United Nations Development Programme

Country: Egypt
Project Document
Sustainable Development Solutions

UNDAF/CPD/CPAP Outcome(s): **More and better skilled youth, women and other vulnerable groups have decent job opportunities**

Expected Project Output(s):

1. Cairo South-South Development Academy (CSSDA) established and operational as a chapter of the Global South-South Development (GSSD) Academy.

2. Feasibility study for the set up of a Trust Fund to support UNDP development programmes undertaken.

3. Priority development activities implemented through ongoing UNDP projects.

4. Leadership training programme

Implementing Partner: Operational Unit for Development Assistance (OUDA)

Brief Description

This project will capitalise on the support given to OUDA by UNDP since the establishment of the former in 1992 to enhance its institutional capacity to support the implementation of sustainable development projects, supportive of national priorities.

The project will undertake activities in the areas of (a) establishing and operationalizing the Cairo South-South Development Academy; (b) undertaking a feasibility study for the set up and operationalization of a Trust Fund to support UNDP development activities, (c) allocating funding for the replication of current successful UNDP projects focusing on youth employment, poverty reduction, women empowerment for scaling up; and (e) implementing a leadership training programmes for selected government employees.

Collaboration with Egyptian ministries, national institutions, UNDP projects, civil society organizations and other stakeholders will be pursued to ensure the success of the project.

Programme Period: 2013 - 2017
CPAP Programme Component: South-south cooperation is one of 5 five key principles underpinning the 2013-2017 CPAP. These principles are mainstreamed throughout the three priority programme areas
Project Title: Sustainable Development Solutions (SDS)
Atlas Award ID: 00081557
Start date: 2014
End Date 2018

PAC Meeting Date   May 2014 (virtual PAC held and comments collected and included in final project document)

Total resources required	$3,450,000
Total allocated resources:	$3,450,000
• Regular	_____
• Other:	
○ OUDA	$3,350,000*
○ UNDP	$100,000
Unfunded budget:	-

In-kind contributions by Operational Unit for Development Assistance – OUDA estimated at $120,000 (office premises, facilities, and staff, etc.)

In-kind contributions by UNOSSC estimated at $120,000 for roster management, knowledge management and logistics, etc.

*To be paid in EGP at the exchange rate of 7.152

Agreed by:

Naglaa El Ehwany   10-8-2014

H.E. Dr. Naglaa EL Ahwany   Date
Minister of International Cooperation

                                                        11- 08 -2014

H.E. Ambassador Omar Abou Aich   Date
Minister Plenipotentiary Department of International Cooperation for Development,
Ministry of Foreign Affairs

Schedule of Transfers in Egyptian Pounds

	Date	Amount
1	30-Aug-14	7,000,000.00
2	30-Aug-15	3,000,000.00
3	30-Aug-16	1,000,000.00
4	30-Jan-17	6,808,480.00
5	30-Jul-17	6,150,720.00
	Total	23,959,200.00

note:	USD = 7.152 EGP	Equivelant in USD	3,350,000.00

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(signature)

11 . 8 . 2014

Dr. Lamy EL Meligy
Acting Executive Director
Operational Unit for Development Assistance (OUDA)

Date

(signature: Anita Nirody)

18 | 08 | 2014

Ms. Anita Nirody
Resident Representative
United Nations Development Programme (UNDP)

Date

Mr. Yiping Zhou
Director
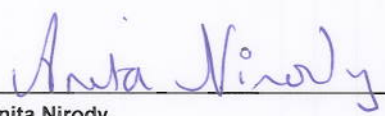United Nations Office for South-South Cooperation (UNOSSC)

Date

_____

Dr. Lamy EL Meligy
Acting Executive Director
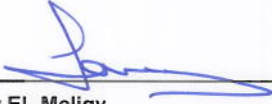Operational Unit for Development Assistance (OUDA)

11 . 8 . 2014
_____
Date

_____

Ms. Anita Nirody
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United Nations Development Programme (UNDP)

