



# United Nations Partnership Development Framework 2018 to 2022

United for a Sustainable Future



**Arab Republic of Egypt**

**United Nations Partnership Development  
Framework 2018 to 2022**

**United for a Sustainable Future**

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## Signature page

This agreement shall enter into force on the date on which the government of Egypt has notified the UN Resident Coordinator office in Egypt of the completion of all constitutional procedures.

By signing hereunder, the participating parties endorse this UNPDF, and underscore their joint commitment to the fulfillment of its goals.

18 March 2018

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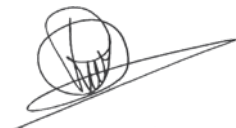
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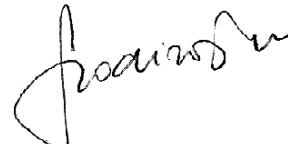
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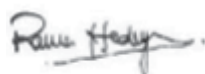
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# LIST OF ABBREVIATIONS

<b>AML/CFT</b>	Anti-Money Laundering/Combating the Financing of Terrorism
<b>BoS</b>	Business Operations Strategy
<b>CAPMAS</b>	Central Agency for Public Mobilization and Statistics
<b>CBF</b>	Common Budgetary Framework
<b>CSO</b>	Civil society organization
<b>DaO</b>	Delivering as One approach
<b>EBI</b>	Egyptian banking institute
<b>ECOSOC</b>	Economic and Social Council
<b>EDHS</b>	Egypt Demographic and Health Survey
<b>EEAA</b>	Egyptian Environmental Affairs Agency
<b>ERF</b>	Economic Research forum
<b>FACE</b>	Fund Authorization and Certificate of Expenditures
<b>FAO</b>	Food and Agriculture Organization
<b>FGM</b>	Female Genital Mutilation
<b>GDI</b>	Gender Development Index
<b>GDP</b>	Gross domestic product
<b>GHG</b>	Green House Gasses
<b>GoE</b>	The Government of Egypt
<b>HACT</b>	Harmonized Approach to Cash Transfers
<b>HDI</b>	Human Development Index
<b>HIECS</b>	Household Income, Expenditure, and Consumption Survey,
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>HLCM</b>	High Level Committee on Management
<b>ICT</b>	Information and Communications Technology
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFI</b>	International financial institutions
<b>IGME</b>	Inter-agency Group for Child Mortality Estimation
<b>IGO</b>	International governmental organization
<b>ILO</b>	International Labour Organization
<b>INGO</b>	International Nongovernmental Organization
<b>IOM</b>	International Organization for Migration
<b>IMF</b>	International Monetary Fund

<b>IWRM</b>	Integrated Water Resources Management
<b>JWP</b>	Joint Work Plans
<b>LFS</b>	Labour Force Survey
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MDG</b>	Millennium Development Goals
<b>MMR</b>	Maternal mortality rate
<b>MOE</b>	Ministry of Education
<b>MOFCOM</b>	Ministry of Finance and Commerce
<b>MOHP</b>	Ministry of Health and Population Egypt
<b>MOIIC</b>	Ministry of Investment and International Cooperation
<b>MOSS</b>	Ministry of Social Solidarity
<b>MSME</b>	Micro Small and Medium Enterprises
<b>NCDs</b>	Noncommunicable diseases
<b>NGO</b>	Non-governmental Organization
<b>NRA</b>	Non-resident agencies
<b>OAG</b>	Office of the Auditor General
<b>ODP</b>	Ozone depletion potential
<b>ODS</b>	Ozone Depleting Substances
<b>OMT</b>	Operations Management Team
<b>PMT</b>	Programme Management Team
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBM</b>	Results-based management
<b>RC</b>	Resident Coordinator
<b>RCO</b>	Resident Coordinator's Office
<b>RE</b>	Renewable energy
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SBCA</b>	Standard Basic Cooperation Agreements
<b>SDG</b>	Sustainable Development Goal
<b>SDS</b>	Sustainable Development Strategy: Egypt's Vision 2030
<b>SOP</b>	Standard Operating Procedures
<b>SPF</b>	Social Protection Floor
<b>TIMSS</b>	Trends in International Mathematics and Science Study
<b>UN</b>	United Nations
<b>UNAIDS</b>	The Joint United Nations Programme on HIV/AIDS
<b>UNCG</b>	United Nations Communication Group
<b>UNCT</b>	United Nations Country Team



