategy. Therefore, the internally sectoral identification process reinforces national ownership through an internally driven sectoral classification process based upon grouping inward and outward flows.

---

*Corresponds to Outcome 1.4: More and better skilled youth, women and other vulnerable groups have decent job opportunities.
** the project is not limited to these two outcomes only but is crosscutting across the overall programme portfolio. Therefore the results will be measured by the number of government institutions benefiting from South-South activities not number of jobs created.

Activity Result 2

Based upon Output 1, the GoE will be able to identify key areas within respective sectors that it wishes to place special emphasis on (e.g. Water Management for outward flows and IT outsourcing for inward flows). In tandem, the GoE will be able to identify a number of countries with specialized needs and capacities that it would be interested in partnering with. Initially, the project will identify 6 countries, so as to facilitate a results-oriented approach to SSC based upon clear deliverables within a set horizon. These partnerships with Southern entities may include, dependent on identified priorities, technical exchanges between governments, private sector FDI agreements, and exchanges between academic institutions and/or civil society organization, among other identified target areas. This process will be driven by SSC outflow supply capacity and partner Egyptian-based demand for Southern solutions and/or partnerships. During this stage informal communications will be initiated by the MoFA to discern selected countries/institutions capabilities and interest in establishing collaborative relationships in the delineated priority areas, so as to facilitate the identification of concrete programmes for possible cooperation by the time the High-Level Conference is held. These programmes will be proposed for funding to donors that would be invited to the High Level Conference. Priority areas and partnership targeting will include a consultative process with partner nations to determine the GoE's forward-looking priorities for cooperative activities through a multi-year horizon. This will facilitate an enhanced understanding of the external SSC supply and demand structure, in turn facilitating the development, by the GoE, of tangible multi-year objectives to be included in the SSC strategy.

Activity Result 3

This Output will synthesize preceding activities, collating the broad sectoral framework and priority area targeting to elucidate a clear strategic structure to promote enhanced inward and outward SSC flows. The strategy will include a multi-year roadmap, on which outward and inward SSC flows will be built upon. A consultant or national team, selected by the GoE, operating under the aegis of MoFA and supported by technical experts from line ministries, the private sector and civil society would focus on collating the inputs into a cohesive, results oriented national SSC strategic framework. The draft strategy will include the above-noted specific initiatives, some of which will, again, be presented to and funded by donors. This activity result will also establish a mechanism that will produce annual SSC reports detailing, among other topics, recent Egyptian SSC developments and accomplishments, best practices, lessons learnt, and progress realized in the establishment of partnerships with other Southern governments and institutions. To capture and document Egypt's SSC activities, the initial communications framework, encapsulated in the SSC web portal, which would seek to effectively disseminate designated information through the development of a web-portal, annual SSC reports, quarterly or monthly press releases detailing ongoing and planned activities and initiatives, will be formulated within Output 3 to be finalized and updated during Output 4's activities.

Activity Result 4

The HLC will represent the culmination of the project's endogenously driven development, allowing the GoE to effectively present its medium-term plans for scaling up SSC activities. The conference will provide a platform for the pronouncement of formal partnerships with identified Southern countries and the presentation of Egypt's National South-South cooperation strategy. Additionally, the conference will be a platform for the GoE to showcase its past accomplishments in SSC and, moreover, allow it to outline a clear multi-year roadmap for developing SSC as a driver for collaborative Southern development. A series of technical papers will be produced for presentation at the HLC, focusing upon South-South solutions to development challenges and assisting in the implementation of the post-2015 development agenda through collaborative partnerships, as well as utilizing SSC a cooperative driver for Southern development. Additionally, the technical paper on Egypt's lessons learnt and extracted best practices from the process of developing a National SSC Strategy for fellow Southern governments will be presented. The development and implementation of a National SSC Strategy would be accompanied by a communications framework, which will be finalized and updated within this output. This framework would support the National Strategy's sustainability and effectiveness.

Activity Result 5

Following the successful creation of Centers of Excellence in other developing countries (Brazil, India, and Turkey are some examples) and given the experience of Egypt in the thematic, a "Center of Excellence for ICT and Development" will be established. This entity will provide leadership, best practices, research,

support, advisory services and training on ICT and development. Additionally, given its role as research center, it will act also as a *think tank*. More important, it will enhance inward SSC flows.

RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Primary: Outcome 1.4: More and better skilled youth, women and other people living in vulnerable circumstances have decent job opportunities. **Secondary*:** Outcome 5.3 The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems.

Outcome indicators as stated in the Country Programme Results and Resources Framework:

Indicator 1: # of government institutions benefited from South-South Cooperation Baseline: 2 Ministries Target: 5 ministries

Partnership Strategy: Ministry of Foreign Affairs and Ministry of International Cooperation

Project title and ID (ATLAS Award ID): Supporting Egyptian South-South Cooperation

INTENDED OUTPUTS	OUTPUT TARGETS	ACTIVITY RESULTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS USD
...velopment cooperation ...engthened between ...gypt and other countries ...the South	1.1 Inward and Outward SSC flows identified within overall framework and available to GoE	**Activity Result 1:** Comprehensive stocktaking of SSC flows conducted and their sectoral classification completed. **Indicator:** SSC Stock-taking matrix on Egypt available **Baseline:** No such matrix exists **Target:** Consolidated SSC matrix available to GoE	1.1.1 Convene technical cross Ministerial meeting to identify inward and outward SSC flows	MoFA	5,000
			1.1.2 Collate information received into inward and outward flows within an overall GoE SSC matrix		
			1.1.3 Convene meeting of relevant private sector TNCs and SMEs to collate private sector outward flows within an Private Sector SSC matrix		
...tput Indicators:			1.1.4 Identify civil society and academic institutions participating in inward and outward SSC flows		
...dicator 1: # of South- ...uth initiatives ...tablished during ...oject lifetime.			1.1.5 Convene meeting of relevant academic and civil society institutions to collate private sector outward flows within an Academic and Civil Society SSC matrix		
...seline: No such report ...ists			1.1.6 Integrate gathered SSC matrices into an overall Egyptian SSC framework		
...rget: 10 initiatives			1.1.7 Classify information received from Output Target's activities into inward and outward sectoral frameworks		

2.1 S-S partnerships formalized with 6 countries	Activity Result 2: SSC Partnerships with identified countries established **Indicator:** Establishment of SSC partnerships **Baselines:** no data of how many partnership established **Target:** 6 new Partnerships established	2.1.1 Indentify a pool of countries with whom the GoE, the private sector, and academia would want to establish S-S partnerships 2.1.2 Conduct feasibility studies and informal communications to establish the long-term benefits of partnerships with the pooled countries based upon multi-year horizons 2.1.3 Select 6 countries based upon the feasibility studies and cost benefit analysis, and conduct initial communications 2.1.4 Based upon initial queries establish MoU's between public and/or private sector entities to commence S-S inward and outward flows 2.1.5 Formulate proposals to be submitted to donors for selected technical exchanges 2.1.6 Secure funding through a project oriented PPP structure 2.1.7 Finalize agreements with partner countries/institutions	MoFA	20,000
3.1 Preparation of National SSC Strategy technically supported	Activity Result 3: National SSC Strategy formulated and approved and Egyptian development agency is supported **Indicator:** National SSC Strategy finalized and available to GoE and national stakeholders **Baseline:** No such strategy exists	3.1.1. Identify multi-year priorities for inward S-S flows based upon sectoral findings of Output 1 3.1.2 Identify multi-year priorities for outward S-S flows based upon sectoral findings of Output 1 3.1.3 Structure, in coordination with line ministries, the private sector, academia, and civil society a multi-year SSC roadmap 3.1.4 Integrate multi-year SSC roadmap into a GoE supported structural framework 3.1.5 Disseminate SSC structural framework to line ministries and national stakeholders for inputs	MoFA	15,000