18/08/2014
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Date

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Operational Unit for Development Assistance (OUDA)

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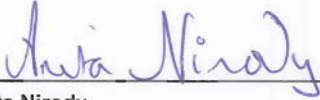United Nations Office for South-South Cooperation (UNOSSC)

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Operational Unit for Development Assistance (OUDA)

11. 8. 2014
Date

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Ms. Anita Nirody
Resident Representative
United Nations Development Programme (UNDP)

17/08/2014
Date

Mr. Yiping Zhou
Director
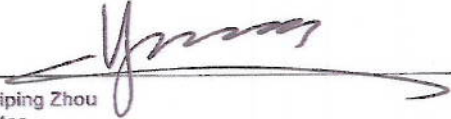United Nations Office for South-South Cooperation (UNOSSC)

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Date

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Ms. Anita Nirody
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United Nations Development Programme (UNDP)

18 | 08 | 2014
_____
Date

_____

Mr. Yiping Zhou
Director
United Nations Office for South-South Cooperation (UNOSSC)

21 | 08 | 2014
_____
Date

Background

The Operational unit for Development Assistance (OUDA) was created in Egypt 1992 in partnership between the Ministry of Foreign Affairs (MOFA) and the United Nations Development Programme (UNDP)aiming to enhance self-reliance and national ownership by virtue of project document EGY/92/015, initially intended to facilitate implementation of the national execution modality.

In 2003 through Prime Minister's decree n° 1752, the Operational Unit for Development Assistance was established by the Ministry of Foreign Affairs as a self-sustained and independent administrative, technical and financial unit assigned under the purview of the Minister of Foreign Affairs. It was subsequently reassigned under the purview of the Minister of International Cooperation to provide project services in procurement, recruitment, etc.

Presently, UNDP has two ongoing projects signed in 2004 with the Ministry of International Cooperation as Implementing Partner supporting OUDA, as follows:

Consolidation of OUDA (00031368 – "OUDA Secretariat"): Constitutes the management structure through which it provides support and services to UNDP projects and to the Project Implementation Services (referred to as "OUDA Umbrella").

Project Implementation Services (00031641 – "OUDA Umbrella"): Supports the various Ministries in the implementation of donor funded projects, covering the activities that provide services to national governmental ministries and authorities such as hiring, contracts, procurement, etc.

OUDA operates as a national project implementation unit for several nationally and internationally funded projects. To-date, OUDA has accomplished the following:

- It has substituted for the support previously provided by international agencies in the implementation of projects, thus saving on resources;
- It has built national expertise within OUDA to deal with the diverse procedures of the different aid agencies bearing in mind that each of such agencies have their own pattern of relationship and its own procedural system and own modalities;
- It has relieved national executing agencies from the need to create extracurricular jobs just to deal with the technical demands of donors, thus helping project staff to concentrate on the substantive side of their mission;
- It has cut on administrative and overhead costs;
- It has helped in speeding delivery and reducing bureaucratic delays;
- It has gained renown as a center of excellence in human resources development activities through initiatives it has created; and
- It has generated its own resources and achieved financial self-reliance.

Egypt is currently undergoing a transition since 2011 involving multidimensional economic, political and societal change. These spheres are heterogeneous and very complex, generating diverse challenges providing a window of opportunity for important transformations. OUDA's and UNDP's key aim is to ensure that those that are typically left of out such processes, namely the poor and vulnerable groups, are part of inclusive political, economic and societal processes that lead to a better future for all Egyptians.

This is taking place in a context of a global financial crisis affecting the volume of technical cooperation resources and aid made available by international donors, which coupled with the local economic crisis, is having a negative impact on funds dedicated to development and poverty reduction programmes.

As such, it is important to optimize available resources to support carefully targeted development programmes that support the reduction of poverty and inequalities, on the one hand, and effective and inclusive sustainable development strategies and results, on the other hand. This includes the scaling-up and replication of existing successful models and pilots to cover a greater geographical scope.