<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	UN Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UN ENVIRONMENT</b>	United Nations Environment
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UNGA</b>	UN General Assembly
<b>UNHABITAT</b>	United Nations Human Settlements Programme
<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
<b>UNIC</b>	United Nations Information Centre
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNISDR</b>	United Nations International Strategy for Disaster Reduction
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNPDF</b>	United Nations Partnership Development Framework
<b>UNSG</b>	UN Secretary General
<b>UNV</b>	United Nations Volunteers programme
<b>UNWOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>VAT</b>	Value Added Tax
<b>WEF</b>	The World Economic Forum
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WHO EMRF</b>	WHO Eastern Mediterranean Region Framework
<b>WP</b>	Work plan
<b>YDI</b>	Youth Development Index

# 1. EXECUTIVE SUMMARY

The UN Partnership Development Framework for Egypt (hereafter called UNPDF) represents the UN's cooperation framework with the Government of Egypt for the period of 2018-2022. It recognizes the substantial gains already made by Egypt on a whole range of development indicators and takes into account lessons learnt from previous cooperation. It was formulated in close collaboration with the Government of Egypt through a highly participatory and inclusive process. The UNPDF is fully aligned with national development priorities, as articulated in the Sustainable Development Strategy: Egypt Vision 2030 (SDS) and relevant national development plans, and is based on a number of key priorities. These include the interconnected challenges of high population growth, adverse changes in natural resource availability due to overexploitation and climate change, difficulty of simultaneously increasing the coverage and quality of social services and creating quality jobs for rising numbers of ever more educated youth joining the labour force. It is informed by the ambitious SDS that foresees simultaneous and mutually reinforcing improvements in economic, social and environmental domains.

The UN system plans to substantially expand its partnership with the Government of Egypt in support of Sustainable Development Goals (SDGs) and implementation of ambitious national development strategies and plans, including the SDS. Learning from past cooperation, including the 2013-2017 UN Development Assistance Framework (UNDAF), the UN system is committed to expanding the reach of its programme, sharpening focus and increasing its internal coherence by focusing on select areas.

The Government of Egypt and the UN system have chosen to enter into a partnership for development, based on a shared understanding and commitment towards the realization of

the SDS and the SDGs. The UN is committed to contribute to Egypt's development as it envisions a budget of around 1.2 billion US Dollars, compared to levels reached in the 2013-2017 UNDAF. To do so, the UN system will explore innovative financing mechanisms and engage in resource mobilization efforts, with the support of the Government, for the UNPDF.

The 2014 Constitution recognizes development as a right and has been followed by an ambitious national SDS, which is aligned with the SDGs. This context provides an excellent opportunity for the UN to enter into a developmental compact with the Government of Egypt in this equally ambitious UNPDF. The UNPDF builds on prior successful pilots, global experience and standards, and takes bold steps to increase the number of people who participate in UN programmes exponentially. The UN plans to fully contribute to the realization of national developmental targets Egypt has set herself and to fully support larger integrated programmes, as much as possible, to achieve the highest impact.

The UNPDF is structured to respond to the developmental challenges faced by Egypt in its continued march towards reaching the SDGs, by focusing the UN effort in areas of maximal impact that are aligned to national priorities through directing a substantial effort on those left furthest behind. It is designed at the outcome level, in order to enable multi-sectoral engagement and maximize synergies amongst different partners, initiatives and stakeholders. UN development activities aligned to national strategies and plans in Egypt will be grouped together under the four UN outcomes of the UNPDF prosperity/inclusive economic development, people/social justice, planet/environmental sustainability and natural resource management and women's empowerment. The budget distribution across the outcomes reflects the relative strengths of

the UN system in different areas and assigns the highest share to the social justice outcome, followed by equal shares to the inclusive economic development and environmental sustainability and natural resource management outcomes. The financial allocation to the specific women's empowerment is the lowest. This is partly due to the fact that the UN system has programmed its support to the national objectives of economic, social and environmental empowerment of women under the prosperity, people and planet outcomes. This underlines a commitment to mainstream women's empowerment concerns in all UN programmatic activities.