	Target: National SSC Strategy produced	3.1.6 Revise SSC structural framework based upon input			
		3.1.7 Integrate gathered inputs in a Draft National SSC Strategy			
		3.1.8 Review and finalize National SSC Strategy			
		3.1.8 Establish mechanism to produce annual SSC reports detailing developments, accomplishments, best practices and partnerships and establish SSC web-portal to disseminate quarterly SSC press releases on ongoing and planned activities, new agreements and annual SSC reports			
4.1 HLC technically and operationally supported	**Activity Result 4:** Convene HLC to present National SSC Strategy and promote and establish new S-S solutions **Indicator:** (a) number of attendees at HLC Conference Baseline: zero at start of project Target:500 (b) number of media articles to the HLC Conference **Baseline:** 0 press articles **Target:** 20 Press articles	4.1.1 Commission a series of technical papers to be presented at the HLC focused on results based approaches to utilizing SSC as a mechanism for collaborative Southern development	MoFA	-	40,000
		4.1.2 Commission a technical paper on the process by which the Egypt's National SSC Strategy was formulated to be disseminated to Southern partners illustrating lessons learnt and best practices			
		4.1.3 Operationally support preparations for HLC SSC conference in Cairo, Egypt			
		4.1.4 Determine and establish follow up mechanisms for HLC			
		4.1.5 Finalize and update national SSC web-portal			
		4.1.6 Convene the SSC HLC conference and present Egypt's National SSC Strategy			

8

5.1 Creation of the "Center of Excellence for ICT and Development" technically and operationally supported	**Activity Result 5:** Center of Excellence established in MCIT **Indicator:** Effective functionality of the Center, which will be measured through (a) Number of services provided (trainings, advisory services, etc.); **Baseline:** 0 at start of the project **Target:** 10 trainings/ advisory services. (b) number of research papers finalized; **Baseline: 0** **Target: 2** (c) Number of Services received by Egypt from other countries in the south. **Baseline: 0** **Target: 5 Services**	5.1.1 Define clearly and formally the scope, the mandate and the type of the center 5.1.2 Define the organizational structure (i.e. private enterprise/public sector/PPP/non-profit) and the funding source, indicating the source separately for (a) Staff, (b) Infrastructure, (c) Programs and research 5.1.4 Collect systematically the knowledge produced on ICT and Development 5.1.3 Identify a pool of experts on the thematic 5.1.5 Create a website with a portal for knowledge sharing and management 5.1.6 Organize workshops and use the UNDP networks to promote the initiative	MOFA	70,000
	Monitoring and Evaluation			10,000
	Communications			10,000
	Audit			5,000
Total Inputs				175,000

9

orresponds to Outcome 1.4: More and better skilled youth, women and other vulnerable groups have decent job opportunities.

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Comprehensive stocktaking of SSC flows conducted and their sectoral classification completed.	1.1.1 Convene technical cross Ministerial meeting to identify inward and outward SSC flows				X	MOFA			5000
development cooperation strengthened between Egypt and other countries in the South	1.1.2 Collate information received into inward and outward flows within an overall GoE SSC matrix				X				
	1.1.3 Convene meeting of relevant private sector TNCs and SMEs to collate private sector outward flows within an Private Sector SSC matrix				X				
	1.1.4 Identify civil society and academic institutions participating in inward and outward SSC flows				X				
	1.1.5 Convene meeting of relevant academic and civil society institutions to collate private sector outward flows within an Academic and Civil Society SSC matrix				X				
	1.1.6 Integrate gathered SSC matrixes into an overall Egyptian SSC framework				X				
	1.1.7 Classify information received from Output Target's activities into a inward and outward sectoral frameworks				X				

10

V. MANAGEMENT ARRANGEMENTS

The Ministry of Foreign Affairs will nationally implement the Project and will assign a **National Project Director** and recruit support staff. The **National Project Director** will be responsible for coordinating the implementation of all the above-mentioned 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. The **National Project Director** will be responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary. The project will also be managed by the following:

Project Board

A Project Board will be established to take executive management decisions and to provide guidance to the **National Project Director**, including approval of project revisions and of the project's annual workplan. 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 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 **National Project Director** for decisions when NPD 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.