As a self-financed unit (ref. Prime Minister's decree n° 1752), OUDA generates income through

contributions. The resources allocated to this project by OUDA are derived from these same sources.

Project Scope

The development of a national strategy for South-South Cooperation and the establishment of the Egyptian Technical Cooperation Agency (ETCA) with UNDP's support[1] pose new opportunities for OUDA to add value by playing a key role in identifying approaches and implementing successful South-South solutions, ensuring their documentation for knowledge-sharing and learning purposes.

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

The project will establish a Cairo South-South Development Academy to share countries' development experiences based on common interests and provide shared platforms of learning and knowledge exchange among those facing similar development challenges. The Academy will be a chapter of the Global South-South Development network managed by the UN Office for South-South Cooperation (UNOSSC). UNOSSC involvement will give the project the required global mandate to support country initiatives. In this regard, UNOSSC will provide in-kind resources to develop initial framework for the Egypt South-South Development Academy. Furthermore, UNOSSC, with its UN system-wide facilitating mandate, will be instrumental in presenting the project to partners (member states, UN Agencies and other interested parties) at the global level in order to achieve as much consensus and buy-in as possible. UNOSSC will avail its South-South Trust Fund a tool and structure to channel resources in support of the global vision of the Egypt South-South Development Academy. UNOSSC will share best practices that will be supportive of the Academy and will accept the Egypt South-South Development Academy as a vital node of the GSSD Academy and the GSSD Expo.

The Global South-South Development Academy will provide the Egypt South-South Development Academy the following core services: i) a talent management platform to roster and promote experts, ii) knowledge management methodology and processes, such as the Sharing Innovative Experiences series, iii) tools and support platforms for transfer and scaling up of Southern solutions, including e-discussions and links to the UNOSSC 3-in-1 architecture.

The aim of this network is to provide development partners (including governments, policy-makers, practitioners, UN agencies, NGO's [registered under the law #84 of 2002] and the private sector) with access to high-quality, peer-reviewed knowledge and expertise. In particular, the Academy will allow OUDA to supplement UNDP's efforts[2] in implementing the Egyptian South-South Cooperation Strategy as well as in supporting the development of technical and institutional capacities with the newly established Egyptian Technical Cooperation Agency (ETCA). This will be achieved through research and documentation of successful south-south and triangular cooperation models and solutions, to promote their replication and adaption to local contexts. In those selected solutions, OUDA will collaborate with national authorities and various partners (donors, NGO, private sector) to implement innovative approaches on a pilot basis to promote up scaling through longer-term and large scale interventions by various partners.

This project will allow OUDA to engage more meaningfully in supporting the implementation of development efforts in line with national priorities. More specifically, it will constitute a vehicle to enable OUDA to support ongoing development projects implemented by UNDP by allocating financial resources to priority interventions, particularly those in the areas of poverty reduction such as economic development, job creation and entrepreneurship for women and youth,

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[1] Ref. ongoing project between UNDP and the Ministry of Foreign Affairs to support South-South Cooperation.

promoting sustainable development and south-south cooperation approaches. In the same vein, an integrated approach will be pursued in the replication and implementation of development interventions to maximize synergies and complementarities with other ongoing initiatives implemented by partners and donors, and, thus, enhance local impact.

To establish a sustained funding mechanism to support priority development interventions, the project will undertake a feasibility study by national/international consultants to design a Trust Fund to be administered by UNDP, following the successful model of the ICT Trust Fund, to which this project is allocating its initial start-up resources. The feasibility study and design will include the necessary details regarding management arrangements, criteria for funding projects, etc.

In order to support ongoing successful interventions in priority areas related to youth employment, poverty reduction and women empowerment with South-South cooperation components as well as their scaling up and replication, this project will allocate funds through parallel financing to UNDP projects under implementation. If and once the Trust Fund is established, these development interventions would be funded through the Trust Fund following the allocation procedures to be established.

