Project Title: Enhance Efficiency and Accountability of the Public Sector in Egypt through Information and Communication Technologies

UNDAF Outcome(s):

Outcome 1: By 2011, state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved

Expected CP Outcome(s):

National strategies formulated, tested and implemented to facilitate increased access to information and foster use of ICT to achieve development goals

Expected Project Output(s):

1. Interagency collaboration and exchange of data are enhanced by integrating national databases through ICT.

2. Increased efficiency, transparency and accountability of Public Sector's Human Resources processes.

3. Government to citizen (G2C) services are enhanced and new channels for service provision established.

4. E-Government services are promoted and MSAD South South cooperation strategy enhanced.

Implementing Partner:

Ministry of State for Administrative Development

Responsible Parties:

Ministry of State for Administrative Development and UNDP

Brief Description

The project consists of a multi-level intervention where e-Government solutions are applied in order to increase efficiency and accountability of Public Sector's processes, improve the delivery of services to the citizen, and enhance coordination among different government entities.

The project will provide technical support to the national counterpart, the Ministry of State for Administrative Development (MSAD), with regard to the following focus areas:

1. Integration of national databases to enhance inter-agency coordination.
2. Modernization of existing Personnel Offices on the model of Human Resources offices.
3. Enhancement of Government to citizen services and establishment of new channels for service provision.
4. Communication strategy to promote the use of e-Government services.
5. Enhancement of MSAD South South cooperation strategy on e-Government.

Programme Period:	July 2010 – July 2014 Key		Total resources required:	USD 5,920,000
Result Area:	Governance		Total allocated resources:	USD 5,920,000
Atlas Award ID:	00060083		MSAD	USD 5,620,000
Start date:	July 1, 2010		UNDP	USD 300,000
End Date	June 30, 2010		In-kind Contributions: project space, furniture, utilities.	
PAC Meeting Date	June 22, 2010			
Management Arrangements	NEX			

SIGNATURE PAGE

Agreed by H.E. Amb. Bassem Khalil, Deputy Foreign Minister, Director of International Cooperation for Development, Ministry of Foreign Affairs
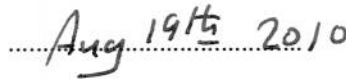
Signature

B. Khalil

Date

30/8/2010

Agreed by H.E. Dr Ahmed Darwish, Minister of State for Administrative Development

Signature

A.M. Darwish
8/19

Date

Aug 19th 2010

Agreed by Mr Mounir Tabet, Country Director, UNDP Egypt

Signature

Date

8 Sept 2010

Ministry of State for Administrative Development

3

Project Document

For proposed MSAD/UNDP project

Enhance Efficiency and Accountability of Public Sector through Information and Communication Technologies

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I.   SITUATION ANALYSIS

The Government of Egypt has a decentralized bureaucracy characterized by a large number of Ministries and public agencies. This structure has caused the widespread of diverse business processes, redundancy of data and the completion of services is often perceived by the citizen as complex and time consuming.

In the attempt to make its Public Sector more efficient, transparent and results oriented, in the past decade the Government of Egypt (GoE) has taken action by initiating a massive transformation of Public Administration through the application of Information and Communication Technologies (ICT) to administrative processes. Indeed, since 1999 (launch of Egyptian Information Society Initiative), the GoE is committed to a vision of Egypt as an 'Information Society', utilizing technology for the purpose of economic and social progress. Attaining that vision entails widespread computer literacy and e-Government so that we can take advantage of IT's great potential to increase efficiency, reduce transaction costs, and increase access and transparency for citizens with regard to government services.

Under the umbrella of EISI, the Government of Egypt has been increasingly looking towards e-Government solutions which focus on the provision of services at the front-end, supported by integration, consolidation and innovation in back-end processes and systems to achieve maximum cost savings and improved service delivery. Accordingly, a massive modernization process of government to citizen (G2C) services and Government to Government coordination (G2G) is currently taking place, under the aegis of the Ministry of State for Administrative Development, the government entity entrusted with the mandate of implementing the e-Government programme and counterpart for the present project. The need to improve service delivery by using new technology is now a key performance indicator for all ministries and public sector agencies in Egypt. Research by the Suez Canal University estimates that e-Government could save up to 900,000 working hours a year that are currently wasted in Egypt's public services; according to the same study, the GoE e-Government programme is expected to reduce the average number of visits required for a citizen to obtain a service from government to 1.5 from 3.5. When the solution is fully implemented, this will save up to 900,000 working hours a year and achieve substantial costs savings in the public sector.

Within this framework, since 2005 UNDP has directly supported MSAD's efforts to upgrade services and enhance coordination, transparency and effectiveness of administrative processes through the use of e-Government mechanisms.

The partnership between UNDP and MSAD focused on the following tracks:

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I) Upgrade of Municipalities' service delivery

II) Creation of new channels for service delivery and citizen participation

III) Re-engineering and automation of core business processes in governmental organizations.

IV) Establishment and support of a Transparency and Integrity Committee.

Notwithstanding this massive transformation, the Egyptian Public Sector is still confronted with problems and the need for increased efficiency, accountability and government-to-government cooperation are ever -growing. Furthermore, the general public shall be further engaged, in particular disadvantaged groups and remote communities.

Relevance to UNDP's work

Public sector management capacity has become a central indicator of a country's development. Furthermore, the improvement of state's performance and accountability in programming, implementing and coordinating actions has been identified as one of the priorities for Egypt, for the current United Nations Development Assistance Framework (UNDAF) cycle. In order to contribute to the achievement of this outcome, UNDP and its national counterpart for the project, the Ministry of State for Administrative Development, will engage in a multilevel intervention where e-Government solutions are applied to promote a more results-oriented culture in the Public Sector.

E-Government

An effective and inclusive use of e-Government solutions has been shown to play a positive role not only in improving the Public Sector's performances, but also in fostering democratic governance and, more in general, human development.

As confirmed by the 2008 UN e-Government Survey, a trend towards reforming the public sector has emerged in many countries in recent years spurred primarily by the aspirations of citizens around the world, who are placing new demands on governments. The success of government leaders is increasingly being measured by the benefits they are creating for their constituents, namely citizens, communities and the private sector. These stakeholders demand efficiency, transparency and accountability, as well as a renewed focus on delivering better services and results.

At the same time, information and communication technologies have become an important factor of development for a society. At present, level of application of ICT is deemed to be one of the main

indicators of intellectual and scientific potential, democratic governance and transparency in the Public Sector, as well as poverty reduction. The application of ICT in government processes (e-Government) has been shown to increase the quality and quantity of services available to the public, raise the efficiency of public services, and render government processes more transparent. E-Government initiatives have played an important role to streamline processes and improve cost effectiveness in Public Sector in many countries. Such mechanisms can change the way the government performs its functions, help reduce operational costs, and, at the same time, increase the efficiency of government services; they also provide a way to detour problems related to bureaucracy by remodelling service provision without altering significantly organizational structure and decision making process, while increasing transparency in the use of public funds. Through the empowerment of citizens and creation of greater transparency in the State-citizen relations, e-Government also contributes to build citizens' trust in the Public Sector. E-Government applications may also have positive environmental impact, mainly for improved efficiency of existing processes and digitalization of documents. E-services also reinforce the right to civic participation and equality of access to those citizens with reduced mobility such as people with disabilities and senior citizens. In summary, government policies that embrace ICT in an effective way have a significantly positive effect on national development, effectiveness of governance institutions, quality and access to information and attainment of the Millennium Development Goals.