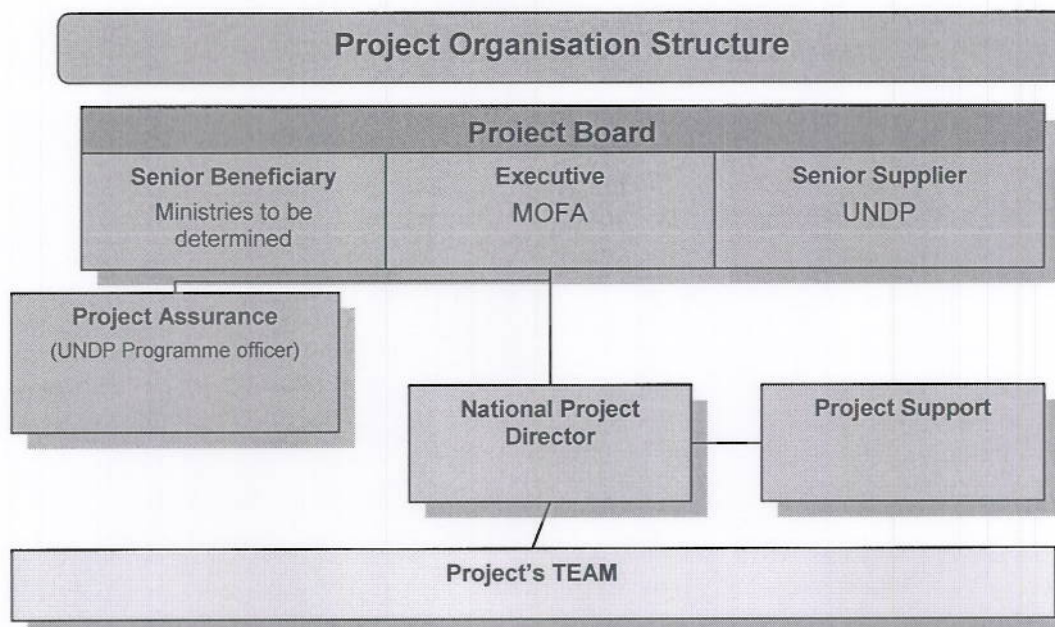The Group will meet annually (or more frequently if necessary) and will be composed of:

- Chairman (Executive): MOFA
- Senior Supplier: UNDP
- Senior Beneficiary: Ministries (to be determined)
- Representative from the Private Sector
- Representatives from Participating donor agencies in the project.
- Quality Assurance: UNDP Programme Officer

Project Assurance:

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. The same individual should never hold the Project Manager and Project Assurance roles.

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.

Project Organisation Structure

Project Board		
Senior Beneficiary Ministries to be determined	**Executive** MOFA	**Senior Supplier** UNDP

Project Assurance
(UNDP Programme officer)

National Project Director

Project Support

Project's TEAM

Financial Arrangements:

The value of the payments, 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 the Government could provide any further financing. 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 endeavours 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 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) 3% 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.

Resource Mobilization: The project will seek mobilize resources to further support the expected budget and possible expansion

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. Audit fees will be deducted from project budget.

VI. MONITORING 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 the Quality Management table below.
> 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.

Communications Resources: Appropriate financial resources must be allocated to ensure that communications activities are conducted to ensure that the project's results and outputs are adequately disseminated to project beneficiaries and stakeholders. Therefore, 10,000 USD of the project budget will be allocated to communications.

M&E Resources: Appropriate financial resources must be allocated to ensure that project monitoring and review/evaluation is carried out. Therefore, 10,000 USD of the project budget will be allocated to monitoring and evaluation activities.

VII. 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 the Arab Republic of Egypt and the United Nations Development Program, signed by the parties on 19 January 1987. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

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

The implementing partner 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 implementing partner'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 implementing partner 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".

OFFLINE RISK LOG

Project Title: Supporting Egyptian South –South Cooperatrion   **Award ID:**   **Date: May 2013**

Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Political and economic changes in Egypt could impact the vision on the formulation and implementation of the national SSC agenda and/or the responsible entity for this agenda	May 2013	Environmental & Political	There is a probability that the political and economic change may lead to change in vision or in responsible entity for the SSC agenda. I = 3 P = 4	A strong PMU will continuously monitor and asses strategic goals and objectives and align the activities with the political and economic changes.	MOFA UNDP	UNDP	May 2013	No change
Due to changes in the government, the turnover is high so the NPD could be replaced along with other senior MOFA officials.	May 2013	Operational	There is a probability that the NPD will be replaced with an impact on the project I=2 P=5	A strong PMU will continuously monitor and asses strategic goals and objectives and align the activities with the political and economic changes. .	MOFA UNDP	UNDP	May2013	No change

16