Responding to the current government vision to rationalize the recruitment of advisors / external consultants in line ministries, there is immediate need to address capacity gaps in middle level management in various line ministries, by building on a pilot basis a cadre of 30 government officials in 5 to 6 ministries. In line with OUDA mandate to enhance national human resource capacities this project intends to initiate leadership training programme for civil servants and government employees in selected ministries, by providing skills to selected staff from MOIC and other ministries. The training programme will focus on enhancing managerial and leadership skills to improve the efficiency and effectiveness in the administration of public resources.

Through this leadership programme, MIC aims to lessen the dependability on local external consultants and advisors to develop a cadre of national professionals within selected ministries.

Within this output, possibilities to enhance the capacities of existing state learning institutions and collaboration with international public administration academies will be explored.

The programme will be designed on three stages as follows: (1) Foundation stage for the basic management skills required for 150 participant; (2) second stage specialized courses and diploma certificate; and (3) third stage post graduate certification for highest performers (MBA or equivalent) in partnership with reputable academic institutions. An ongoing assessment and evaluation system will be established to monitor participants' progress and insure best trainees are selected to move forward through the programme based on merit criteria.

sults and Resources Framework

ended Outcome and indicators as stated in the UNDP Egypt Country Programme Document (CPD):

come 1.4 More and better skilled youth, women and other vulnerable groups have decent job opportunities.

ended Outcome as stated in the UNOSSC Strategic Framework 2014-2017:

nstitutional capacities of Member States, United Nations system organizations and other partners to effectively initiate, manage, coordinate and implement South-South cooperation l triangular cooperation are enhanced.

nnovative South-South, triangular and public-private partnerships and funding modalities marshal financial and in-kind resources that support the scaling up of the development impact outhern solutions in meeting the internationally agreed development goals, including MDGs.

tcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

tcome indicators as stated in the UNOSSC Strategic Framework, including baseline and targets:

.1 At least 100 knowledge products and development solutions systematically captured, documented and shared covering key priority sectors.

.5 Number of regionally owned online South-South cooperation portals for knowledge co-production and sharing established.

plicable 2013-17 Strategic Plan Outcome and Output:

come 7 - Development debates at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

put 7.5 – South-South and triangular cooperation partnerships established and/or strengthened for development solutions

rtnership Strategy: OUDA, UNDP, UNOSSC and other UN agencies

oject title: Sustainable Development Solutions (SDS) ATLAS Award ID :00081557

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
tput 1 ablished Cairo South-South Development demy (CSSDA) operates as a chapter of the bal South-South Development (GSSD) Academy, viding governments, policy-makers, practitioners l UN development system access to high-quality, r-reviewed knowledge and expertise. icator: CSSD Academy Constitutive documents ned; Board established; human; financial and in-d resources committed. seline: GSSD Academy established as an online tform with line of knowledge products on offer. SDA not yet developed get (year 1): CSSDA constitutive documents	Activity Result 1: Establishment of the CSSDA. ▪ Produce, negotiate and sign the CSSDA constitutive documents; ▪ Establish its TOR, structure, processes, governance and programmes; ▪ Establish the Cairo SSD Academy Secretariat; ▪ Appoint CSSDA Advisors; ▪ Assign human, financial and in-kind resources, including facilities and assets; ▪ Identify, develop and formalize key initial partnerships, including public private partnerships (PPPs).	OUDA, UNOSSC, UNDP	Project Coordinator; Advisors; Workshops; Equipment; Training ICT, Travel, consultants; $50,000