However, it must be emphasized that the potential of e-Government as a tool for development hinges upon the requisite that all citizens have reached a minimum threshold level of technological infrastructure and e-connectivity for all. Any individual with proper access to ICT may benefit from automated services; however, the problem of digital divide existing among different areas and groups create inequities and large portions of population in remote areas and low income groups may be deprived of these opportunities. The primary challenge of e-Government for development is therefore how to ensure that the benefits also reach disadvantaged groups. Through the engagement of disadvantaged communities along with people with disability, women, youth, and senior citizens' participation, e-Government initiatives can not only enhance the Public Sector, but also support social change. This approach reflects one of the key theme of the United Nations Global e-Government Readiness Report 2005 which promote an e-Government model that goes beyond viewing the public as a 'customer' and as a service recipient, as e-government must also facilitate strengthened democratic accountability and more socially inclusive governance, as well as improved social policy decision-making based on improvements in the availability, timeliness and accuracy of information.

In line with UNDP Country Programme (2007-2011), UNDP is committed to support the integration of ICT into national development programmes and increase citizens' access to information and connectivity while safeguarding against the formation of a digital divide along socio-economic lines. UNDP's integrated approach to e-governance supports the achievements of the Millennium Development Goals (MDGs) in

important ways. At the country level, ICT for Development can increase the transparency and accountability of its development stakeholders, strengthen the engagement and participation of citizens in national and local decision-making processes, and improve delivery of public services to achieve the MDGs. The intervention is also in line with UNDP's Capacity Development Strategy. The intervention integrates UNDP work in an ongoing national process of modernizations through the capacity building of the Ministry of State for Administrative Development and partner Ministries in order to support a durable and sustainable transformation process. Finally, one of the project components aims at strengthening the collaboration among African countries on e-Government, therefore contributing to UNDP priority of promoting South-South Cooperation (SSC).

MINISTRY OF STATE FOR ADMINISTRATIVE DEVELOPMENT

MSAD was established in 1974 and its mandate has undergone several changes, with the latest changes due to the Government's rapid pursuit of ICT so that now its focus is on creating better access to government services by citizens and businesses, improving the range and quality of services on offer from all levels of the government administrative structure, upgrading skill levels of central and municipal staff and introducing performance-related pay in the government administrative system. MSAD is entrusted by the government with the mandate to implement the e-Government program amongst public entities and enhance the public administrative system to become more efficient in performing its tasks and serving the citizens.

Vision

MSAD's vision is to enhance the State's administrative body and lead it to function in an effective and efficient manner, capable of adapting to the fast pace of change, improve the management of state resources, and provide quality services to citizens.

Mission

MSAD's mission is to develop and implement the National Plan for programs and projects that achieve the government's vision through a system of integrated management for the modernization of the Egyptian government.

Objectives

MSAD's objectives are to develop and train human resources to create a new generation of leadership who is aware of the new methods of management as follows:

- Restructuring the state's administrative body and the development of incentives, salary and promotion systems.
- Creating a partnership with the private sector to assist in providing services.
- Decentralizing the delivery of governmental services, while ensuring a quality service.
- Encouraging the exchange of information and linking the various governmental entities and institutions.
- Developing a legislative and legal framework to authorize the development of a National program that aims at raising the efficiency of the state's administrative body.
- Involving citizens in observing the administrative process.
- Introducing modern management systems in state's institutions.
- Relying on the private sector in the implementation of the Ministry's programs.
- Utilizing information and communication technologies (ICT) in carrying out governmental services, whenever possible.

TARGET BENEFICIARIES

The primary beneficiaries of the project are the citizens who will receive more efficient services and will directly benefit from the improved coordination and information sharing among Public Sector entities. Furthermore, the professional and technical staff of the pilot Ministry where the Personnel Office will be upgraded on the model of Human Resources office will directly benefit from the improved HR management and skills upgrading that will be provided by the project. The MSAD and Priority Ministries staff will be trained in order to familiarize with the new RBM system and e-Government solutions. In the areas selected as pilots the population will benefit from the support provided by the local Telecenters and the Telecenters operators will receive training on e-services that will upgrade their professional skills. Finally, as a result of South South Cooperation activities, the professional staff of MSAD and selected international actors will be actively engaged in a dialogue and exchange of best practices.

II.   PROJECT STRATEGY

The project strategy focuses on building a model where, through e-Government solutions, the provision of services at the front end, the coordination among Government entities and the efficiency and transparency in back-end processes are increased, in order to achieve resource optimization and improved service delivery.   The project also seeks to increase access to the e-Government system through a diversification of the channels for service delivery, in order to reach those groups who, because of low computer literacy or unavailability of internet access, do not benefit from the existing web-based services.

A further dimension addressed is awareness-raising among citizens and South South Cooperation on e-Government; the project will focus in particular on knowledge sharing activities targeting African countries.

These dimensions can be translated in 4 main tracks which also constitute the expected Outputs of the present project.

1. Output A: Interagency collaboration and exchange of data are enhanced by integrating national databases through ICT.
2. Output B: Increased efficiency, transparency and accountability of Public Sector's Human Resources processes.
3. Output C: Government to citizen (G2C) services are enhanced and new channels for service provision established.
4. Output D: E-Government services are promoted and MSAD South South cooperation strategy enhanced.

Description of Project Outputs

OUTPUT A

INTERAGENCY COLLABORATION AND EXCHANGE OF DATA ARE ENHANCED BY INTEGRATING NATIONAL DATABASES THROUGH ICT.

The importance of enhancing the information sharing within the Public Sector has been recently re-emphasized by the GoE, through the Prime Minister's Decree N. 256, issued in 2010. The decree urges the Public Sector to enhance the flow of information among different entities in order to simplify the interaction between citizens and Public Sector. The activities falling under this output are part of the actions taken by the Ministry of State for Administrative Development to address this area of concern and ensure a follow-up of the above mentioned decree.

Under this output, coordination among public entities is promoted; this is paving the way for the adoption of a model where e-Government solutions are not developed within individual government entities, but a system of coordinated services offering one-stop shops to citizens and businesses is rolled out. In particular, this output relates to the connection of national databases to increase efficiency of service delivery through a secure data exchange among various governmental agencies. This is expected to limit redundancy of data and duplications in transactions. Through the creation of an interconnected data exchange system, the number of requested documents dramatically decreases, this resulting in a reduction in number of transactions, processing time and costs. Along with all steps necessary to connect the national databases, Output B includes the implementation of a pilot, as well as a capacity building intervention targeting the staff of the Egyptian Survey Authority and Public Notary through the training of their staff on new e-Government processes.

