

**PROJECT DOCUMENT**

*[Egypt]*



Empowered lives.  
Resilient nations.

**Project Title: Support to Public Finance Management and Institutional Development**

**Project Number:**

**Implementing Partner: Ministry of Finance**

**Start Date: 1 Apr 2018**

**End Date:**

**31 March 2021 PAC Meeting date:**

**Brief Description**

In 2016, the Government of Egypt (GoE) has declared the Sustainable Development Strategy Egypt 2030 (SDS) as the base for setting the development objective for all Egyptians. Egypt is also committed to the achievement of the SDGs and has already submitted its first voluntary report to the High level Political Forum (HLPF). Two key cornerstones in mainstreaming Egypt's 2030 goals in the public sector practices under the economic dimension are a) the administrative reform programme and b) the economic reform programme, which was agreed upon with IMF.

As such, there is a growing need for the Ministry of Finance (MOF) to focus on a) its **human resources**: their capabilities, the work culture and the effectiveness of their productivity within the scope of the MOF's institutional development framework; as well as, b) its **public financial management** core functions. Consequently, the overall objective of this program is to improve the effectiveness of MOF's performance by instigating a strong inclusiveness organizational culture and a result-focus capacity development of the staff while spearheading the institutionalization of strategic management and supporting the implementation of Egypt's roadmap for the enhancement of public finance management.

The program is based on the groundwork of preceding assistance projects received mainly from IMF, WB, UNDP and British Embassy and will focus on the following four areas:

- MOF Institutional development
- MOF PFM reform initiatives
- The effectiveness of MOF assistance programs
- Provision of professional assistance to ministerial policy, technical and executive support teams

Contributing Outcome (UNDAF/CPD, RPD or GPD):  
*UNPDF/ UNDP outcome 1: By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job creating economic development. (SDGs 1,3,8, 9,10,12,16 and 17).*

<b>Total resources required:</b>	USD 4,200,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	200,000
	<b>Donor:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	4,000,000
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by

Government	UNDP	Implementing Partner
 H.E. Ambassador Hany Selim, Assistant Minister of Foreign Affairs for International Cooperation for Development, Ministry of Foreign Affairs	Ms. Randa Aboul-Hosn, Country Director UNDP Egypt 	H.E. Mr. Amr El Garhy Minister of Finance Ministry of Finance 
Date:	Date:	Date:

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## I. DEVELOPMENT CHALLENGE

1. The Sustainable Development Strategy: Egypt Vision 2030, colloquially known as simply Egypt 2030 or the Strategy, adopted in 2016, provide the basis for the government's policy choices, and acts as its long term development strategy, with a set of strategic and secondary goals to be achieved. It encompasses 3 Main Dimensions: Economic, Social, and Environmental; each dimension is divided into several pillars. Egypt has also endorsed the Sustainable Development Goals and has already presented its first Voluntary Report which was presented to the High Level Political Forum (HLPF) in July 2016 in New York.
2. UNDP's 2018 - 2021 Strategic Plan, which has recently been adopted by the Executive Board, is to help countries eradicate poverty in all its forms, accelerate structural transformations for sustainable development, and build resilience to crises and shocks. The Plan proposes a series of signature solutions to respond to the different development settings and key among these signature solutions is the strengthening of effective, accountable and inclusive governance and strengthened institutions which is crucial to sustainable development.
3. The **Economic Dimension** in the Egypt Strategy is divided into 4 pillars<sup>1</sup> *Economic development, Energy, Innovation and scientific research, and Transparency and efficiency of government institutions*; it sets several strategic objectives that link to the Ministry's core functions and reform targets<sup>2</sup> such as: 1) Stability of the macroeconomic environment, 2) Achieve sustainable inclusive growth, 3) Increase competitiveness, diversification, and knowledge, 4) Maximize the value added, 5) develop an administrative apparatus characterized by competence, efficiency and transparency, in addition to other set of objectives.
4. To accomplish its strategic objectives, MOF needs to tackle several challenges some of which this project addresses: **a)** critical skills shortages while striving to ensure the competency, efficiency and effectivity of MOF workforce, **b)** rigidity of the public expenditures structure, high budget deficit and gross domestic debt, **c)** guarding the emerging employee inclusiveness culture to improve internal coherence, transparency and accountability, and **d)** reassessment of the government assistance programs in the agricultural commodity sector.<sup>3</sup>
5. On one hand, with the endorsement of decree 81, which regulates vocation in the civil service in Egypt, and the decree 1321 for the establishment of the *Higher Committee for Administrative Reform*, the GoE attaches utmost importance to the administrative reform programme and is undertaking solid measures to build a new organizational model for an efficient government, regarding it as the cornerstone for Egypt's success in the economic dimension.
6. The skill gaps within MOF are of particular concern as it can lead to costly, less-efficient government, by itself, the issue has been identified as a challenge. Despite the high skills level of our employees, *there is a gap between the skills of the current workforce and those needed to achieve MOF reform targets and strong growth*. There are essential new skills required for: **a)** the implementation of newly introduced business and support functions like Internal Audit, Strategic Monitoring and Program Based Budgeting; **b)** to efficiently manage and assess reform projects. MOF must address critical skills shortages across all its divisions to be able to face tomorrow's challenges.
7. Moreover, if not carefully managed, anticipated retirements could widen skills gaps or open new ones, adversely affecting our capabilities.<sup>4</sup> The results of "the skill assessment" exercise conducted in 2015 in collaboration with the British Embassy highlighted a serious management gap that was also stressed in MOF Strategic Plan<sup>5</sup>. Mainly, the managers are nearing retirement<sup>6</sup>, and fewer

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<sup>1</sup> Sustainable Development Strategy, Preface

<sup>2</sup> Sustainable Development Strategy pp. 21, 75 and 101

<sup>3</sup> The agricultural sustainable development strategy in 2030 (Agriculture Ministry) indicates that the agricultural losses constitutes 10-15% from agricultural income.

<sup>4</sup> The Egyptian government has stopped hiring staff from 1984 to 1999 causing a gap across all ministries.

<sup>5</sup> MOF Strategic Plan

young professionals are in line and prepared to fill their shoes. Meanwhile, few public managers consider that they are responsible for the critical job of developing young and mid-career talent.

8. The heart of MOF's institutional development approach is targeted towards the realization of a culture of empowerment and inclusiveness, which would guarantee the implementation of a sustainable reform strategy.
9. On the other hand, fiscal governance in public administration has become a crucial issue to adverse governance failures, inefficiency, corruption, and poor internal financial management. Furthermore, given the budgetary and long-term fiscal challenges facing the nation, MOF must identify options to efficiently meet its mission with fewer resources while realizing its strategic objectives<sup>7</sup> and PFM reform, such as the establishment of new functions, initiation of more effective work processes, building a results-oriented work culture and creating more agile management to address inflexibilities in the current system. Extensive groundwork has been done in these areas in collaboration with IMF and WB during the last few years.