Under each outcome, the UNPDF concentrates UN support and advisory services with special attention to areas of comparative advantage. **The inclusive economic development outcome supports national efforts to adopt inclusive and sustainable development pathways and achieve agreed targets for inclusive, sustainable, resilient and job rich economic development.** To this end, the UN will undertake activities that promote: more effective use of public resources and incentives to encourage job-intensive growth; balance between labour demand and supply; create conducive conditions for sustainable investment, access of youth and women to employment opportunities; utilise the value of volunteerism as an agent of change in community development; and access of poorer segments of population and governorates to decent employment and local economic development. The UN system will facilitate the expansion of the MSME sector and a move up the value chain in a number of key industries in order to increase the competitiveness and the demand for labour. The main SDGs targeted under this outcome are reducing poverty and hunger and disparities, as well as promoting decent work and economic growth. The outcome is also concerned with improving the access of women to economic opportunities in support of the SDG 5 on striving for gender equality.

Working across the prosperity and people outcomes, the UN system will seek to support the Government to improve the quality of general

and technical, vocational and entrepreneurship training to provide new entrants to the labour force with the needed skills. The work on reducing food poverty and insecurity, improving nutrition and general health conditions will further contribute to producing a healthy and able labour force.

**The social justice outcome supports national efforts to regulate population growth and assure sustainable access of all people in Egypt to public services notably quality, inclusive, and rights-based social protection, health, nutrition and education services.** Within social justice, the UN system will undertake synergistic action to promote: inclusive access to inclusive quality formal and non-formal learning opportunities with focus on the most vulnerable and needy; integrated, inclusive, accessible, high quality and universal healthcare system capable of improving health outcomes; and extended reach of integrated and effective social protection interventions. This outcome targets the SDGs on reducing hunger and promoting good health, quality education and access to clean water and sanitation. In line with the commitment not leave anyone behind, the outcome will target the SDGs on gender equality and reducing inequalities by ensuring that the rights of all inhabitants to equal access to services and opportunities are met. The UN will also ensure that resource allocation favours areas and population groups furthest away from achieving SDG targets.

**The environmental sustainability and natural resource management outcome supports national efforts to manage Egypt's natural resources and its urban environments, in an inclusive, sustainable, efficient, and productive manner and mitigate environmental hazards and climate risk. To this end the UN system** will promote: sound land management in rural and urban settings; balanced urbanization; integrated urban communities; upgrading of slums and informal settlements; more efficient use of limited water resources; use of renewable energies, particularly wind and solar; adoption of energy efficiency and cleaner production approaches

and actions to mitigate against and adapt to climate change induced threats to livelihoods. The approach adopted here is to turn challenges into opportunities by promoting access to new technologies, financing and other support provided under international conventions and protocols and encouraging expansion of renewable energies, eco innovation and water conserving agricultural practices to generate new entrepreneurial opportunities. This outcome focuses on the SDGs related to reducing hunger, promoting affordable and clean energy, sustainable cities and communities, responsive consumption and production and climate action. The UN will also promote gender equality and disparity reduction as two cross cutting SDGs as is true of all other sectoral outcomes.

The women's empowerment outcome aims to capitalize on the many achievements of Egyptian women and the rights accorded them in the 2014 Constitution. **The UN supports national efforts that aim to ensure women are fully contributing to Egypt's development and all women and girl's rights are respected, protected and responded to with no discrimination.** Reductions in harmful social practices, such as Female Genital Mutilation (FGM) and early marriage, in addition to upholding rights accorded to girls and women, improve the health of women and enable faster reductions in maternal mortality. Increasing female labour force participation rates will increase the growth rate and strengthen the role of family planning. This is an area in which the UN system has a comparative advantage due to its ability to draw on a global network to suggest innovative manners in which women can more effectively contribute to the country's development.

The realization of the ambitious targets of national development, to which the UN system will contribute, is contingent on availability of sufficient human and financial resources. The Government and the UN system, by committing to this development partnership, engage to undertake joint action to mobilize the needed financial resources and upgrade the relevant human resource base. To ensure successful

implementation of the UNPDF, the UN system plans to put in place a rigorous monitoring framework drawing on national systems. To this end, the outcome matrices included in this document have focused on indicators for which data is available in a timely manner. Many UN system agencies are already assisting data gathering exercises of the Central Agency for Public Mobilization and Statistics (CAPMAS) as well as line agencies and plan to continue this support to underpin a partnership built on a shared commitment to results-focused programming.





## 2. UNPDF BACKGROUND

### 2.1 The United Nations in Egypt

The United Nations (UN) in the Arab Republic of Egypt, hereafter Egypt, has partnered with the Government of Egypt since 1952. As one of the founding members of the UN, Egypt has an even longer tradition of collaborating with the UN.