Expected Outputs / Indicators	Activity Results	Responsible Party	Inputs
...ned; Board established; office set-up and 2 ...licated staff and US$50,000 assigned; at least 1 ...erational partnership formalized. ...cator: CSSDA knowledge exchange platform is ...ctional (Yes/No). ...eline: No. ...get: Yes. ...icator: Number of thematic focus areas ...ntified. ...eline: No identified thematic areas. ...get: At least 2 thematic areas identified. ...icator: Number of Development solutions ...ntified for replication and scaling-up ...eline: Zero Development solutions identified. ...get: At least (4) Development solutions ...ntified for replication and scaling-up	**Activity Result 2: Operationalization of the CSSDA.** ▪ Capitalize on the GSSD Academy online platform and its existing knowledge products by promoting their usage among CSSDA staff and partners ▪ Identify thematic focus areas for the CSSDA operations based on national needs and goals; ▪ Suggest strategic areas for future yearly thematic focus of the CSSDA; ▪ Identify Development Solutions related to thematic focus areas; ▪ Approach key partners and stakeholders for the replication and scaling-up of identified development solutions	OUDA, UNOSSC, UNDP	Thematic Advisors; Technical Advisors; Workshops; Round table discussions; ICT
...icator: Number of Public Private Partnerships ...Ps) established. ...eline: Zero. ...get: At least 4 partnerships established. ...icator: # of Development solutions documented ... successful CSSDA solutions ...eline: Zero. ...get: (12-17) projects documented. ...icator: Number, size and scope of workshops, ...tions awareness sessions, round table ...cussions, communication materials printed and ...ning on solution documentation ...eline: Zero knowledge sharing programmes.	**Activity Result 3: Systematic sharing of knowledge from the South.** ▪ Identify successful UNDP development solutions implemented; ▪ Document identified development solutions for knowledge sharing based on GSSD Academy templates; ▪ Disseminate best practices and advocate through workshops, publications, roundtables discussions, etc; ▪ Organize technical cooperation missions, workshops, exchanges, fellowships and other forms of knowledge sharing and develop partnerships if needed in support of these activities; ▪ Links with other South–South support services platforms; including UNOSSC 3-in-1 multilateral support architecture; ▪ Contribute to the strategic understanding of development options and the role, interplay, contextual suitability and relevance of these options in development. ▪ Participate in regional & international South–South Expos.	OUDA, UNOSSC, UNDP	Workshops; Awareness Sessions; Consultants; Travel; Campaigns; Training; ICT; Discussion Papers; Round table discussions; Staff Documentation $400,000

Expected Outputs	Indicative Activities	Responsible Party	Inputs
...get: At least 4 programmes. **...put 2** **...ancial sustainability of trust fund options for ...velopment activities researched.** ...cator: Number and type of options explored and ...umented. ...eline: None. ...get: At least two TF models explored and ...umented.	**Activity Result 1: Feasibility study for the set-up of a Trust Fund to support development programmes undertaken.** ▪ Undertake a study on multi-partner modalities (trust fund); ▪ Design a sustainability mechanism for the Trust Fund; ▪ Design structure, governance and management arrangements, allocation, review and implementation processes and procedures; ▪ Establish financial resources for the operationalization of the Trust Fund.	OUDA, UNDP	Project Coordinator; National Consultants; International Consultants; Travel; Research $100,000 $1,630,000
...put 3: **...velopmental activities supported with ...ected existing UNDP sustainable ...velopment projects** ...cator: # of ongoing UNDP programmes ...ported. ...eline: Zero. ...get: Two UNDP programmes supported. ...cator: US$ amount spent to support UNDP ...velopment activities ...eline: Zero. ...get: At least US$550,000.	**Activity Result 1: Identify potential areas of cooperation with identified UNDP projects** ▪ Select UNDP projects to be supported based on priority needs; ▪ Identify development activities to be supported; **Activity Result 2: Allocate funding for the replication of successful pilot models.** ▪ Develop and formalize partnership agreements; ▪ Activate funding mechanism for implementation;	OUDA, UNDP, UNDP projects OUDA, UNDP projects,	Needs Assessment; Consultants, Capacity building, training sessions $700,000
...put 4: **...pacities of civil servants in line ministries ...anced.**	**Activity Result 1: Leadership programme implemented in selected line ministries.** ▪ Identify Beneficiary Ministries;	OUDA, MIC, others to be identified, Training, Academic Institutions	Training certificates, diplomas and MBAs