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## II. STRATEGY

10. Based on the challenges identified above, it is evident that to realize its mandate within Egypt's 2030 and to contribute to SDG Goal 16 to "Promote peace and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels", MOF's development path is based on two key interlinked cornerstones, namely: institutional development and PFM reform. Within the aforementioned core areas, MOF will work towards the achievement of the following four outputs:
  - MOF Institutional development strengthened
  - At least 2 key PFM reform initiatives launched
  - Effectiveness of MOF assistance programs enhanced
  - Professional assistance provided to ministerial support teams
11. **Output 1: Institutional Development Strengthened** (goal is directly linked to the goals of the *Transparency and efficiency of government institutions* pillar of the Economic dimension in Egypt 2030.)
12. The MOF has shifted the focus of its approach to institutional development in favor of a more fundamental cultural change to improve its productivity and effectual performance, as distinct from embarking on deep structural change. In assuming this approach, MOF aspires to realize a culture of empowerment and inclusiveness based on a performance-based result-oriented management. Within this context, MOF has elected to apply strategic management to establish its vision, mission and strategy and to maintain the alignment of its activities and resources with its strategic goals to improve financial and operating performance. Furthermore, the MOF believes that employee engagement can translate into higher levels of organizational performance.
13. Consequently during the former UNDP project, as an answer to the ministry's new perception, MOF has developed an institutional development framework (IDF)<sup>8</sup>, where the focus was directed towards the ensuing details:
  - the recognition of its employees, as well as, internal e-governance as key for increased productivity, reachability and expansion of knowledge within its administration
  - the urgency of fortifying the public administration oversight,
  - institutionalization of sound management, standards and practices.
  - the need for a wide-ranging communications strategy for internal and external stakeholders
14. In addition, as ***a means to strengthen employee engagement levels and maintain the alignment of their work with the ministry's strategic goals***, MOF, in partnership with UNDP, took the lead and conducted two "Strategic Planning Forums" attended by its executives and top management to set the ministry's vision and its strategic goals and objectives for 2 years. They were followed by

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<sup>6</sup> Retirement of 60% of management workforce during 2016-2020

<sup>7</sup> MOF Strategic Plan

<sup>8</sup> MOF institutional development framework

four forums attended by the middle management to determine the strategic action plans for each central directorate that would fulfill the agreed upon goals. The forums were the leading step to create a work environment of inclusiveness, clarity and alignment in the ministry. The SWOT analysis<sup>9</sup> conducted during the forums and the discussions have emphasized several issues, namely:

- the predicament of middle and top management retirement in MOF ,
  - the need for a comprehensive approach to the capacity building of the staff in accordance with key priorities,
  - the imperativeness of building the capabilities of the young staff to ensure the availability of an adequate and qualified workforce to face the new work challenges, and
  - the impeding effect of the quality of non-core functions (technology, infrastructure,...) on their work
15. This output will be accomplished via the following two activities:
- The completion of the introduction of entire strategic management cycle in MOF
  - The development of MOF next generation leaders and a staff competency framework.
16. **Output 1 - Activity A1: Establish strategic management (Objective: founding an employee inclusiveness culture to improve internal transparency and accountability as a means to increase MOF efficiency; Duration: 3 years; Resources: special experts and a management consultancy firm specialized in facilitation, monitoring and evaluation techniques, capacity building and HR; Outcome: continuance of the strategy planning process in MOF and design the monitoring and evaluation practice.)**
17. By the end of the “Together We Plan” series of forums, MOF came to be the first ministry to develop its strategic goals and strategic plan by its staff<sup>5</sup>. By the end of 2017, the forums were followed by a series of review workshops with MOF middle management followed by a forum for top management to assess the entire practice. With the success of the strategic planning forums, MOF foresees strategic management as a comprehensive and systematic management tool to maintain the alignment of its activities and resources with its vision, mission and strategy to improve financial and operating performance. Thus, its main focus is on effectively institutionalizing strategic management as part of the broader civil service reform.
18. This activity is a direct continuation of the efforts exerted during the last project to introduce strategy management to MOF and recognition for the need to establish an efficient monitoring and follow-up mechanism. It will be accomplished into two segments.
19. The first segment is dedicated to completing the strategic planning cycle in MOF. Several follow-up forums will be conducted to observe the implementation status and appraise the performance of the action plans while reassessing the high level strategy to reflect any changes due to external events/ factors that may have long-range impacts. Main deliverable:
- The strategic planning forums series in 2018-2019.
  - MOF strategic plan document updated for the following 3 years.
  - The development of a roadmap document to integrate the strategic planning exercise within the MOF operating environment.
  - Building a core structure in MOF to support and manage the continuance of strategic planning in MOF including staff selection, skill analysis and training.
20. Upon the successful completion of the first segment, the second segment will contend with effecting the strategy management cycle in MOF. This will require the design of the best structure to monitor, track and report on the execution of the MOF short-term and long-term goals. Hence, the management can take corrective actions along the way, if necessary and will provide MOF top management with a long-term perspective for service delivery and budgeting. Main deliverable:
- Design a monitoring and evaluation (M&E) system and its structural requirements.
  - Create a pilot structure to support and manage the designed M&E system in MOF.
  - Prepare the M&E policy framework document that addresses issues including but not limited to: purpose, principles, scope, culture and policies.

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<sup>9</sup> MOF Strategic Plan

21. **Output 1 - Activity 2: Launch next generation leaders' programme and competency framework** (*Objective: increase MOF efficiency and effectivity; Duration: 3 years; Resources: special experts and a management consultancy firm specialized in facilitation, mentoring and coaching, HR especially workforce succession management, staff identification techniques, and capacity building; Outcome: development of MOF imminent leaders' programme and staff competency framework.*)
22. Two of the concerns mentioned during the strategic forums were also emphasized in the results of "the skill assessment" exercise conducted in 2015 in collaboration with the British Embassy. The exercise that covered 1250 employees has highlighted a serious management gap. Mainly, our managers are nearing retirement, and fewer young professionals are in line and prepared to fill their shoes. At the same time, few public managers consider that they are responsible for the critical job of developing young and mid-career talent.
23. Another major concern is that despite the high skills level of our employees, there is a gap between the skills of the current workforce and those needed to achieve MOF technical reform plans and growth; whether to implement newly introduced business functions or to manage reform projects. Furthermore, even though MOF has many talented young staff, there are significant gaps in creative capabilities and soft skills that need to be addressed for MOF to be able to face tomorrow's challenges.
24. MOF is committed to build a capable performance-based result-oriented workforce. Accordingly, a main initiative in MOF's IDF is the preparation of our forthcoming leaders and the design of a comprehensive competency framework for the required professional competencies and skills.
25. In essence, the main aspiration of this initiative is to develop the skills and capabilities of the employees as per the reform strategy requirements while ensuring the continuity of successfully prepared future leaders in the ministry. This would guarantee that MOF have the right people with the right skills at the right time. The activity will accomplish the following extensive deliverables:
  - a) Design MOF imminent leaders' programme and conduct an entire pilot including screening and fast track development of our imminent leaders.
  - b) Development of a comprehensive competency framework.
  - c) Realize an entire pilot to raise the competency for 2 business areas in MOF while assessing the developed procedures and its progression; review all related documents for its future institutionalization.
26. **Output 2: At least 2 key PFM Reform Initiatives launched:** (Output goals are directly linked to the goals of both the *Economic development* and the *Transparency and efficiency of government institutions* pillars of the Economic dimension in Egypt 2030.)
27. As MOF is the focal point of PFM, the ministry has previously initiated several technical reform activities targeting enhancement of specific technical areas like GFMS, electronic payment and collection, and treasury single account. Reform activities were disrupted due to the prevailing political instability 2011-2014; however, the PFM reform is being reinitiated within the scope of comprehensive fiscal reform. Consequently, MOF, in collaboration with IMF and WB, took the lead in developing a roadmap for the enhancement of public finance management and monitoring its execution. This output will focus on two main activities:
  - Establishment of modern internal audit functions
  - Strengthening fiscal risk management and oversight of economic authorities and public enterprises
28. **Output 2 - Activity 1: Establish Internal Audit Function** (Objective: founding a working internal audit function in MOF to improve internal accountability as a means to increase MOF efficiency and raise Egypt's score in PEFA report. Duration: 3 years Resources: subject matter experts, frequent exchange of experiences and knowledge with other countries, computers and software, and specialized training programs in internal auditing at public sector. Outcome: establishment of internal audit function with well-trained auditors that provides risk-based assurance and promotes organizational improvement.)
29. Within GoE mandate to establish IA functions across all governmental entities, MOF intends to first establish an internal audit function, on a pilot basis, with well-trained staff. With the aid of WB,