The UN in Egypt is fully committed, in partnership with all the Government of Egypt, to implement the 2030 Agenda for Sustainable Development and the SDGs, which Egypt has outlined and detailed its firm commitment to through the SDS.

The UN, through the UNPDF, is committed to take the principles laid out in these landmark agreements, to partner with Egypt to offer a pathway to a better future. Moreover, the UN has taken account of the call from Member States in the 2030 Agenda to “leave no one behind” as well as the need for transformative and integrated design. To this effect, the UN stands ready to partner with Egypt to implement a new generation UNPDF, which is SDS/2030 Agenda ready. This entails building new capacities and transformative ways of working that enables more whole-of-society responses.

The UN has 29 operational agencies, funds, programmes and special agencies in Egypt, including to 13 Regional UN offices. The UN in Egypt employs over 1,500 Egyptian nationals in addition to 451 internationals. During the 2013 to 2017 United Nations Development Assistance Framework (UNDAF) delivered close to USD 700 million<sup>1</sup>.

The UNPDF covering 2018 to 2022, was developed based upon the lessons learned from the past rich partnership with the Government of Egypt, thereby ensuring it reflects the development priorities as expressed by them,

through among other the SDS and other national strategic plans and frameworks.

Moreover, the UNPDF reflects the greater integration of the activities of the UN system, as agreed to by all agencies, funds and programmes. It is heavily influenced by the Delivering as One (DaO) approach and the UN General Assembly (UNGA) resolution 71/243 Quadrennial Comprehensive Policy Review (QCPR) and is focused on increasing points of coherence amongst all agencies.

### 2.2 Egypt’s Development Context and Framework

As is clear from Egypt’s voluntary report to the High-Level Political Forum on sustainable development delivered in 2016, significant progress has been achieved against all SDGs since 1990. The progress has been even more remarkable when one adopts a longer-term time horizon. Egypt has made significant strides in expanding primary education, reducing maternal and child mortality and women’s empowerment<sup>2</sup>. However, as can be expected, now that Egypt is approaching the later stages of this long journey, achieving further progress is going to require additional effort as poorer segments of the population have to be provided with access to basic services and economic opportunities.

Egypt has outlined its commitment to the SDGs through its SDS, which aims to build an inclusive, competitive, innovative, resilient and diverse Egypt. Egypt is fully cognisant of the need to address the underlying causes of development and vulnerability challenges.

<sup>1</sup> Best estimate as of 2 October 2017.

<sup>2</sup> Egypt National Review Report for input to the 2016 High Level Political Forum on Sustainable Development

The SDS adopts courageous targets for reducing poverty, regional disparities, combatting environmental decline and gaps between men and women, while planning to increase allocations to and efficiency of expenditures on health and education, as well as social protection broadly defined. The alignment of the SDS to the SDGs is evident, and is reflected in Matrix 1. The Government of Egypt is currently reviewing the indicators of the SDS in light of the positive updates in the development contexts. The recently approved historic 2030 National Women's Empowerment Strategy details plans for making sure Egyptian women make a significant contribution to the country's socio-economic development and fully benefit from all rights enshrined in the 2014 Constitution. This provides an important anchor on which the UN partnership with Egypt can build for meeting the SDGs' focus on leaving no one behind and accelerating progress against a whole range of SDGs.

Egypt faces multiple challenges in her attempt to address poverty in order to achieve the SDGs by 2030. The reversal in the downward trend in population growth experienced since 2008 implies greater demand on limited budgetary resources to meet the needs of increasing numbers for basic social services such as health and education. The number of live births increased from 1.85 million in 2006 to 2.6 million in 2016. This will lead to a doubling of new entrants into the labour force, from the current level of 700,000. This will further strain an economy that is already challenged in creating jobs for a smaller cohort. This increase in population will further aggravate an acute water scarcity situation by reducing per capita water availability below internationally recognised water poverty standards in the not too distant future.

Egypt is also most at risk from climate change with some Mediterranean coastal areas of the country likely to be submerged under water as a result of even moderate rises in sea level. Climate change induced extreme weather conditions also risk exposing millions of people who reside on fragile areas to hazards such as

floods and droughts. This is one reason Egypt has been at the forefront of discussions about climate change. The country has had a major role in the drafting of all climate change treaties and protocols and is serious about making its contribution to mitigating negative climatic changes. The country is also entitled to benefit from facilities foreseen under various new instruments and vertical funds.