8

...icator: Number of civil servants trained and ...tified ...eline: Zero ...get: Stage 1 = 150 trainees obtain foundation ...tification; Stage 2 = 90 trainees obtain diploma; ...ge 3 = 30 trainees obtain MBA	▪ Establish criteria for participants selection ▪ Identify staff from beneficiary departments in each targeted ministry; ▪ Identify training/academic partners for programme implementation; ▪ Establish agreements for programme implementation; ▪ Implement leadership training and certification programme for selected staff.	$570,000
...TAL, US$		US$3,450,000

Gender Strategy

While the project does not include outputs that directly aim at women empowerment, the gender perspective is mainstreamed throughout the activities envisaged in this project by developing gender awareness through the use of gender analysis and presenting topics from a gender perspective in order to implement UNSCR 1325, UNDP Gender Equality Strategy 2014- 2017 and UNDP Egypt CO Gender Equality Strategy. Furthermore, the project will prioritize the support to all those initiatives that encompass, among its objectives, the empowerment of women as well as the promotion of gender equality, throughout the three outputs of this project. Supporting women empowerment and gender equality will be one of the criteria to be used in the selection and implementation of pilots to be replicated and scaled up.

In addition to this, the project will equally strive to ensure that there is female representation on all of its learning activities by keeping records of participants' gender breakdown and aiming at a minimum of 25% of female participants throughout the activities (in the case of the Leadership Training Programme the target will be 20% given the lower number of female officials in ministries).

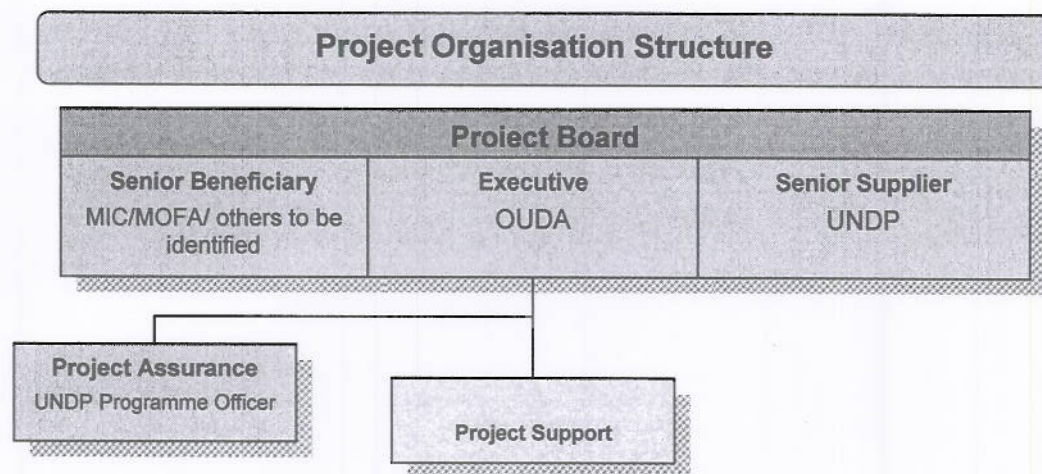| Level	Gender Rating (output level)	Description of Gender Consideration(s):
Output 1	1	Some aspects of the output is expected to promote G.E.
Output 2	0	Output will not contribute to G.E. in a visible way.
Output 3	2	Output is expected to promote G.E. in a significant way.
Output 4	1	Some aspects of the output is expected to promote G.E.

Management Arrangements

The project will be nationally implemented by OUDA in accordance with the UNDP National Implementation (NIM) guidelines. 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. The management arrangements for this project are in line with the UNDP requirements as reflected in the UNDP User Guide (POPP), are follows:

Project Board: A Project Board will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of project revisions and of the project's annual workplan.

Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the NPD. The Board contains three roles: an Executive to chair the group (OUDA Director), a Senior Supplier to provide guidance regarding the technical feasibility of the project (UNDP, UNOSSC), and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries (MIC, MOFA).