- MOF is currently in the process introducing IA concepts and conducting initial training of nominated employees and screening them. It is worth mentioning that according to the law number 127 for the year 1981, MOF is currently carrying out Ex-ante control through financial controller and ex-post control through inspectors, but both functions are only aiming at compliance auditing and there is no focus on performance auditing, which demonstrates the need for internal audit to ensure effective performance.
30. The second phase contemplates the gradual establishment of the internal audit function in other entities within the budget sector. Internal Audit is expected to add value in terms of decreasing inefficiencies, safeguarding assets and streamlining operations. Meanwhile, Egypt is expected to score higher on the relevant Public Expenditure and Financial Accountability (PEFA) indicator in the future.
  31. **Phase 1:** The establishment of the internal audit unit at the MOF. Main deliverable:
    - Develop operational document comprising job description, selection criteria, code of conduct, audit manuals, methodologies and training kits;
    - Staff selection and skill analysis.
    - Train and professionalize selected internal auditors in three phases:
      - a) Initial specific training of approximately 75 employees on internal audit adapted to the first pilot internal audit exercise;
      - b) Train / upgrade the technical skills of selected auditors (~15 of trained staff) on all phases of the audit and interpersonal skills and attitude;
      - c) Introduce new approaches like audit in an IT environment and tackling fraud and corruption;
    - Benchmarking and exchange of experience with countries with similar circumstances to Egypt.
  32. **Phase 2:** Launching an internal audit function in another entity of the budget sector that has progressed in the adoption of the program based budgeting process. Main deliverable is to train / upgrade the technical skills of the selected staff on internal auditing.
  33. **Output 2 - Activity 2: Fiscal Risk Management Instigation** (Objective: designing an incubation unit for raising the financial efficiency of SOE/ EA performance and minimize reliance on sovereign guarantees Duration: 3 years Resources: subject matter experts, legal expertise, and specialized financial training firm Outcome: organizational structure document for instutualization of the unit and development of financial assessment and risk analysis skills within MOF.)
  34. MOF plans to put in place certain measures to get more accurate and up-to-date financial information to better manage fiscal risks arising from some state owned economic authorities and enterprises that suffer from liquidity problems and financial difficulties, which may have a negative impact on the state budget deficit.
  35. This will require increased fiscal risk and financial analysis skills in the MOF to conduct diagnostic studies, analyze financial statements in order to forecast performance over the medium term. Main deliverables:
    - A comprehensive analysis study to streamline the guarantee process to economic authorities and public enterprises including the introduction of new guarantee approval regulations.
    - An impact assessment and roadmap to the gradual implementation of alternatives to guarantees.
    - Conducting awareness workshops to senior management and line managers in SOEs/EAs regarding the impact of gradually eliminating sovereign guarantees
    - A technical capacity development plan to bridge the knowledge gap in the modern analysis of contingent obligations and the techniques to identify the relevant risk of SOEs/authorities
    - Building on the current financial oversight procedures, proposal of new and/ or amended processes to improve financial assessment and status forecast of SOEs/EAs.
  36. **Output 3: Effectiveness of MOF Assistance Programs enhanced** (Output goals are directly linked to the goals of the Economic development pillar of the Economic dimension in Egypt 2030.)
  37. There are currently some significant distortions on the regulatory and commercial levels that have a significant negative impact on the budget deficit (e.g. dual pricing of fertilizers, multiple pricing of natural gas to some producers, subsidies on farm gate prices of wheat and flour, the current

system of bread subsidies). These distortions could be found in many of the sectors of the economy, including, but not limited to, agriculture, fuel, food and production inputs.

38. In additions to the distortions available, there is also some government owned commercial entities that are supposed to be contributing positively to the economy yet due to several reasons they are negatively contributing to the economy and is a burden on the government budget as the MOF is bearing the cost of all these distortions and negative investments. In that affect the MOF decided to investigate and address some of these distortions in an attempt to amend them and reduce the budget deficit. *This output is directed toward strengthening the efficiency and effectiveness of specific government's assistance programs via defined financial and regulatory reforms to promote economic growth.*
39. **Output 3 - Activity 1:** Design reforms for financial distortions in agricultural and commodity sector (Objective: a comprehensive examination of the financial distortions in the agricultural assistance programs to improve the efficiency and effectivity of the agricultural and commodity sector subsidy system. Duration: 3 years Resources: subject matter experts. Outcome: a thorough study of every value chain of the chosen commodities including its reform roadmap.)
40. At the outset, the mission of the activity will be the identification and valuation of the target commodity sector. The commodity sectors targeted for study in the first stage would include agricultural commodities like grains (wheat, rice and corn), sugar crops (sugarcane and sugar beets), sugar mills and food oils. The scope of study is expected to also cover agricultural inputs like fertilizers. In every value chain of the aforementioned commodities, a detailed analysis of the current distortionary policies will be assessed and identified; taking account of available financial or regulatory distortions.
41. The analysis will be followed by an impact assessment of the distortions on the country's economy. The report will also assess the social and financial impact on the target stakeholders; in addition to the economic effects of these distortions on the government budget. Consequently, a proposal for suggested reform measures will be devised, on the regulatory of economic level, in order to negate some of the current distortion in the system. The suggested reform must have a positive effect on the financial or social status of the stakeholders.
42. In conjunction with the proposed reform measures, mechanisms for the absorption of the temporary negative effects of reforms will be devised. During the transitional phase, some of the suggested solutions might have a temporary negative effect on the stakeholders; these effects will be identified clearly and the proper tools to negate these effects on the short term will be developed. As such, an appropriate communication strategy will be conducted. The main deliverables are:
- Analysis study and impact assessment identifying major distortions in the key strategic commodity sectors
  - A reform proposal including a detailed plan to overcome these distortions, commercially and financially and suggesting regulatory reforms needed for implementation.
  - A communication strategy and stakeholder engagement plan during the execution of the reforms.
43. **Output 3 - Activity 2:** MOF Investment Opportunities studied (Objective: A comprehensive examination of the investment opportunities in the strategic commodity sector, whether new investments needed or updating current non properly manages assets. Duration: 3 years Resources: subject matter experts. Outcome: Identification of investment opportunity per sector, suggested value and returns expected per investment opportunity, identifying authorities, individuals, institutions or funds managers willing to make the investments suggested).
44. In collaboration with the current stakeholders and industry experts, a comprehensive investigation will be launched on suggested investment opportunities within some of the value chains in the Egyptian market. These suggested investment opportunities would improve efficiency of production, or provide more jobs, increase exports or reduce waste. The investigation will cover the ensuing areas:
- Identifying opportunities for needed investments
  - Evaluating its economical feasibility