Due to the rising fertility rates, Egypt is at risk of losing ground against some of the hard-won SDG achievements. Absolute incidence of poverty and food insecurity might increase, which in turn would increase early marriage and child labour, helped by the lower quality of education and health services due to the inability to keep pace with rising numbers needing services. The resultant lowering of the age of marriage for poorer households in turn further increases the fertility rate. The rising poverty further aggravates biases against women and girls and reduces the voice of women in the household, leading to further increases in poverty, poor nutrition and unsustainable use of Egypt's valuable yet limited productive land and water resources.

Poverty, as measured by the CAPMAS national poverty line, has been on an upward trend since 2000 and afflicted around 27.8 percent of the population by 2015<sup>3</sup>. The rising levels of water scarcity and climate change induced reductions in cultivable area and yields further aggravate the challenges Egypt faces in achieving the SDS. This intersection of demographic, environmental/ climate and economic factors further aggravates problems of regional disparities and achieving the SDG objective of not leaving anyone behind.

Egypt finds itself in a volatile region of the world and is adversely affected by this regional context. The instability in neighboring Libya has already caused over one million Egyptian migrant workers to return home. The country is also host to substantial numbers of refugees and economic migrants fleeing insecurity and lack of economic opportunities in their countries of origin.

<sup>3</sup> CAPMAS household income and expenditure survey 2015

A socio-economic reform programme, entitled: “From Recovery to Stabilization to Inclusive Growth”, supports the SDS. The programme aims to alleviate poverty through efficient and better-targeted social programs and improved living conditions and business environment with a special focus on the most vulnerable areas. The reform also aims to build stronger public-private partnerships, enhance the informal sector productivity, improve labour and working conditions, and promote labour intensive and energy efficient production.

Several important steps have been taken to improve the business environment. These include: civil service reform, electricity and fuel subsidy reforms, the VAT law, issuing the new investment law and the relevant executive regulations, and the floatation of the currency. These institutional reform initiatives have resulted in increased economic performance in the fiscal year 2017/2018 projected at 4.5 percent growth rate, after a few years of 2 percent growth over the period 2011-2014. Moreover, Egypt’s net international reserves reached USD 37.0 billion by the end of December 2017, compared to USD 26.4 in January 2017.

The rising trend in consumer prices appears to have stabilized at 25.5 percent in November 2017<sup>4</sup> and is expected to decline in the future. Unemployment has also shown some improvement with the rate dropping to 11.9 percent in the third quarter of 2017<sup>5</sup>, compared to 12.6 per cent during the same period in 2016. The Government is taking measures to remove rigidities in the Egyptian economy to expedite the expected positive effects of devaluation on investment and job creation. At the same time, social welfare provisions are being expanded to cushion the negative impact of rising prices on vulnerable population groups<sup>6</sup>.

The SDS addresses the issue of further strengthening the capacities of national institutions to deliver against the SDGs. This is among others

addressed through the focus of the economic dimension of the SDS on knowledge-based and inclusive economy; a sustainable energy sector; and an efficient and effective public administration managing state resources with transparency, fairness and flexibility, subject to accountability, maximising citizens’ satisfaction and responding to their needs.

In this context of mutually reinforcing developmental challenges in the face of constrained public resources, the UN is called upon to offer innovative solutions that can support more cost-effective delivery of public services. For Egypt to meet the targets set in the SDS, with respect to health and education services, a substantial rethinking of how such services are provided is required. With business as usual, based on calculations contained by UNFPA<sup>7</sup>, the number of teachers would have to increase by over 100 percent and number of hospital beds more than threefold by 2030. The UN system can assist Egypt to resolve this problem by offering best practices in non-conventional and innovative models of service delivery based on its global reach. Egyptians have shown their willingness and ability to adopt innovations such as leading edge conditional cash transfer schemes to deal with entrenched pockets of poverty. They naturally expect the UN to continue to provide access to best practices from developmental successes across the globe, and to contribute to develop relevant national capacity in multiple fields.

These challenges of sustainable development require continuous efforts of all stakeholders to respond in an integrated manner utilizing the comparative advantages of all stakeholders, including for example the Ministry of Health and the Ministry of Education and Technical Education. Integrated responses will enable targeting both the eradication of illiteracy, creating special employment opportunities for women, while at the same time raising awareness of family planning through for example religious institutions and their representatives in the provinces.