This output is expected to positively impact on the Government's capacity of serving the citizens' needs and will add value to citizens' experience with Government, ultimately building trust in the Public Sector.

ACTIVITIES

A1. A Master Plan for the integration of National Databases is developed

- Conduct comprehensive mapping of existing databases, related entities and services and identify databases suitable for piloting.
- Determine which of the services need a reengineering and process enhancement.
- Conduct a feasibility study with parameters and estimation of costs for implementation of a pilot.
- Conduct a technical study.
- Consolidate mapping, feasibility study and technical study into a Master Plan.

A2. Standards and guidelines for new ways of working with integrated databases are developed

- Conduct a review of existing laws and regulations concerning data exchange (e.g. implications in terms of privacy and security, and entities' internal rules).
- Formulate technical standards and guidelines for the integration.
- Formulate the regulation for the database

A3. Databases selected for the pilot are connected through a platform for data exchange

- Implement required technical steps for connection of selected databases.
- Deliver training to pilot entities' relevant staff.

A4. The production system is implemented

- Implement required technical steps to build the ESB.
- Migrate the connection from the pilot platform to production environment.

A5. The capacity of Egyptian Survey Authority and Notary Public staff to implement new processes is built.

- Develop a manual for the new processes
- Design and deliver a training module for the staff of the Egyptian Survey Authority and Notary Public

DELIVERABLES

- Mapping
- Technical Study
- Feasibility study with parameters and estimated costs for implementation
- Review of existing laws and regulations
- Master Plan

- Technical standards, guidelines, and regulation for the connected databases
- Training modules
- Manual for new processes

EXPECTED RESULTS

- Simplified delivery of services to citizens through integration of existing Public Sector databases (Measured by number of requested documents/transaction)
- Reduced time required to complete a real estate registration (measured in reduced time for registration)

OUTPUT B

EFFICIENCY, TRANSPARENCY AND ACCOUNTABILITY OF PUBLIC SECTOR'S HUMAN RESOURCES PROCESSES ARE INCREASED

This output builds the capacity of existing Personnel Offices and facilitate the transformation of such units into modern Human Resources (HR) departments. E-Government solutions will be applied to the existing Personnel Offices in a selected Ministry to pave the way to the modernization of human resources management in Public Sector.

This involves review and automation of HR processes through research of entity variations in HR needs, in order to develop a Master Plan for automation of all HR Government offices. This output will promote the adoption of modern HR development and planning methods, as well as the development of studies on promotion and incentive systems at different job levels. The above-mentioned studies are linked to performance efficiency and quality rates, and are conducted in cooperation with different entity regulatory units. All the above will be executed through a pilot project encompassing the transformation of the personnel department of a selected Ministry to a HR department, to identify present weaknesses, implementation challenges and expected benefits of the new system.

ACTIVITIES

B1. A review of existing HRs studies is conducted
- Review existing studies and best practices concerning the application of ICT to HR management

- Conduct a baseline analysis of current Human Resources performance

B2. A pilot project targeting the HR department in a selected Ministry is executed
- Adopt modern HR development and planning methods that perform the following:
    - HR employment and planning
    - Training and Development (skills development plans according to entity training needs).
    - Performance Management and Appraisal (including incorporating staff payroll and monetary merits, performing studies on promotion and incentive systems at different job levels, and linking incentive studies to performance efficiency and quality rates).

B3. ICT is introduced in the HR Department in the Ministry selected for the pilot.

- Assist with process revision, streamlining, and automation of core business processes of various ministries and Government entities, by addressing:
    - requirements for security, workflow, applications, and hardware
    - communication with other organizations:
    - planning preparation procedures;
    - planning and follow-up procedures.

B4. The HR and senior staff in the pilot Ministry master the new system

- Develop and deliver a training module for HR and senior staff in the pilot entity
- Establish a unit to support Government entities that will replicate the intervention.

DELIVERABLES

- Review of existing studies and best practices
- Master Plan for transition from Personnel to HR Department.
- Master Plan for automation of all Personnel offices, and sub-plans for phased deployment.
- Criteria for the selection of a pilot Ministry.
- Documentation of existing HR processes in Personnel departments

- Upgraded standards & guidelines for HR department for dissemination among all Government entities.
- New TORs and job descriptions.
- Training Assessments of new potential HR department staff.
- Evaluation reports of the pilot with recommendations for automation frameworks and follow-up procedures.
- Training modules for new processes and use of ICT
- A support unit established to assist Government entities with their self-implementation of the transformation.

EXPECTED RESULTS

- The new HRs functions are well defined, the HR staff fully understand and master new procedures and tools (measured by staff survey results), and the average time for completing HR processes is reduced.
- Clearer and more transparent recruitment procedure are adopted (measured by level of new employees' satisfaction, as captured by staff surveys).
- The efficiency of HR transactions is increased (measured by average time of transactions).
- Performance of pilot HR department and entity where transformation has taken place is improved (measured by employee performance in appraisal reports results and level of citizen satisfaction; reduced number of complains related to HR's functions; number of new functions performed by the pilot HR department)

OUTPUT C

GOVERNMENT TO CITIZEN (G2C) SERVICES ARE ENHANCED AND NEW CHANNELS FOR SERVICE PROVISION ESTABLISHED

From its beginning in 2001, the e-Government program has worked to develop e-Government services with different types of access channels, depending on the type of service and the available back end. The 3 main types of channels are:

- Web based services
- Citizen Service Centers /Single window

- Intermediaries / manned kiosks

Web based services are instrumental to deliver services directly to beneficiaries (citizens/businesses), while intermediaries provide services to beneficiaries with limited internet connectivity or low computer literacy. Web based services can be divided into 2 categories based on the back end digital readiness:

- Online service-request forms (with limited/no digital back end)
- Online services (with digital back end)

However, several services, for their completion, require the submission of supporting documents and/or the presence of the concerned person, as in the case of building permits and proxies. It is for such services that the concept of "Citizen Service Center" was introduced. In these centers, the citizen submits his request and associated file of documents to the teller. The request is then processed in the back end without any need, for the citizen, to intervene at any other stage. Whether the workflow is automated or manual, a computerized tracking system registers the status of the request at all times, until service completion.

For people who might not have the ability or the time to use the 2 above mentioned types of delivery channels, a system of intermediaries was put in place. In this case, the intermediary assists the citizen throughout the completion of the service request file and represents him/her in front of the Public Sector. For online services, the intermediary would fill up the online forms on behalf of the citizen.

The objective of Output D is to capitalize on the several services that were and are continuously being added to the e-Government list of services, by enabling them via additional channels, such as:

- Mobile phones
- Intermediaries

Intermediaries can be individuals in physical locations (Service Centers) or Call Centers or interactive voice response (IVR) systems. Service Centers can be governmental, non- governmental (NGOs), or run by private enterprises. As a result of the previous UNDP/MSAD e-Government project, a set of regulations and procedures for the certification of service centers are periodically reviewed to remedy any flaws.