- Assessing its impact on the economy
  - Financing mechanisms for the suggested investment
45. The main deliverables are:
- A study identifying essential investment opportunities in the sector (Grain, Fertilizers, Sugar and Oils) and suggesting any major institutional changes needed
  - Detailing the impact of the new investment on the market as well as its impact on the fiscal budget
46. **Output 3 - Activity 3:** Egypt's Export and Local Subsidy System Reviewed (Objective: Propose a more effective and inclusive subsidy/incentive/assistance system to promote more exports and increase inflow of foreign currency Duration: 3 years Resources: subject matter experts. Outcome: A detailed proposal on the proposed tools to be used to promote exports.)
47. The efficiency and effectiveness of the present export and local subsidy system is currently under great scrutiny by all associated stakeholders. MOF is determined to initiate a detailed analysis of the existing subsidy systems on the export and local levels in order to determine its efficacy and efficiency and whether it delivers the proper results or if the system need to be fine-tuned or changed in order to be more efficient. Main deliverables:
- Assessment of the efficacy of the export subsidy system in promoting exports of agriculture and Agrifood sectors.
  - Designing an improved system for export promotion (together with current exporters and through the export councils).
48. **Output 4: Professional assistance provided to ministerial support teams** (goals are directly linked to the goals of both the *Economic development* and the *Transparency and efficiency of government institutions* pillars of the Economic dimension in Egypt 2030)
49. The MOF is responsible both for policy development and for devising plans on how to get to those policy goals and that involves considerable negotiation with other ministries and with international bodies.
50. As effective ministers rely on effective teams, this component is directed toward strengthening the efficiency and effectiveness of all the ministerial support functions accountable to the minister, namely: policy, technical, legal and executive assistance, while focusing on effectively aligning organizational resources to bridge the gap between the envisioned future and the present conditions and inherent limitations. Policy support to the Minister's office is provided under this heading via long-term consultants (advisors). This output will focus on the following main activities:
- Support to Macro-Fiscal policy unit
  - Improve ministerial executive support
  - Technical and legal consultancy support pool
51. **Output 4 - Activity 1:** Support to Macro-Fiscal Policy Unit (*Objective:* support to Minister of Finance in macroeconomic and fiscal policies *Duration:* 3 years *Resources:* special experts. *Outcome:* expert support to MOF macro fiscal unit.)
52. The Macro-Fiscal policy unit supports the Minister of Finance in his endeavor to make economically sound and socially beneficial decisions on matters falling within his mandate. The unit's functions cover a wide-range of technical aspects, including: supporting fiscal policy formulation; monitoring and advising on the fiscal status; participating in the production of budget and MTB projection scenarios; monitoring international economic developments to determine their impact on the economy of Egypt; producing financial monthly reports, analytical fiscal and economic internal reports; and developing fiscal targets and other key aggregates of the budget to lead the budget formulation process
53. The unit serves as a focal point for coordination of activities of the MOF with the IFIs on the macroeconomic and fiscal policies. It represents MOF in bilateral and multilateral donors' negotiations to explain the government's fiscal and macroeconomic policies. It has a central role in ensuring that international organizations and sovereign evaluation bodies are mindful of the economic welfare of the entire nation.

54. The unit's support for international and regional events is on needs basis. The Ministry has a very strong global presence and participates regularly in WB, IMF, Euro-money, Arabic Monetary Fund and EU discussions. The preparation of studies, speeches and papers for these activities is done by in house and external consultants.
55. Below are the deliverables:
- Number of representations in bilateral and multilateral donors' negotiations to explain the government's fiscal and macroeconomic policies. scenarios
  - Number of representations with IFIs on the macroeconomic and fiscal policies.
  - Groundwork for preparation of yearly budget and MTB projection scenarios
  - Reports on impact of international economic developments on the economy of Egypt.
  - GoE financial status monthly report
56. **Output 4 - Activity 2:** Improve Ministerial Executive Support Pool: (*Objective:* establishment of a ministerial executive support entity in MOF; *Duration:* 3 years; *Resources:* special experts and a management consultancy firm specialized in mentoring and coaching, HR especially organizational management, staff identification techniques, capacity building and national government ceremonial protocol and etiquette; *Outcome:* founding ministerial executive support team)
57. There is a need to establish a new high performing flexible executive support machinery (structure) to provide a strong diverse range of executive support services to enable the politically nominated top executives, *the Minister and the deputies*, to carry out their roles effectively and to achieve their objectives.
58. This executive support system will provide for institutional stability and continuity across administrations beside delivering corporate and business services. Together with the new role of Ministry Chief Staff stated in the decree 81, they serve as a vital link between political appointees and frontline managers in the ministry. The envisioned system would assist the minister and the deputies to effectively manage the full range of their political mandates alongside the issues of the day while also making good and considered decisions about the general direction of the ministry. The main deliverables:
- The design of the executive support machinery for Minister, the deputies and ministry chief staff.
  - Preliminary groundwork for the launching of the unit including initial assessment of nominated employees and screening, development of a fast stream development program for them and assessment of other required resource.
  - The implementation of the first phase of the focused capacity building program for selected staff.
59. **Output 4 - Activity 3:** Support to Technical and Legal Consultancy Pool: (*Objective:* support to Minister of Finance; *Duration:* 3 years; *Resources:* special experts; *Outcome:* support to MOF.)
60. In consequence of the core changes in the economical mandates, MOF will be in need of specialized expertise in different fields like debt management, taxation, investment ...etc to review the impact of the speedy transformations and needed policy modifications, making recommendations for adjustments and further actions. Consultancy pool activities will continue on needs basis. In addition all necessary laws for the suggested reforms are spearheaded by the MOF. Technical legal advice is provided through this activity. The main deliverable is availing expert support to the ministry as per needed.

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### III. RESULTS AND PARTNERSHIPS

#### 61. Expected Results

See Above

#### 62. Resources Required to Achieve the Expected Results

- Subject matter experts, specialized project managers and event managers
- Continuing exchange of experiences and knowledge with other countries,
- Management consultancy firm highly specialized in: facilitation; mentoring and coaching; strategy management; monitoring and evaluation techniques; capacity building and HR

- Management consultancy firm specialized in: facilitation; mentoring and coaching; HR especially organizational development, workforce succession management, staff identification techniques and capacity building; and national government ceremonial protocol and etiquette.
- Consultancy firm specialized in the development of detailed business requirements documents, IT stakeholder analysis specification, functional requirements specifications and development of request for procurement documents.
- Technological equipments and software, and
- Specialized training programs.