This group is consulted by the NPD for decisions when NPD tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. Furthermore, the Board will make decisions pertaining to the development interventions/solutions to be supported by the project.

The Project Board will meet annually (or more frequently if necessary) and will be composed of (subject to approval at the Programme Advisory Committee (PAC) meeting:

Project Organisation Structure

Project Board		
Senior Beneficiary MIC/MOFA/ others to be identified	**Executive** OUDA	**Senior Supplier** UNDP

Project Assurance
UNDP Programme Officer

Project Support

OUDA National Project Director: The National Project Director (also Executive) build networks with stakeholders, beneficiaries and ensures the adequate integration of the project within the structure, programmes and workflows of OUDA. The National Project Director manages the project as per the approved annual workplans and has the authority to assign additional line managers and/or hire additional external capacities for the implementation of project activities. The National Project Director's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The National Project Director coordinates the implementation of all project activities, developing action plans and reporting progress to the Project Board. The National Project Director is also responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary. Lastly, the Project National Project Director appoints a secretary *ex officio* for the Project Board, responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings.

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

Project Support: OUDA will provide the requisite administrative (secretarial, filing, transactional...) and office space support required for the implementation of project activities. UNDP and OUDA will provide the necessary resources to hire the required expertise, to be selected jointly.

Financial arrangements: The OUDA contribution will be subject to 4% General Management Service (GMS) fee for programme assurance and oversight and direct project costs (DPC) according to the Universal Price List (UPL). The schedule of payments will be in accordance to the attached Annex.

Monitoring Framework and Evaluation

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables (to be completed following the signing of the project document).
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

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

- **Annual Project Review** - Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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

- **Final Evaluation** - The project will be evaluated in accordance to UNDP Rules and Regulations and as per the agreement of parties at Project Board Meeting.

Monitoring and Evaluation Resources

Appropriate financial resources must be allocated to ensure that the above proper project monitoring and review/evaluation is carried out. Therefore, at least USD30,000 of the project budget will be allocated to monitoring and evaluation activities.

Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

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

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed viahttp://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

Schedule of Transfers in Egyptian Pounds

	Date	Amount
1	30-Aug-14	7,000,000.00
2	30-Aug-15	3,000,000.00
3	30-Aug-16	1,000,000.00
4	30-Jan-17	6,808,480.00
5	30-Jul-17	6,150,720.00
	Total	23,959,200.00

note:	USD = 7.152 EGP	Equivelant in USD	3,350,000.00

Annual Work Plan

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1 Established Cairo South-South Development Academy (CSSDA) operates as a chapter of the Global South-South Development (GSSD) Academy, providing governments, policy-makers, practitioners and UN development system access to high-quality, peer-reviewed knowledge and expertise. **Indicator:** CSSD Academy Constitutive documents signed; Board established; human; financial and in-kind resources committed. **Baseline:** GSSD Academy established as an online platform with line of knowledge products on offer. CSSDA not yet developed	**Activity Result 1: Establishment of the CSSDA.** ▪ Produce, negotiate and sign the CSSDA constitutive documents; ▪ Establish its TOR, structure, processes, governance and programmes; ▪ Establish the Cairo SSD Academy Secretariat; ▪ Appoint CSSDA Advisors; ▪ Assign human, financial and in-kind resources, including facilities and assets; ▪ Identify, develop and formalize key initial partnerships, including public private partnerships (PPPs).				x			Amou