Egypt is covered by a wide network of telecenters that can be instrumental as intermediaries to enhance e-Government access to marginalized communities. In order to render telecenters effective intermediaries, the capacity of telecenters operators to orient and facilitate the access of these target groups to the e-Government system must be strengthened through training, monitoring and support.

This output is articulated in three components:

<u>Component 1</u> relates to the provision of a wider spectrum of service delivery modalities, faster delivery and increased accessibility of services through the use of mobile applications.

<u>Component 2</u> relates to the provision of services to non-technology oriented people via call centers.

<u>Component 3</u> focuses on the delivery of services via intermediaries, both Governmental, non-Governmental (NGOs), as well as private.

This output requires assessing to which extent e-Government services and information reach the general public, with a specific focus to groups living in remote areas, urban marginalized communities, women, senior citizens and people with disabilities. This assessment will provide the basis for a feasibility study on possible e-Government services that can be delivered, in an effective and adapted way, via simple text mobile interactions, to these citizens.

The project will select 20 telecenters to start a pilot project; the operators will be trained on e-Government to facilitate the access of people with no access to internet to e-services. A subsection of the telecenters site and the Kenana portal[1] will be also created to provide information on e-Government services. Consequently, as a side outcome of this project, the sustainability of telecenters, as well as Kenana initiative, will be furthered.

ACTIVITIES

C1. A mapping of existing e-Government channels is conducted and new suitable channels are identified.

- Improve the already existing yearly survey to assess to which extent e-Government services reach the citizens, by including a specific focus on remote communities, urban marginalized areas, women, people with disabilities and senior citizens.
- Conduct a mapping, that incorporates the survey, and that identifies suitable delivery channels for services.

C2. The intermediaries are trained and the mediation concept is promoted.

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[1] Community development portal created under the auspices of Ministry of Information and Communication Technology. It includes sub-sections on women health, peace, disability, small and medium enterprises, and agriculture

- Include mediation component in communication strategy to promote the mediation concept among general public
- Hold events to promote mediation
- Disseminate the adopted regulations
- Deliver training to intermediaries

C3. M-Government services are developed.

- Develop a plan for the implementation of m-Government services
- Implement 2 pilot mobile services (by the end of the first year)
- Implement additional mobile services, according to the plan

C4. Call center services are developed

- Develop a pilot with private sector (door-to-door model)
- Develop additional Call Center models with Private sector (online form completion)
- Assess market growth for Call Center services
- Adjust regulations

C5. Mediation is expanded by using telecenters

- Coordinate with Ministry of Communication and Information Technology (MCIT) to use telecenters as intermediaries
- Identify 20 telecenters to start a pilot project
- Prepare dissemination plan
- Operate Telecenters
- Monitor and Assess Performance
- Perform adjustments
- Create one section for information and one for interaction on Kenana portal
- Disseminate model in other telecenters (according to the plan)

C6. Business processes reengineering of front end services related to license and permits in Tourism, and Industry and Construction sectors is completed.

- Prepare re-engineered processes
- Perform necessary legal adjustments to cover new processes
- Select two processes for implementation
- Introduce 2 new payment methods
- Conduct study on the use of digital certificate
- Develop general authentication module for digital signature on Bawaba portal

DELIVERABLES

- Mapping
- Periodic surveys assessing extent to which e-Government reaches the citizens
- Plan for pilot implementation and/or wide scale implementation of m-Government services.
- Information and Interaction section on Kenana for Intermediaries
- Dissemination plan for telecenters
- Study for re-engineered services
- Generic authentication module for digital signature

EXPECTED RESULTS

- Increased access to service delivery (measured by number of services provided through mediation; number of m-services provided; number of users of m-services; users growth rate; number of Call Centers offering services; number of services that can be performed through call centers and growth rate; number of intermediaries for service provision and growth rate; numbers of users visiting the new sections on Kenana; number of telecenters involved and growth rate; number of services allowing digital signature)

OUTPUT D

E-GOVERNMENT SERVICES ARE PROMOTED AND MSAD SOUTH SOUTH COOPERATION STRATEGY ENHANCED

Component I

Under this component a communication strategy designed to raise awareness and promote a better understanding of e-Government services will be developed. The main goal of the communication strategy will be increasing the use of e-Government services among citizens. The communication strategy will be specifically tailored to reach also people with disabilities, senior citizens and marginalized groups.

Component II

This component is aimed at enhancing the MSAD South South Cooperation strategy on e- Government. Indeed, MSAD is representing the Government of Egypt in the Conference of the African Ministers of Public/Civil Affairs and Egypt was chosen by the African Ministers to lead the track related to ICT to better service delivery. MSAD has already participated to a number of knowledge sharing initiatives on e-Government and will actively participate to the approaching E-Africa Forum.

Knowledge sharing on e-Government with African countries is therefore among MSAD priorities, and the present project will provide the framework for the implementation of activities intended to attain this objective.

ACTIVITIES

Component I

D1. E-Government services are promoted through a communication campaign

- Recruit a Communication Officer
- Identify key messages for dissemination
- Identify target groups (e.g. general public, Public Sector staff, remote communities, people with disabilities)
- Design and launch a media campaign
- Produce communication material tailored on different target groups (e.g. press releases, periodical fact sheets, user guide for e-Government users, informative leaflets, banners)
- Disseminate the communication material

- Develop electronic discussion fora on the E-Government portal (Bawaba) to collect views and suggestions from the citizens
- Assess campaign distribution and exposure (e.g. newspapers, television monitoring; e-Government portal monitoring)
- Assess campaign efficacy

Component II

This component is aimed at enhancing Egypt's South South Cooperation on e- Government. MSAD is currently representing the Government of Egypt in the Conference of the African Ministers of Public/Civil Affairs, among which Egypt was chosen to lead the track related to ICT to better service delivery. MSAD has already attended several knowledge sharing initiatives on e-Government and will be directly involved in the imminent E-Africa Forum.

Knowledge sharing on e-Government with other countries from the Global South is therefore among MSAD priorities, and the present project will provide the framework for the implementation of activities intended to attain this objective. A South South Cooperation Strategy for MSAD on e-Government will be developed as a first activity. A High Level Workshop with senior Government representatives from African Countries will be organized in Cairo to agree upon a common roadmap to foster South South Cooperation on e-Government.

Once the roadmap is agreed upon, a series of technical workshops for officers from African Governments will be organized to promote a dialogue over the multiple dimensions of e-Government. A workshop will address the technical aspects and the coordination challenges to be addressed by government to build an e-Government system. This workshop will target government representatives from African Countries who are responsible for e-Government programmes in their respective countries. The same target group will participate to a knowledge exchange visit in Egypt where the e-Government system already in place in Egypt will be illustrated to the participants.