### 63. Partnerships

- a) The UNDP has been successfully supporting the MOF since 2000, initially with a preparatory assistance then the fiscal policy for decision support unit project to be followed in 2009 with the support pension fund and fiscal policy reform project that ended in 2017.
- b) During this long partnership, the achievements of this collaborative work extended to cover various sectors, following is some of the key results in three main sectors:
  - in the social insurance sector: establishing National Organization of Social Insurance (NOSI) call center, realization of e-payment option to pensioners and development of NOSI dynamic web site;
  - in the public financial management sector: the establishment and support of the Macro-Fiscal unit responsible for macroeconomic and fiscal policy advice to the government; the restructuring of Customs tariff system to be consistent with GATT agreement; the corporatization of several public economic authorities (e.g.: the water and sanitation in 12 governorates; the activity moved to Ministry of Investment early 2006); the development of the complete legislative framework for implementing Private Public Partnership (PPP) in Egypt followed by the establishment and support of the PPP central unit; realization of e-payment of employees' wages; the development and implementation of the nation-wide deployment of phase one of Government Financial Management Information System (GFMIS) encompassing 300 accounting units; the realization of e-collection of taxes and customs; the finalization of the legislative amendments to the public procurement law 89; and
  - in the institutional development sector: aside from the numerous technical capacity building work realized in each of the aforementioned major results, the principal achievements are the development of MOF institutional development framework; the organization of a series of "Strategic Planning" forums to introduce MOF to strategic management and the development of MOF strategic plan in line with the vision of Egypt 2030.
- c) The new program is dedicated to the implementation of several activities addressing the aforementioned key challenges. It is based on the results of preceding assistance projects, namely:
  - The various outcomes of the former UNDP project "Support Pension Fund and Fiscal Policy Reform" specifically in the domains of strategic management and macro fiscal policy;
  - The different financial and technical reports of several specialized assistances from IMF and WB.
  - The three year on-going technical assistance from WB seconding staff to support PFM reform and set up the foundation for new concepts and functions.
  - The results of the "skill assessment" exercise of 1250 employees conducted in 2015 in collaboration with the British Embassy and
  - The capacity building workshops and training courses related to internal auditing funded by the EU during the last year.
- d) Hence, the cooperation between the MOF and the UNDP takes a new direction with this program to further aid MOF in its mission to achieve prosperity and a sustainably developed economy. Accordingly, the UNDP will be supporting MOF as the principal actor in GoE's institutional reform and economic growth together with the IMF, WB and EU.

#### **64. Risks and Assumptions**

- Initiation of new concepts and work processes may cause a no-willingness to collaborate status from key partners due to not aligning on the target objective.

#### **65. Stakeholder Engagement**

##### Target Groups

- Top management in MOF and at different authorities in addition to the Minister of Finance and Deputy Ministers will be first beneficiary from the results of created functions
- Different divisions will have performance improvement and risk identification and assessment skills.
- MOF staff will experience a cultural change whether in engaging in MOF strategy action plans or in building their competencies.
- The Higher Committee for Administrative Reform in GoE is main affiliate in any reform activity.
- Key partners for reforms in the strategic agriculture and commodity sector would be Ministry of Internal Trade, Ministry of Trade and Industry, Ministry of Agriculture, Administrative Control Authority, Ministry of Investment, Export Promotion Agency, and Export Councils.
- Line ministries and SOEs/ EAs management.

#### **66. South-South and Triangular Cooperation (SSC/TrC)**

Exchange experiences and knowledge and benefit from other countries that introduced similar functions.

#### **67. Knowledge**

- MOF updated strategic plan document for the following 3 years
- Roadmap for integrating the strategic planning exercise within the MOF operating environment.
- Blueprint for the M&E system in MOF
- MOF M&E policy framework
- A comprehensive competency framework for three disciplines in MOF
- MOF internal audit unit charter, guidelines and manuals
- Analysis study and impact assessment identifying major distortions in the key strategic commodity sectors including a reform proposal to overcome these distortions: commercially, financially and legally.
- Manual of SOE assessment and sovereign guarantees policy guide.

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## **IV. PROJECT MANAGEMENT**

68. 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. In accordance with the decisions and directives of UNDP's Executive Board, the government of Egypt's contribution shall be charged:

- 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- An amount of \$83,495 will be charged as direct costing in support project Implementation, communication, M&E and quality assurance (\$27,831.67 per year)

69. The contribution of the Government of Egypt (Ministry of Finance) shall be paid in Egyptian Pounds according to the following schedule of payments:

- April 2018: equivalent of \$2,000,000 using the exchange rate of the month of transfer
- July 2018: equivalent of \$2,000,000 using the exchange rate of the month of transfer

70. 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.

71. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP and audit fees shall be charged to the project budget.
72. The Operational Unit for Development Assistance (OUDA) of the Ministry of International Cooperation: Upon the official request from the MOF, and in accordance with UNDP rules and regulations in that matter, OUDA may provide administrative support to the project such as the recruitment of staff and consultants and procurement of equipment upon request from MOF. Any OUDA fees will be charged to the respective budget lines

V. RESULTS FRAMEWORK<sup>10</sup>

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job creating economic development**

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Number of administrative reform implemented to improve transparency, accountability, and improve quality of services/**

**Applicable Output(s) from the UNDP Strategic Plan:**

Outcome 1: Advance poverty eradication in all its forms and dimensions

Output 1.2.2 Enabling environment strengthened to expand public and private financing for the achievement of the SDGs

**Project title and Atlas Project Number: Support to Public Finance Management – Project (Award) Number: 00106279**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS and RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL
Output 1 <i>Institutional Development Strengthened</i>	1.1 <i>The execution of a yearly series of strategic planning forums in 2018-2019 delivering updated MOF strategic plan document for the following 3 years</i>	MOF			✓	✓	✓				

<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>11</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.







## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: *monitoring and evaluation plans should be adapted to project context, as needed*]

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	EU and WB	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Mid project and at end of project	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Mid project and at end of project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the	Annually, and at the			

	<p>Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>end of the project (final report)</p>			
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