4 Central Bank of Egypt Core y/y

5 CAPMAS quarterly estimate of unemployment

6 See the IMF 26 September 2017 staff report on Egypt for further details

7 UNFPA Egypt: Population situation analysis: 2016 Egypt and info graph produced based on it



## 2.3 Partnership Principles

The 2018 – 2022 UNPDF is the UN strategic partnership framework supporting Egypt's national development priorities. The UNPDF is informed by the SDS and theme/sector specific national strategies and plans, including the 2030 National Women's Empowerment Strategy. It aims to contribute to the achievement of the SDGs.

The UNPDF positions the UN Country Team (UNCT), including non-resident agencies (NRAs) to coherently deliver through national strategies. It draws upon all the UN's expertise, and promotes integrated approaches to achieve nationally defined development results.

The UNPDF aims to describe the collective vision of the UN in Egypt by first defining outcomes to be achieved over the course of five years, second providing a platform for clear division of labour, and third driving joint planning and programming. Ultimately, the UNPDF is an instrument through which the UN works transparently together to implement activities that improve the lives of the people of Egypt.

In implementing the UNPDF, the UNCT will continue to rely and build upon its key comparative advantages. Some of these are: the UN's neutral and impartial role; access to a global network of practical development expertise; its position as a trusted and honest broker with Government and development partners; its normative legitimacy in Egypt; and the breadth of its engagement, including its capacity to leverage resources.

The UNCT is committed to the principles of DaO and their Standard Operating Procedures (SOPs), endorsed by the UN Secretary General and all members of the UN Development Group (UNDG), following a call by UN member states through the QCPR of the UNGA to take DaO further.

The UNPDF applies the **principles for integrated programming**: leave no one behind; human rights, gender equality and women's empowerment; sustainability and

resilience; and accountability. Moreover, the UNPDF applies **key approaches for integrated programming**: results-focused programming; capacity development; risk-informed programming; development, humanitarian and peace-building linkages; coherent policy support; and partnership.

To this effect the UNCT is committed to work with the Government to ensure the knowledge transfer of development expertise across all the four outcomes of the UNPDF.

## 2.4 UNPDF Formulation Process

The Government and the UNCT jointly led the UNPDF preparation process, ensuring national ownership and inclusiveness throughout the process. The preparation process included three national consultations involving all partners and 17 sectoral/thematic consultations with more than 400 participants, over an extended period from February through to July 2017. This inclusivity was critical in designing the strategic focus of the UNPDF.

The UNPDF was designed to provide the Government and the UN with an innovative framework, responding and adapting to the national context in a holistic manner. The UNPDF offers opportunities to strengthen partnerships, linkages and integrated programming, including those with other major development frameworks. The UNPDF attempts to respond to the three dimensions of the SDS, namely the economic, social and environmental dimensions that correspond to the three global priorities of people, planet and prosperity. The UNPDF is further developed in line with the notion of leaving no one behind, which requires an effort to deal with disparities amongst geographic areas and population groups. The UNPDF is moreover offering support to long standing Egyptian efforts to fully utilize the energy contained in the female half of the population, through highlighting support to the 2030 National Women's Empowerment Strategy with a focus on social and economic empowerment and leadership.



The UNPDF is thus organized around four UN outcomes namely:

1. Inclusive economic development;
2. Social justice;
3. Environmental sustainability and natural resource management; and
4. Women's empowerment.

The first three outcomes overlap with the three dimensions of the SDS and account for the bulk of resources to be raised to support this partnership. The fourth outcome, women's empowerment, is focused on ensuring that women's contribution to and expectations from development, as articulated in the 2014 Constitution and 2030 National Women's Empowerment Strategy, are realized.

The Government of Egypt and the UN system have agreed to keep the focus of the UNPDF at the outcome area level, leaving out the definition of specific interventions under the UNPDF to the process for developing a joint work plan on an annual basis, which will follow the approval of the UNPDF.

The national consultations, which formed the basis for the identification of the above four outcomes, however, did provide some indication of the main areas of joint action under each outcome. These clusters of joint actions are expected to remain around 12, as compared to the 23 outcomes of the 2013 to 2017 UNDAF, in line with the recommendation of the 2013-2017 UNDAF review for greater focus.