A third workshop will specifically address the legislative and regulatory aspects of e-Government and will target Government representatives responsible for e-Government programmes, along with legal advisors and law-makers.

ACTIVITIES

Component II

D2. Egypt's South South Cooperation strategy on e-Government is strengthened

- Develop an e-Government South South Cooperation strategy for MSAD
- Organize a High Level Workshop to be held in Cairo to discuss a Roadmap to foster SSC on e-Government in Africa
- Organize a knowledge exchange visit in Egypt
- Organize a workshop to discuss technical aspects and coordination challenges to be addressed
- Organize a workshop on e-Government Legislative and Regulatory issues.
- Conduct an evaluation of this component's impact

DELIVERABLES

- Communication material
- Online fora
- E-Government South South Cooperation strategy for MSAD
- Report of South South Cooperation workshops with compilation of best practices
- Report of knowledge exchange visit
- Report of knowledge sharing
- Impact assessment
- Evaluation report

EXPECTED RESULTS

E-Government services are effectively promoted among the general public (measured by number of new users)

MSAD South South Cooperation strategy on e-Government is strengthened (measured by number of SSC events held and number of international partners involved)

Figure 1 Summary of Activity Results per Output

OUTPUT A	OUTPUT B	OUTPUT C	OUTPUT D
A1. A MASTER PLAN FOR THE INTEGRATION OF NATIONAL DATABASES IS PREPARED	**B1.** A REVIEW OF EXISTING HR STUDIES IS CONDUCTED	**C1.** A MAPPING OF EXISTING E-GOVERNMENT CHANNELS IS CONDUCTED AND NEW SUITABLE CHANNELS ARE IDENTIFIED	**D1.** E-GOVERNMENT SERVICES ARE PROMOTED THROUGH A COMMUNICATION CAMPAIGN
A2. STANDARDS AND GUIDELINES FOR NEW WAYS OF WORKING WITH INTEGRATED DATABASES ARE DEVELOPED	**B2.** A PILOT PROJECT TARGETING THE HR DEPARTMENT OF A SELECTED MINISTRY IS EXECUTED	**C2.** THE INTERMEDIARIES ARE TRAINED AND THE MEDIATION CONCEPT IS PROMOTED	**D2.** EGYPT'S SOUTH SOUTH COOPERATION STRATEGY ON E-GOVERNMENT IS ENHANCED
A3. DATABASES SELECTED FOR THE PILOT ARE CONNECTED THROUGH A PLATFORM FOR DATA EXCHANGE	**B3.** ICT IS INTRODUCED IN THE HR DEPARTMENT IN THE SELECTED MINISTRY	**C3.** M-GOVERNMENT SERVICES ARE DEVELOPED	
A4. THE PRODUCTION SYSTEM IS IMPLEMENTED	**B4.** THE HR AND SENIOR STAFF IN THE PILOT MINISTRY MASTER THE NEW SYSTEM	**C4.** CALL CENTER SERVICES ARE DEVELOPED	
A5. THE CAPACITY OF EGYPTIAN SURVEY AUTHORITY AND NOTARY PUBLIC STAFF BUILT		**C5.** MEDIATION IS EXPANDED BY USING TELECENTERS.	
		C6. THE BUSINESS PROCESSES REENGINEERING OF FRONT-END SERVICES RELATED TO LICENSES AND PERMITS IN TOURISM, AND INDUSTRY AND CONSTRUCTIONS IS COMPLETED	

III.   RISK ANALYSIS:

The following have been identified as key risk factors for the project to achieve the expected results:

1. The ministerial staff do not adapt and absorb changes introduced by the project.

To reduce this risk, the project will engage in training and awareness raising sessions for the staff

2. The new e-services do not reach the public. Whilst the technology is increasingly resilient and 'fit for purpose', the evidence indicates that success or failure is less a technological issue and more a people issue - in particular, the ability to change public service cultures and motivate public sector workers to new ways of working, and involve the general public[2].

To reduce this risk a wide communication strategy targeting the general public will be developed

3. The project does not reach marginalized groups (women, people with disabilities, senior citizens, communities in remote areas). One of the main challenges remains on how the use of ICTs in Government can be beneficial to all the stakeholders, taking into consideration real factors such as the digital divide (infrastructural, gender and economic restrictions) and the importance of creating

an "e-inclusive" society.

To reduce this risk, the project will be supported by the telecenters that will act as channels of communication between citizens with no access to Internet or low computer literacy and the E-Government system; the communication strategy will also target these groups.

4. The legal/ regulatory framework is not harmonized with the new e-Government solutions. To reduce this risk the project will engage in an in-depth analysis of existing legal and regulatory framework to envisage solutions to harmonize the legislation

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[2]   *UN E-Government Survey*, 2008

IV. COMMUNICATION STRATEGY

The project will place great importance on the development of an effective communication strategy to promote the use of the new services and raise awareness about the modernization process that, under the aegis of MSAD is taking place in the Public Sector.

As highlighted in the Risks analysis, one of the major challenges is ensuring that the new services reach the citizens, including those segments of populations who have limited access to ICT or low computer literacy. Efforts will be made to bring out the different perspectives of men and women, senior citizens, people with disabilities and choose the appropriate media that satisfactorily reaches them all and highlight what those differences call for in terms of action.

The project will recruit a Communication Officer that will be responsible for Output D. As part of the Communication strategy will be implemented events and activities such as:

1. Develop a **key message** to be disseminated through different communication media. The key message should highlight the accessibility of E-Government services and the added value for the citizens in terms of easier and faster service deliver. The message shall contribute to build the trust of citizens in the Public Sector, by portraying the new services as tailored around the citizen's needs and fully accessible to everyone. It shall emphasize the important role of e-applications to increase participations of every citizens, including women, people with disabilities, senior citizens and remote communities.

2. Develop **electronic discussion fora** in the already existing E-Government portal (Bawaba) to collect views and suggestions from the citizens

3. Support **South South Cooperation** activities to promote knowledge exchange on E-Government among countries from the South.

4. Prepare **informative material for** Public Sector Staff

5. Conduct **daily media monitoring** of articles relevant for the projects

6. Organize **media roundtables**, where journalists are invited for briefs/updates on MSAD activities

7. Produce periodical **fact sheets**

8. Ensure timely dissemination of **press releases**

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results Action Plan (CPAP) and Resource Framework (CPAP):

National strategies formulated, tested and implemented to facilitate increased access to information and foster the use of ICT to achieve development goals

Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and targets:

Outcome indicators:

# of Government entities adopting e-Government solutions

Citizens accessing e-Government services (disaggregated by direct access and through intermediaries)

Baseline:

Limited use of e-Government solutions among government entities

Number of current web-based services users: 120,000 users/month

Number of transactions via the 500 existing kiosks: 20,000/month

m-Government hit rate: 1500/month

Targets:

By the end of the project, at least 30 Government entities benefit from E-Government solutions

By the end of the project the access to e-Government, m-government services and new channels has increased by 20%

Applicable Strategic Plan Focus Area:

Governance/Poverty Reduction. UNDP work on poverty reduction and democratic governance is built around the provision of more effective support to countries to design and implement policies and programmes that can contribute to economic growth and national capacity development, and to the reduction of various forms of inequality. UNDP supports democratic governance goals through strengthening core institutions at all levels: national, regional and local/decentralized. UNDP supports governments in the identification of effective interventions strengthening participation by the poorest social sectors, as well as by women, youth, persons living with disabilities, and indigenous people. Enhancing accountability and responsive institutions is a critical element of democratic governance for human development. UNDP's work on poverty reduction is governed by several internationally agreed frameworks such as the Millennium Declaration, the MDGs, and the International Development Goals. UNDP's core services focus on three main areas: Strategies and Policies for Poverty Reduction, Inclusive Globalization, and Support for MDG-Aligned National Development Strategies.