VII. MULTI-YEAR WORK PLAN 1213

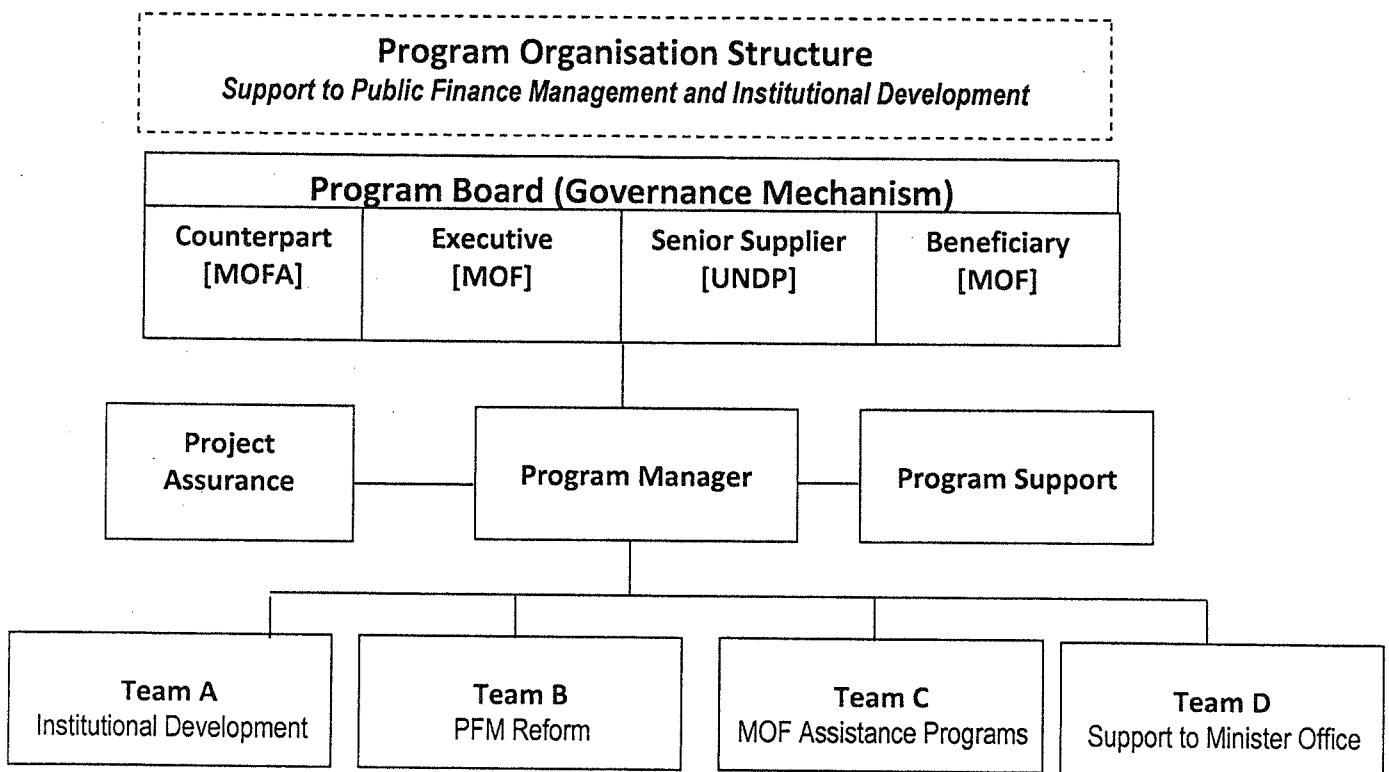
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>Output 1</b> <i>Institutional Development Strengthened</i>	1.1 <i>Establish strategic management</i>	283,675.00	167,175.00	149,675.00	MOF	MOF	600,525.00	
	1.2 <i>Launch next generation leaders' programme and competency framework</i>	126,875.00	306,062.50	62,500.00	MOF	MOF	495,437.50	
	MONITORING	11,250.00	11,250.00	11,250.00	MOF	MOF	33,750.00	
	<b>Sub-Total for Output 1</b>						<b>Sub-Total for Output 1</b>	
<b>Output 2</b> <i>At least 2 PFM Reform initiatives launched</i>	2.1 <i>Establish an Internal Audit (IA) function</i>	129,156.25	129,156.25	129,156.25	MOF	MOF	387,468.75	
	2.2 <i>Fiscal Risk Management Instigation in MOF</i>	84,616.06	84,616.06	84,687.50	MOF	MOF	253,919.63	
	MONITORING	11,250.00	11,250.00	11,250.00	MOF	MOF	33,750.00	
	<b>Sub-Total for Output 2</b>						<b>Sub-Total for Output 2</b>	
<b>Output 3</b> <i>Effectiveness of MOF Assistance Programs enhanced</i>	3.1 <i>Design reforms for financial distortions in agricultural and commodity sector</i>	51,625.00	51,625.00	65,910.69	MOF	MOF	169,160.69	
	3.2 <i>MOF Investment Opportunities studied</i>	18,750.00	18,750.00	18,750.00	MOF	MOF	56,250.00	

<sup>12</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32  
<sup>13</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	3.3 Egypt's Export and Local Subsidy System Reviewed	14,375.00	14,375.00	14,375.00	14,375.00	MOF	MOF	43,125.00
	MONITORING	11,250.00	11,250.00	11,250.00	11,250.00	MOF	MOF	33,750.00
	<b>Sub-Total for Output 3</b>							<b>Sub-Total for Output 3</b>
<b>Output 4</b> <i>Professional assistance provided to ministerial support teams</i>	4.1 Support to Macro-Fiscal Policy Unit	280,429.56	138,179.94	138,179.94	138,179.94	MOF	MOF	556,789.44
	4.2 Improve Ministerial Executive Support Pool	87,123.13	163,621.38	127,747.75	127,747.75	MOF	MOF	378,492.25
	4.3 Support to Technical and Legal Consultancy Pool	210,875.00	213,938.88	218,875.00	218,875.00	MOF	MOF	643,688.88
	MONITORING	11,250.00	11,250.00	11,250.00	11,250.00	MOF	MOF	33,750.00
	<b>Sub-Total for Output 4</b>							
<b>Program Management</b>	Equipments, Communications & Miscellaneous	81,250.00	81,250.00	98,892.88	98,892.88	MOF	MOF and UNDP	261,392.88
<b>Evaluation</b>	EVALUATION	6,250.00	6,250.00	6,250.00	6,250.00	MOF	MOF	18,750.00
<b>General Management Support (GMS) 3%</b>	GMS					UNDP	MOF	116,505.00
<b>Direct project costing</b>	Support to Project Implementation, Communication, M&E and quality assurance	27,831.67	27,831.67	27,831.67	27,831.67		MOF/UNDP	83,495.00
<b>TOTAL</b>								

**VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

- 73. The program will be nationally executed by the Ministry of Finance, in accordance with the UNDP National Implementation (NIM) guidelines. The Minister will appoint the Program Manager, who will be responsible for coordinating the implementation of all project activities. He/she will be the sole liaison between MOF units, UNDP and all other stakeholder who is responsible for coordinating, networking and soliciting the participation of all concerned partners.
- 74. UNDP rules and regulations for recruitment, procurement, and award criteria will be followed for all project activities related to the contracting of services, supplies and grants.
- 75. The management arrangements for this program are in line with the UNDP requirements as reflected in the UNDP User Guide and are follows:



- 76. **The Program Board** will be established to take executive management decisions and provide guidance to the Program Manager (PM). The Board assumes the responsibility to review and approve the program details (schedule, deliverables, budget) and change requests, including program revisions and issues raised by the PM. The Board reviews will be made at designated decision points during the course of the project, or as necessary when raised by the PM.
- 77. The PM will act as secretariat for the board, 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.
- 78. **Program Manager** (PM) will be responsible for overall management of the program to ensure its timely delivery and achievement, which includes: overseeing program activities' implementation, reviewing/revising work plan, overseeing M&E and reporting; monitoring and controlling program budget; and identifying bottlenecks and suggesting corrective measures when necessary. The PM will also be responsible for the project's networking and outreach with potential implementing partners and beneficiary organisations. The PM will manage the PMU.
- 79. **Project Support Unit:** (PMU) will be responsible for implementation, coordination and overall management of the project, including maintaining budgets as well as ensuring compliance with

financial and reporting requirements as per the UNDP NIM guidelines. In essence, the oversight of the UNDP program falls under its control.

80. In conjunction with conducting all the necessary personnel management activities, the unit is also responsible for the solicitation, contracting and managing the technical staff who will be recruited under each output for relevant needs of activities. The unit oversees the management of all the procedures, contracts and arrangements for all the events funded via the program.
81. ***Project Assurance:*** The role is held by UNDP and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that the project is implemented to achieve results as planned in a timely and efficient manner. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects.