The monitoring framework for the selected four outcomes, specifying baselines, indicators and targets, are articulated in the outcome matrix below.

## 2.5 Past Cooperation and Lessons Learned

The UNDAF for the period 2013-2017 was developed through a participatory process involving the Government, civil society actors and the UN system back in 2010, but could not become operational earlier due to the 2011 revolution and the transition process involved. The UNDAF had five themes namely:

1. Poverty alleviation through pro-poor growth and equity
2. Basic social services
3. Governance
4. Food security and nutrition; and
5. Environment and natural resource management

The UNDAF had 23 outcomes that were grouped together under the above five themes.

An evaluation of the UNDAF was carried out in early 2016, which confirmed the continued relevance of its main direction. The review, however noted that new opportunities have opened up for UN partnership with Egypt moving forward by virtue of the launch of the SDGs and the SDS plus the 2014 Constitution, which should be taken into account in future programming.

The review stressed the need for the new cooperation framework to adopt a more integrated approach to development. With a view to responding to this recommendation the UNPDF will only have four outcomes as compared to the 23 that were pursued by the UNDAF 2013-2017. The activities under each of these outcomes are further planned in such a manner as to build on and support the interventions under the other outcomes.

The review also highlighted the major differences between the approaches used to achieve the Millennium Development Goals

(MDGs) and those required to attain the SDGs. In particular, it recommended that there be a focus on those population groups and geographic areas furthest from SDG goals, with a view to leaving no one behind. It also asked for a focus on sustainability across all UN activities. The UN system in Egypt is fully cognizant of the need to focus on the sustainability of outcomes and in this connection committed to putting more emphasis on sustainable human development as an overall objective. The recommendation for mainstreaming gender across all thematic interventions, as well as having a free-standing outcome on women's empowerment, has informed the decision to have a separate outcome on women's empowerment, in addition to directly aligning with the three dimensions of the SDS, namely the economic, social and environmental dimension.

The evaluation recommended a focus on SDGs and the SDS as end goals. This has been fully followed and is reflected in a matrix showing this alignment (matrix 1).

The review further suggested that partnerships with civil society and private sector be expanded, under the umbrella of the Government. The UN plans to implement many of the UNPDF interventions in partnership with civil society organizations, operating in the framework of and as regulated by the Egyptian law, active in development on the ground. It will also explore more options for partnering with the private sector, amongst others to facilitate the corporate social responsibility focused activities of companies' active in Egypt.

## 2.6 UNPDF Alignment Matrix to the SDS and SDG

The below matrix outlines the alignment of the UNPDF to the SDS and related national strategies and the primary SDGs.



**MATRIX 1: UNPDF, SDS, SDGS AND NATIONAL STRATEGY ALIGNMENT**

UNPDF OUTCOMES	SDS	NATIONAL STRATEGY	SDGS
By 2022 Egypt has adopted inclusive and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job rich economic development	The economic development; social justice; and knowledge, innovation and scientific research pillars and the sub-pillar on technical and vocational training <sup>8</sup>	National Socio-economic Reform Programme; National MSME Strategy	1, 2, 8, 9, 12, 16 and 17
By 2022 interim 2030 targets are reached with respect to population and sustainable access of all people in Egypt to public services notably quality, inclusive, and rights-based protection, social protection, health, nutrition and education services	The social justice; health and education pillars <sup>9</sup>	National Population Strategy; National Housing Strategy; Upgrading Strategy for Slum Areas National Education Strategy; National Health Strategy; National HIV/AIDS Strategy National Food Security Strategy National Food and Nutrition Strategy National Social Protection Strategy National Action Plan on Combatting Child Labour	1, 2, 3, 4, 5, 8, 10, and 11
By 2022 Egypt's natural resources and its urban environments, are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society	The environment; urban development and energy pillars <sup>10</sup>	National Sustainable Agricultural Development Strategy 2016 National Housing Strategy National Urban Policy National Water Resources Strategy National Food Security Strategy Strategic Urban Development Vision 2052 National Strategy for Adaptation to Climate Change and Disaster Risk Reduction Sustainable Production and Consumption Strategy National Solid Waste Management Strategy Coastal Zone Management Strategy Energy Efficiency Strategy	1, 2, 6, 7, 11, 13, 14 and 15
By 2022, women are fully contributing to Egypt's development and all women and girl's rights set forth in the Constitution, are respected, protected and responded to with no discrimination.	Women's socio-economic empowerment is mainstreamed in the SDS with particular targets on women's labour force participation and ranking on GDI	2030 National Women's Empowerment Strategy	1, 2, 3, 4, 5, 8 and 16

<sup>8</sup> With the objective of increasing the growth rate and participation of women and the disabled in the labour force, achieving regionally balanced and poverty reducing growth and reducing unemployment and increasing labour productivity, and increasing labour productivity.