Partnership Strategy:

UNDP will partner with MSAD to improve the efficiency and transparency of Public Sector in Egypt through e-Government. Coordination and interaction with the other Ministries and Public Sector entities has been identified as a basic condition to achieve the project outcomes.

Project title and ID (ATLAS Award ID): Atlas Award ID:

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output A Interagency collaboration and exchange of data are enhanced by integrating national databases through ICT **Output Indicators:** Simplified delivery of services to citizens through integration of existing databases measured by a decrease in the number of requested documents/transactions **Baseline:** National databases are not connected	*By the end of Year I, the Master Plan, standards and guidelines are developed, the hardware is ready and at least 3 entities are connected.* *By the end of Year II, 10 entities are connected.* *By the end of year III, 20 entities are connected.* *By the end of Year IV, 30 entities are connected*	**Activity Result A1** **A Master Plan for the Integration of National Databases is prepared** ▪ Actions: - Conduct mapping of existing databases, related entities and services and identify databases suitable for piloting. - Determine which of the services need a reengineering and process enhancement. - Conduct a feasibility study with parameters and estimation of costs for implementation of a pilot. - Conduct a technical study. - Consolidate mapping, feasibility study and technical study into a Master Plan. **Activity Result A2** **Standards and guidelines for new ways of working with integrated databases are developed** ▪ Actions: - Conduct a review of existing laws and regulations concerning data exchange (e.g. implications in terms of privacy and security, and entities' internal rules). - Formulate technical standards and guidelines for the integration. - Formulate the regulation for the database **Activity Result A3**	*MSAD*	*Activity A1: USD 70,000* *Activity A2: USD 100,000*

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Databases selected for the pilot are connected through a platform for data exchange
■ Actions:
- Implement required technical steps for connection of selected databases.
- Deliver training to pilot entities' relevant staff.

Activity Result A4
The production system is implemented
■ Actions
- Implement required technical steps to build the ESB
- Migrate the connection from the pilot platform to production environment

Activity Result A5
The Capacity of Egyptian Survey Authority and Notary Public staff to implement new processes is built
■ Actions
- Develop a manual for the new process
- Design and deliver a training module for the staff of the Egyptian Survey Authority and Notary Public staff

Activity A3: USD 450,000

Activity A4: USD 850,000

Activity A5: USD 80,000

Output B		Activity Results		Budget
Output B Accountability and Efficiency of Public Sector are increased Output Indicators: ▪ The new HRs functions are well defined, the HR staff fully understand and master new procedures and tools (measured by staff survey results and revised job descriptions) ▪ Clearer and more transparent recruitment procedure are adopted (measured by level of new employees satisfaction, as captured by staff surveys). ▪ Increased efficiency of employees through the adoption of meritocratic criteria that reward better work performances (measured by appraisal reports results). ▪ The efficiency of HR transactions is increased (measured by average time of transactions). ▪ Performance of HR department and entity where transformation has taken place is improved (measured by employee performance in appraisal reports results) Baseline: Very limited use of ICT in Human Resources within Public Sector	By the end of the first year all procedures and technical steps for the migration and the establishment of Human Resources Departments are undertaken.	**Activity Result B1** **A review of existing HRs studies is conducted** ▪ Actions - Review existing studies and best practices concerning the application of ICT to HR management **Activity Result B2** **A pilot project targeting the HR Department in a selected Ministry is executed** ▪ Actions - Adopt modern HR development and planning methods **Activity Result B3** **ICT is introduced in the HR Department in the Ministry selected for the pilot** ▪ Actions - Assist with process revision, streamlining, and automation of core business processes of various ministries and Government entities **Activity Result B4** **The HR and senior staff in the pilot Ministry master the new system** ▪ Actions - Develop and deliver a training module for HR and senior staff in the pilot entity - Establish a unit to support Government entities that will replicate the intervention.	MSAD	*Activity B1: USD 60,000* *Activity B2: USD 265,000* *Activity B3: USD 650,000* *Activity B4: USD 500,000*

A baseline study of current Human Resources performance (also capturing average HR transactions time) will be carried out as part of the activities

Output C	Indicators	Activity Results / Actions	Responsible party	Budget
Output C Government to citizen services are enhanced and new channels for service provision established Output Indicators: Increased access to service delivery measured by number of services provided through mediation; number of m-services provided; number of users of m-services; users growth rate; number of Call Centers offering services; number of services that can be performed through call centers and growth rate; number of intermediaries for service provision and growth rate; numbers of users visiting the new sections on Kenana; number of telecenters involved and growth rate Baseline: 3 existing channels for service provision (web-based services; citizen service centers and intermediaries) No service delivery via call center is active Number of current web-based services users: 120,000 users/month	By the end of Year I, new channels for service provision are identified; the mediation concept is promoted, 2 pilot mobile services are implemented and 20 telecenters identified, a pilot project with the pilot sector is implemented (door-to-door model) By the end of Year II, the adopted regulations are disseminated, the 20 telecenters selected as intermediaries are operative. By the end of Year III, 2 new pilot m-services are implemented; the telecenters model is scaled up and By the end of year IV, all the new intermediaries are trained and the new channels for service provision are fully operative	**Activity Result C1** A mapping of existing e-Government channels is conducted and new suitable channels are identified. ▪ Actions - Improve the already existing yearly survey to assess to which extent e-Government services reach the citizens, by disaggregating per area, gender, disability and age. - Conduct a mapping that incorporates the survey and identifies suitable delivery channels for services. **Activity Result C2** The intermediaries are trained and the mediation concept is promoted ▪ Actions - Include mediation component in communication strategy to promote the mediation concept - Hold events to promote mediation - Disseminate the adopted regulations - Deliver training to intermediaries **Activity Result C3** M-Government services are developed ▪ Actions - Develop a plan for the implementation of m-Government services - Implement 2 pilot mobile services (by the	MSAD	Activity C1: USD 160,000 Activity C2: USD 425,000 Activity C3: USD 250,000