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

#### **Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)**

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 UNDP. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

### RISK MANAGEMENT STANDARD CLAUSES

82. 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:
  - 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;
  - assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
83. 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.
84. 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).
85. The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



Empowered lives.  
Resilient nations.

## X. ANNEXES

### 1. Acronyms

GoE	Government of Egypt
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
UNDP	United Nations Development Programme
IMF	International Monetary Fund
WB	World Bank
EU	European Union
PFM	Public Fiscal Management
IA	Internal Audit
SOE	State Owned Enterprises
EA	Economic Authorities
GFMIS	Government Financial Management Information System
IDF	Institutional Development Framework
SWOT	Strengths, Weaknesses, Opportunities, and Threats
M&E	Monitoring and Evaluation
PEFA	Public Expenditure and Financial Accountability

### 2. Project Quality Assurance Report

3. Risk Analysis.



OFFLINE RISK LOG

Project Title: Support to Public Finance Management and Institutional Development      Award ID:      Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Mngt response	Owner	Submitted, updated by	Last Update	Status
1	A no-willingness to collaborate status from key partners	inception	Organizational	Outcomes will be delayed  P = 2 I = 2	Activity scope will be reviewed and amended	Program Manager	Program Manager		no change





**Annual Work Plan**

Egypt - Cairo

Project: 00106279

Project Title: Support to Public Finance Management

Year: 2018

Report Date: 5/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget																	
		Start	End		Fund	Donor	Budget Descr	Amount US\$														
00107095 Supp. to Public Finance Mngmt	Institutional Development	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71600	Travel	25,000.00													
				EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	65,000.00													
				EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	175,000.00													
				EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	10,950.00													
				EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	100,000.00													
				EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	450,000.00													
				EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	16,350.00													
	Ministerial Support Teams		1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	35,000.00												
											EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	60,000.00						
																	EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	3,150.00
	EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	35,000.00																
							EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	80,000.00										
													EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	50,000.00				
																			EGY-Ministry Of Finance	30071	MOF	75100
	EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	45,000.00																
							EGY-Ministry Of Finance	30071	MOF	74500	Miscellaneous Expenses	18,193.91										
EGY-Ministry Of Finance													30071	MOF	75100	Facilities & Administration	3,646.92					
																		EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth
	EGY-Ministry Of Finance	04000	UNDP	73400	Rental & Maint of Other Equip	17,300.00																
							EGY-Ministry Of Finance	04000	UNDP	74100	Professional Services	10,000.00										
EGY-Ministry Of Finance													04000	UNDP	72200	Equipment and Furniture	40,400.00					
																		EGY-Ministry Of Finance	04000	UNDP	64300	Staff Mgmt Costs - IP Staff
	EGY-Ministry Of Finance	30071	MOF	64300	Staff Mgmt Costs - IP Staff	26,676.00																
							<b>TOTAL</b>															
<b>1,420,000.00</b>																						
<b>GRAND TOTAL</b>																						
<b>1,420,000.00</b>																						

Amir Kouchouk





**Annual Work Plan**

Egypt - Cairo

Project: 00106279

Project Title: Support to Public Finance Management

Year: 2019

Report Date: 5/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00107095 Supp. to Public Finance Mngmt	Institutional Development	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	10,950.00
					30071	MOF	71800	Contractual Services-Imp Partr	175,000.00
					30071	MOF	75700	Training, Workshops and Confer	65,000.00
					30071	MOF	71600	Travel	25,000.00
	Ministerial Support Teams	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companies	100,000.00
					30071	MOF	72100	Contractual Services-Companies	60,000.00
					30071	MOF	75700	Training, Workshops and Confer	35,000.00
					30071	MOF	71800	Contractual Services-Imp Partr	450,000.00
					30071	MOF	75100	Facilities & Administration	16,350.00
	MOF Assistance Programs	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Partr	70,000.00
					30071	MOF	75700	Training, Workshops and Confer	35,000.00
					30071	MOF	75100	Facilities & Administration	3,150.00
	PFM Reform Initiatives	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confer	45,000.00
					30071	MOF	75100	Facilities & Administration	5,250.00
	Project Management Unit	1/5/2018	30/4/2021	EGY-Ministry Of Finance	04000	UNDP	73400	Rental & Maint of Other Equip	17,300.00
					04000	UNDP	74100	Professional Services	10,000.00
					04000	UNDP	64300	Staff Mgmt Costs - IP Staff	1,389.00
30071					MOF	64300	Staff Mgmt Costs - IP Staff	26,676.00	
04000					UNDP	72200	Equipment and Furniture	40,400.00	
30071					MOF	71800	Contractual Services-Imp Partr	79,888.08	
30071					MOF	74500	Miscellaneous Expenses	15,000.00	
<b>TOTAL</b>									
<b>GRAND TOTAL</b>									
1,420,000.00									
1,420,000.00									

Amro Kauchouk





**Annual Work Plan**

Egypt - Cairo

Project: 00106279

Project Title: Support to Public Finance Management

Year: 2020

Report Date: 5/4/2018

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00107095 Supp. to Public Finance Mngmt	Institutional Development	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71800	Travel	25,000.00
				EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	175,000.00
				EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	55,000.00
				EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	10,650.00
				EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	100,000.00
	Ministerial Support Teams	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	15,867.15
				EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	28,905.00
				EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	50,000.00
				EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	450,000.00
				EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	30,000.00
	MOF Assistance Programs	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	70,000.00
				EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	3,000.00
				EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	4,800.00
	PFM Reform Initiatives	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	80,000.00
				EGY-Ministry Of Finance	30071	MOF	72100	Contractual Services-Companie	45,000.00
			EGY-Ministry Of Finance	30071	MOF	75700	Training, Workshops and Confe	35,000.00	
Project Management Unit	1/5/2018	30/4/2021	EGY-Ministry Of Finance	30071	MOF	71800	Contractual Services-Imp Parth	77,878.10	
			EGY-Ministry Of Finance	30071	MOF	74500	Miscellaneous Expenses	12,441.23	
			EGY-Ministry Of Finance	04000	UNDP	74100	Professional Services	10,000.00	
			EGY-Ministry Of Finance	30071	MOF	64300	Staff Mgmt Costs - IP Staff	26,142.66	
			EGY-Ministry Of Finance	04000	UNDP	73400	Rental & Maint of Other Equip	13,600.00	
			EGY-Ministry Of Finance	04000	UNDP	64300	Staff Mgmt Costs - IP Staff	1,222.00	
			EGY-Ministry Of Finance	04000	UNDP	72200	Equipment and Furniture	37,000.00	
<b>TOTAL</b>			EGY-Ministry Of Finance	30071	MOF	75100	Facilities & Administration	3,493.86	
<b>GRAND TOTAL</b>								1,360,000.00	
								1,360,000.00	

*Amr Kouchuk*



## Design & Appraisal Stage Quality Assurance Report

Overall Project Rating: Needs Improvement

Decision: Disapprove: The Social and Environmental Screening Procedure must be completed. See Question 9.