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	Activity Result 2: Operationalization of the CSSDA.						
Target (year 1): CSSDA constitutive documents signed; Board established; office set-up and 2 dedicated staff and US$50,000 assigned; at least 1 operational partnership formalized.	▪ Capitalize on the GSSD Academy online platform and its existing knowledge products by promoting their usage among CSSDA staff and partners						
Indicator: CSSDA knowledge exchange platform is functional (Yes/No). Baseline: No. Target: Yes.	▪ Identify thematic focus areas for the CSSDA operations based on national needs and goals;						
Indicator: Number of thematic focus areas identified. Baseline: No identified thematic areas. Target: At least 2 thematic areas identified.	▪ Suggest strategic areas for future yearly thematic focus of the CSSDA; ▪ Identify Development Solutions related to thematic focus areas;						
Indicator: Number of Development solutions identified for replication and scaling-up	▪ Approach key partners and stakeholders for the replication and scaling-up of identified development solutions						

Baseline: Zero Development solutions identified. Target: At least (4) Development solutions identified for replication and scaling-up Indicator: Number of Public Private Partnerships (PPPs) established. Baseline: Zero. Target: At least 4 partnerships established. Indicator: # of Development solutions documented as successful CSSDA solutions Baseline: Zero. Target:(12-17) projects documented. Indicator: Number, size and scope of workshops, solutions awareness sessions, round table discussions, communication materials printed and training on solution documentation Baseline: Zero knowledge sharing programmes. Target: At least 4 programmes.	Activity Result 3: Systematic sharing of knowledge from the South. ▪ Identify successful UNDP development solutions implemented; ▪ Document identified development solutions for knowledge sharing based on GSSDAcademy templates; ▪ Disseminate best practices and advocate through workshops, publications, roundtables discussions, etc; ▪ Organize technical cooperation missions, workshops, exchanges, fellowships and other forms of knowledge sharing and develop partnerships if needed in support of these activities; ▪ Links with other South-South support services platforms; including UNOSSC 3-in-1 multilateral support architecture; ▪ Contribute to the strategic understanding of development options and the role, interplay, contextual suitability and relevance of these options in development. ▪ Participate in regional & international South-South Expos 3. Activity Result

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					X column			
Output 2 Financial sustainability of trust fund options for development activities researched. <u>Indicator</u>: Number and type of options explored and documented. <u>Baseline</u>: None. <u>Target</u>: At least two TF models explored and documented.	<u>Activity Result 1</u>: Feasibility study for the set-up of a Trust Fund to support development programmes undertaken. ▪ Undertake a study on multi-partner modalities (trust fund); ▪ Design a sustainability mechanism for the Trust Fund; ▪ Design structure, governance and management arrangements, allocation, review and implementation processes and procedures; ▪ Establish financial resources for the operationalization of the Trust Fund.							
	<u>Activity Result</u> ▪							
	3. Activity Result - Action - Action							
	4. Activity Result - Action - Action							
Output 3: Developmental activities supported with selected existing UNDP sustainable development projects <u>Indicator</u>: # of ongoing UNDP programmes supported. <u>Baseline</u>: Zero. <u>Target</u>: Two UNDP programmes supported.	<u>Activity Result 1</u>: Identify potential areas of cooperation with identified UNDP projects ▪ Select UNDP projects to be supported based on priority needs; ▪ Identify development activities to be supported;			X				
<u>Indicator</u>: US$ amount spent to support UNDP development activities <u>Baseline</u>: Zero. <u>Target</u>: At least US$550,000.	<u>Activity Result 2</u>: Allocate funding for the replication of successful pilot models. ▪ Develop and formalize partnership agreements; ▪ Activate funding mechanism for implementation;							

	Activity Result 1: Leadership programme implemented in selected line ministries.						
Output 4: Capacities of civil servants in line ministries enhanced. **Indicator:** Number of civil servants trained and certified **Baseline:** Zero **Target:** Stage 1 = 150 trainees obtain foundation certification; Stage 2 = 90 trainees obtain diploma; Stage 3 = 30 trainees obtain MBA	▪ Identify Beneficiary Ministries; ▪ Establish criteria for participants selection ▪ Identify staff from beneficiary departments in each targeted ministry; ▪ Identify training/academic partners for programme implementation; ▪ Establish agreements for programme implementation; ▪ Implement leadership training and certification programme for selected staff.			x			
TOTAL							

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