Number of transactions via the 500 existing kiosks: 20,000/month m-Government hit rate: 1500/month	end of the first year) - Implement mobile services, according to the plan **Activity Result: C4** **Call Center services are developed** ■ Actions - Develop a pilot with private sector (door-to-door model) - Develop additional Call Center models with Private sector (online form completion) - Assess market growth for Call Center services - Adjust regulations **Activity Result C5** **Mediation is expanded by using telecenters** ■ Actions - Coordinate with Ministry of Communication and Information Technology (MCIT) to use telecenters as intermediaries. - Identify 20 telecenters to start a pilot project - Prepare dissemination plan - Operate Telecenters - Monitor and Assess Performance - Perform adjustments - Create one section for information and one for interaction on Kenana portal - Disseminate model in other telecenters (according to the plan) **Activity Result C6** Business processes re-engineering of front-end services related to licenses and permits in	*Activity C4: USD 190,000* *Activity C5: USD 200,000*

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Output / Indicators	Indicator targets	Activities / Actions	Responsible	Budget
		Tourism, and Industry and Construction sectors is completed ▪ Actions - Prepare re-engineered processes - Perform necessary legal adjustments to cover new processes - Select two processes for implementation - Introduce 2 new payment methods - Conduct study on the use of digital certificate - Develop general authentication module for digital signature on Bawaba portal		*Activity C6: USD 250,000*
Output D E-Government services are promoted and MSAD South South cooperation strategy enhanced **Output Indicators:** E- Government services are effectively promoted among the general public, measured by number of new e-Government users MSAD South South Cooperation strategy on e-Government is strengthened (measured by number of SSC events held and number of international partners involved) **Baseline:** No communication strategy developed	*By the end of year I the media campaign and communication material are designed* *By the end of year II the media campaign is launched and the communication material disseminated* *By the end of year I MSAD South South Cooperation strategy developed and a HL Workshop organized* *By the end of year II a study visit and 2 workshops have been delivered*	**Activity Result D1** E-Government services are promoted through a communication campaign ▪ Actions - Recruit a Communication Officer - Identify key messages for dissemination - Identify different target groups (e.g. general public, Public Sector staff, remote communities, people with disabilities) - Design and launch media campaign - Produce communication material tailored on different target groups (e.g. press releases, periodical fact sheets, user guide for e-Government users, informative leaflets, banners) - Disseminate the communication material - Develop electronic discussion fora on the E-Government portal (Bawaba) to collect views and suggestions from the citizens	MSAD	*Activity D1:USD 650,000*

| MSAD already engaged in a number of South South Cooperation and knowledge exchange activities with African Countries | - Assess campaign distribution and exposure (e.g. newspapers, television monitoring; e-Government portal monitoring)
- Assess campaign efficacy

Activity Result D2
Egypt's South South Cooperation strategy on e-Government is strengthened
  ■ Actions
- Develop an e-Government South South Cooperation strategy for MSAD
- Organize a High Level Workshop to be held in Cairo to discuss a Roadmap to foster SSC on e-Government in Africa
- Organize a knowledge exchange visit in Egypt
- Organize a workshop to discuss technical aspects and coordination challenges to be addressed
- Organize a workshop on e-Government Legislative and Regulatory issues.
- Conduct an evaluation | *Activity D2: USD 650,000* |
| **Total** | | **USD 5,800,000** |

VI.   MANAGEMENT ARRANGEMENTS

The project will be executed by the Ministry of State for Administrative Development (MSAD) and is planned to run for four years commencing June 2010 and ending June 2014. MSAD will provide office space for the project, clearly marked with the UNDP logo and equipped with the necessary furniture and equipment. However, any replacement of furniture and equipment will be done by the project as part of the project execution. For operations in remote and rural areas, the project will require 2 or three 4x4 vehicles to monitor the activities.

The project will operate in accordance with UNDP regulations, including those for procurement and accounting. The National Project Director's selection will be in accordance with UNDP's principles of transparency and openness, giving full and equal opportunities to all candidates. Selection should be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and UNDP and at least one UNDP staff member should be present on the interview panel. The TORs for all staff should clearly identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. There will be annual assessment of the performance of the Project Director and the Output Manager, against criteria specified at the commencement of their contracts.

The Project Director will be responsible for the overall management of the projects and will nominate to UNDP & MSAD an Output Manager for each of the project outputs and these persons will oversee the day-to-day operations of activities required to produce their project output and deliverables.

Steering Committee

This Committee has overall oversight of the project's strategic objectives. The Steering Committee must approve each year's annual work plan and any variations that alter the Project Outputs or overall budget figure (variations to indicative activities and lower levels in the workplans can be made by the Management Committee). The Steering Committee will meet annually in January (or more frequently if necessary) and will be composed of:

Chairman: Minister of Administrative Development

- UNDP Representative
- MOFA Representative
- MSAD Representative

Ex officio: The Project Director

- Output Managers

- Other persons relevant to the agenda.

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

Management Committee

This Committee is responsible for approving quarterly work plans (including variation up to the level of Activities) and budget line changes within activities. The Project Management Committee will meet at least every quarter and will be composed of:

- UNDP Representative
- MSAD Representative
- The Project Director
- Output Managers

The Programme Director will act as secretariat for the Committee

Project Staff (Project Management Unit – PMU)

The Project will have, at a minimum the following full time staff:

- Monitoring & evaluation (to advise individual activity managers on project reporting requirements and follow up on their work and collate into quarterly and annual reports for UNDP; coordinate preparation of evaluations and Joint Management Committee meeting presentations and minutes)
- Procurement & finance Officer (to carry out these functions in accordance with UNDP regulations)
- Personnel Officer (to prepare Terms of Reference for Short Term Assistance contracts and job descriptions for monthly contracts, and act as liaison between persons hired by the project and the finance department).
- Communications Officer (responsible for Output D and for updating UNDP website and published materials about project and related activities; liaising between MSAD staff and UNDP on matters that fall outside the purview of the other Project Management Unit staff).