Project Number: 00106279

Project Title: Support to Public Finance Management and Institutional Development

Project Date: 01-May-2018

### Strategic

Quality Rating: Highly Satisfactory

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project)

- 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

### Evidence

### Management Response

The project aims to support national efforts towards the enhancement of public finance management and fiscal reform, in line with the Sustainable Development Strategy. Based on the priorities identified by the Ministry of Finance (MOF), there is a need to focus on the ministry's human resources, their capabilities, the work culture and the effectiveness of their productivity within the scope of the MOF's institutional development framework; this is in addition to focusing on core functions related to public financial management. As such, the project will aim to improve the effectiveness of MOF's performance by instigating a strong and inclusive organizational culture and a result-based capacity development approach for its staff while spearheading the institutionalization of strategic management. This is also in line with the CPD priorities to enable frameworks for the implementation of Egypt Vision 2030 and the SDGs

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)
- 2: The project responds to one of the three areas of development work as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)

1: While the project may respond to one of the three areas of development work as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

#### Evidence

The project responds to one of the three areas of development work of the strategic plan 2018-2021, namely "Accelerate structural transformations for sustainable development"

Relevant

Quality Rating: Highly Satisfactory

**3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)**

3: *The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)*

2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

#### Evidence

#### Management Response

The main beneficiaries of the project are the staff of the Ministry of Finance since it aims to enhance the institutional effectiveness of the Ministry as outlined in point number 1. The views and needs of the Ministry's staff were captured through a series of strategic planning forums and were taken into consideration in the design of the project

**4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)**

3: *Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.*

2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.

1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

#### Evidence

#### Management Response

The project builds on achievements and lessons learned from previous phases of cooperation between MOF and UNDP and which covered three main sectors: social insurance, public financial management, and institutional development; and



consequently it builds on the knowledge generated during these phases (strategic planning forums..). As such, this phase of cooperation will aim to further address ongoing challenges and support MOF in its mission to achieve prosperity and a sustainable economic development.

**5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)**

- 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 1: *The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.*

#### Evidence

The project focuses on the enhancing the institutional capacities of MOF in support of national efforts to enhance public finance management and consequently contribute to the sustainable economic development. By virtue of the project design, there are no direct activities contributing to gender equality and women empowerment

#### Management Response

The Ministry of Finance will ensure that equal opportunities are given to all staff as selection will be based on staff capabilities. Furthermore, in 2017, 53% middle-management staff in MoF were women

**6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)**

- 3: *An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)*
- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

#### Evidence

the project builds on the long-standing and successful partnership between MOF and UNDP, and the results that were achieved during previous phases of cooperation. It also builds on, and synergize with, other ongoing between MOP and the World Bank, IMF, and the British Embassy

#### Management Response

## Social &amp; Environmental Standards

Quality Rating: Exemplary

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

- 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)
- 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

## Evidence

## Management Response

The project aims to further the realization of human rights given its focus on enhancing public finance management as means to achieve sustainable economic development.

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)

- 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).
- 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.
- 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

## Evidence

## Management Response

There aren't any potential adverse environmental impact given the nature of the project which has institutional development approach

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences
- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

Yes

- No
- SESP not required

**Evidence**

SESP conducted

**Management & Monitoring****Quality Rating: Highly Satisfactory****10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)**

- 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)
- 2: *The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)*
- 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

**Evidence****Management Response**

The selection of outputs and activities are very clear and appropriate, but baselines are yet to be included. While the project does not have a key gender aspect given its focus, there is room to incorporate gender dis-aggregated data (for example, the number of staff benefiting from project activities, potential measures and processes which could contribute to gender equality and women empowerment..). It should be noted however that in 2017, 53% middle-management staff in MoF were women. MOF will also ensure that equal opportunities are given to all staff as selection will be based on staff capabilities.

**11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?**

- Yes
- No

**Evidence**

Monitoring and Evaluation and quality assurance measures are clearly outlined in the project document. Details regarding the evaluation plan are yet to be included

**12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)**

3: The project's governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).

2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)

1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

**Evidence****Management Response**

Project document attached

**13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)**

3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)

2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

**Evidence****Management Response**

Project document attached including the risk log

**Efficient****Quality Rating: Highly Satisfactory**

**14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.**

Yes

No

**Evidence**

To be considered when appropriate during implementation

**15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)**

Yes

No

**Evidence**

The project aims to synergize with other ongoing initiatives which will help ensure complementarity and effectiveness

**16. Is the budget justified and supported with valid estimates?**

- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

**Evidence**

Project document attached

**17. Is the Country Office fully recovering the costs involved with project implementation?**

- 3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

**Evidence**

Financial arrangements section

**Management Response**

Effective

Quality Rating: Needs Improvement

**18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)**

- 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)
- 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

**Evidence**

The selection of the implementation modality was done based on the longstanding successful partnership between MOF and UNDP. The conduct of an assessment was not applicable in this case

**Management Response**

The selection of the implementation modality was done based on the longstanding successful partnership between MOF and UNDP.

**19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?**

- 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.
- Not Applicable

#### Evidence

The main beneficiaries of the project are the staff of the Ministry of Finance since it aims to enhance the institutional effectiveness of the Minister as outlined in point number 1. The views and needs of the Ministry's staff were captured through a series of strategic planning forums and were taken into consideration in the design of the project

**20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?**

- Yes
- No

#### Evidence

Monitoring and Evaluation and quality assurance measures are clearly outlined in the project document. Details regarding the evaluation plan are yet to be included

**21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.**

- Yes
- No

#### Evidence

#### Management Response

Given the scope of the project, and its focus, the project is GEN1 Will emphasize gender parity among capacity building beneficiaries

**22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)**

- 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.

- 2: The project has a work plan & budget covering the duration of the project at the output level.
- 1: The project does not yet have a work plan & budget covering the duration of the project.

**Evidence**

Multi-year budget prepared as per project document

**Sustainability & National Ownership**

Quality Rating: Needs Improvement

**23. Have national partners led, or proactively engaged in, the design of the project?**

- 3: *National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.*
- 2: The project has been developed by UNDP in close consultation with national partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.
- Not Applicable

**Evidence**

Fully designed and prepared by the Ministry of Finance

**24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**

- 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2.5: *A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.*
- 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
- 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.
- Not Applicable

**Evidence**

Although a capacity assessment was not applicable in the case of this project, activities are based on needs assessments conducted by MOF, as well as recommendations resulting from strategic planning forums, and therefore the project was designed with the aim of strengthening MOF capacities as part of national efforts aimed at enhancing public finance management

**25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?**

- Yes  
 No  
 Not Applicable

**Evidence**

Management arrangements and implementation modality (NIM) clearly mentioned

**26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?**

- Yes  
 No

**Evidence**

Sustainability and scaling-up plan are yet to be developed

**Quality Assurance Summary/PAC Comments**

- At the strategic level, the project is directly responding to the Strategic Plan area of Work namely "Accelerate structural transformations for sustainable development" and it is also directly responding to SDG 16 since it focuses on enhancing the institutional capacities of MOF in support of national efforts to enhance public finance management and consequently contribute to the sustainable economic development.

- The project document has been developed by the Ministry of Finance in line with the new format for the project document to ensure compliance with corporate standards for quality assurance and results-based management. The draft project document was presented to UNDP for comments and after integration of these comments, the revised document was then presented to the Ministry of Foreign Affairs and other national concerned authorities for comments and clearances. The document was fully endorsed by MOFA and the concerned national authorities through this virtual PAC .