Figure 2 Management Arrangement – Chart
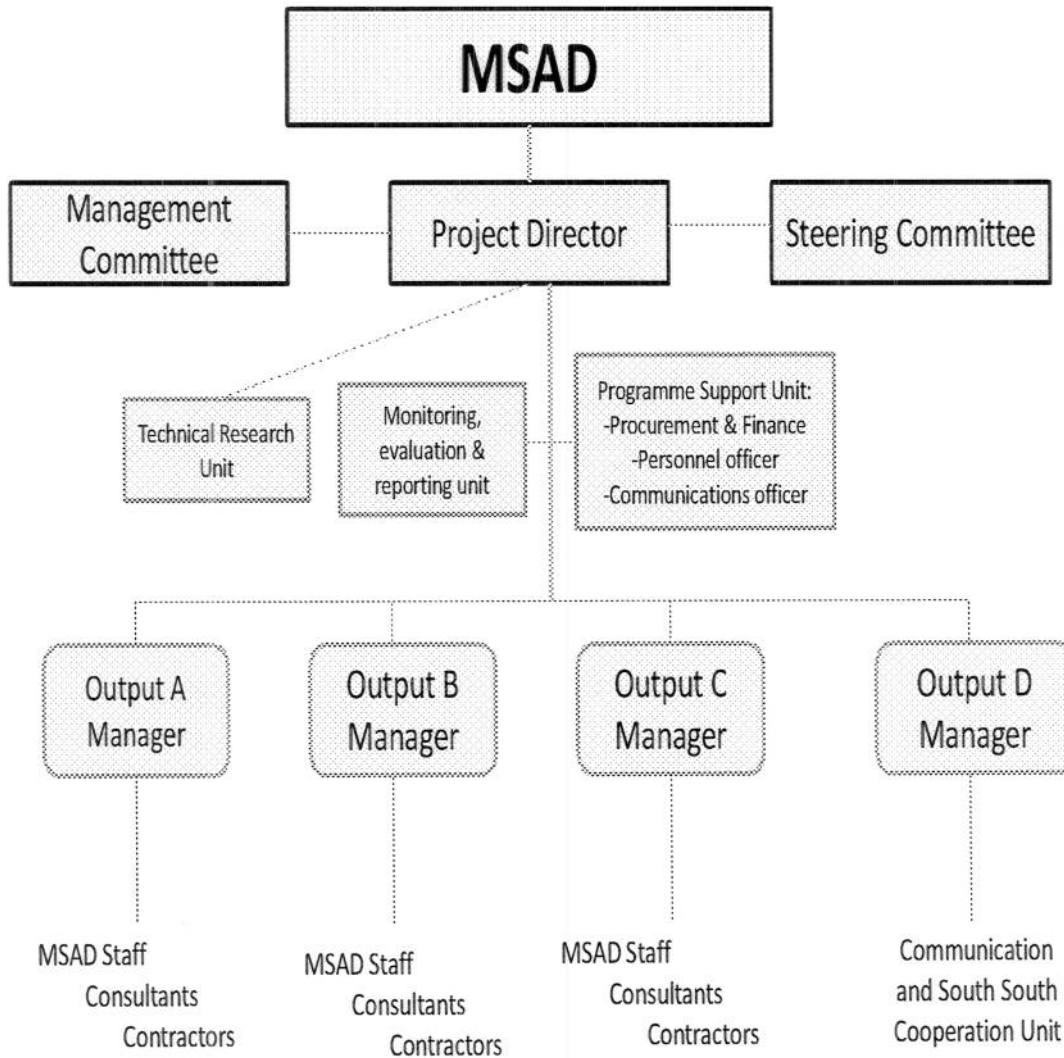
VII.   MONITORING FRAMEWORK & EVALUATION

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

Within the annual cycle

➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables (to be completed following the signing of the project document).

➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Management Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➢ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as

required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

➢ A **Final Project Review** shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

Project Evaluation:

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

Monitoring and Evaluation Resources:

Appropriate financial resources will be allocated to ensure that project monitoring and evaluation is carried out.

VIII. LEGAL CONTEXT

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

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

- Revisions in, or additions of, any of the annexes of the project document; and

- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

- Mandatory annual revisions to re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

IX.   BUDGET AND FINANCIAL ARRANGEMENTS

Preliminary budget for the project in USD

Activities	Estimated Budget (USD)
Output A - Interagency coordination and exchange of data enhanced	
A1. Master Plan	70,000
A2. Standards and guidelines	100,000
A3. Pilot databases connected	480,000
A4. Production system	850,000
A5. Egyptian Survey Authority	80,000
Total Output A	1,580,000
Output B - Accountability and Efficiency	
B1. Review of HR studies	60,000
B2.Pilot project	300,000
B3 ICT introduced	650,000
B4 HR and senior staff master the system	500,000
Total Output B	1,510,000
Output C - G2C services enhanced and new channels established	
C1. Mapping of existing channels	160,000
C2. The intermediaries are trained	450,000
C3. M-Gov services developed	250,000
C4. Call center services developed	190,000
C5.Mediation is expanded through telecenters	200,000
C6. BPR of front end services for Tourism, Industry and construction	250,000
Total Output C	1,500,000
Output D - Communication and SSC	
D1. Communication Strategy	665,000
D2. South-South Cooperation	665,000
Total Output D	1,330,000
Gran Total (USD)	**5,920,000**

ABBREVIATIONS

AWP: Annual Work Plan

BPR: Business Process Reengineering

CP: Country Programme

CPAP: Country Programme Action Plan

EISI: Egyptian Information Society Initiative

G2G: Government to Government

GMS: General Management Support

GoE: Government of Egypt

HR: Human Resources

ICT: Information and Communication Technologies

ISS: Implementation Support Services

IVR: Interactive Voice Response

MDGs: Millennium Development Goals

MOFA: Ministry of Foreign Affairs

MSAD: The Ministry of State for Administrative Development

NGOs: Non- Governmental Organizations

PMU: Project Management Unit

QPR: Quarterly Progress Reports

SSC: South-South Cooperation

TORs: Terms of Reference

UN: United Nations

UNDAF: United Nations Development Framework

UNDP: United Nations Development Programme

X. ANNEX I RISK LOG

#	Description	Date identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Capacity of ministerial staff to adapt and absorb changes introduced by the project.	April 2010	Operational and cultural	This risk is likely and impact is high	To reduce this risk, the project will engage in training and awareness raising sessions for the staff	UNDP- MSAD		Newly identified	Newly identified
2	The new e-services do not reach the public.	April 2010	Social and cultural	The risk is likely and impact is high	To reduce this risk a wide communication strategy targeting the general public will be developed	UNDP-MSAD		Newly identified	Newly identified
3	The project does not reach marginalized groups (women, people with disabilities, senior citizens, communities in remote areas).	April 2010	Social and cultural	The risk is likely and the impact is moderately high	To reduce this risk, the project will be supported by the telecenters that will act as channels of communication between citizens with no access to Internet or low computer literacy and the E-Government system; the communication strategy will also target these groups.	UNDP-MSAD		Newly identified	Newly identified
4	The legal/ regulatory framework is not harmonized in order to cover the new e-Government solutions	April 2010	Regulatory	The risk is moderately likely and the impact is high	To reduce this risk the project will engage in an in-depth analysis of existing legal and regulatory framework to envisage solutions to harmonize the legislation	UNDP/MSAD		Newly identified	Newly identified

MSAD Schedule of Payments

Due date	Amount in USD	Amount in EGP
August 2010	790,000	4,740,000
February 2011	680,000	4,080,000
September 2011	685,000	4,110,000
February 2012	800,000	4,800,000
September 2012	865,000	5,190,000
February 2013	700,000	4,200,000
September 2013	700,000	4,200,000
February 2014	400,000	2,400,000
Total	5,620,000	33,720,000

UNDP Cost Recovery from Regular and Other Resources

According to UNDP Policy on Cost Recovery, a **3%** fee will be applied as a cost recovery for **General Management Support (GMS)** and **2%** fee will be applied as a cost recovery for **Implementation Support Services (ISS).**