<sup>9</sup> The SDS aims for social inclusion and provision of comprehensive and quality health and education services to all Egyptians without discrimination

<sup>10</sup> The SDS aims to promote renewable energies, improve intergenerational equity with respect to access to natural resources by promoting their sustainable use and ensuring balanced spatial development of land resources to maximize the benefits of increasing urbanization

# 3. SUMMARY OF THE UNPDF OUTCOME AREAS

## 3.1 Introduction

The UNPDF focuses UN's partnership with the Government of Egypt on four mutually reinforcing challenges that are aggravated by adverse changes in population dynamics observed over the past decade. The reversal of the consistent gains made in fertility rates up to 2008, with total fertility rate being more than halved from 6.6 in 1960 to 3, first came to light through the demographic and health survey carried out in 2014, which revealed a rise in fertility rates to 3.5. It should be noted that the number of births is expected to have increased by close to 40 percent since the last census of 2006. This higher fertility rate implies a major increase in needed investments in basic social services and job creation, simply to maintain the gains already made in terms of coverage and unemployment rates.

Egypt is also challenged by the impacts of climate change, including rising temperatures leading to higher water loss due to evaporation and exposing vast tracts of valuable land to threats of inundation as a result of an expected rise in sea levels. This combination of adverse factors, aggravated by rising water off take upstream on the Nile, can also push the country over the water scarcity threshold in the not too distant future and further undermine the ability of the country's natural resource base to sustain a growing population.

Additionally, with rapid urbanization and increased demand for urban land, housing and basic services, it will be critical to ensure effective management of land and natural resources and to identify positive trade-offs from urbanization.

In this context, the UN system, in addition to being a major partner in population policy, aims to deal with underlying economic, social and cultural factors that feed into higher population

growth. The system is also offering its partnership for dealing with the environmental constraints that limit the ability of the country to respond to the needs of an increasing population for food and livable space. The UN is a valuable partner to Egypt in meeting its obligations and benefitting from the global developmental treaties and protocols. There is also need for exploring all options for efficient delivery of quality basic social services to rising numbers demanding health, education, housing, transportation, water and sanitation services in the face of constrained public spending.

The poverty and total fertility rates are at highest level in Upper Egypt, most notably Assiut and Sohag. The same is true of indicators of women's empowerment, such as share of women counted in the labour force, child marriage and teenage pregnancy.

While proceeding to implement the UNPDF and drawing up the associated Joint Planning Framework (JWP), the UN system is committed to working with Egyptian counterparts to flesh out the manner in which geographic disparities will be addressed. This responds to demands expressed in the course of the UNPDF national consultations for the future cooperation to put particular emphasis on the needs of governorates and municipalities that are furthest from achieving the SDGs. Work in these areas, in addition to responding to the call not to leave no one behind, should contribute to acceleration of SDG improvements, due to the high proven cost effectiveness of such interventions in areas with greatest deprivations.

We also see high correlation between family size and poverty, with 75 percent of families having more than ten members being under the poverty line<sup>11</sup> while it falls to under 6 percent for families with up to three members. For this reason, the

<sup>11</sup> CAPMAS Household Income and Expenditure Survey 2015

UNPDF aims to tackle the twin issues of poverty and population growth simultaneously for maximum impact, reduce disparities, and the future sustainability of potential gains.

The above combination of rising poverty and population, in a context of limited public funding, makes the attainment of the SDGs sensitive to adoption of innovative approaches to service delivery. It also makes it that much more imperative to make more productive use of the increasingly educated women with the potential to play an important part in an export oriented economy envisaged in the SDS.

Further, the most cost-effective option for reaching the SDGs would require a focus on those geographic regions and population groups furthest away from the targets, since small investments can bring about major improvements in these areas. In line with the imperative to leave no one behind, the UNPDF highlights the need for activities under all outcome areas to meet the particular needs of vulnerable segments of the population

It is with a view to the above that the UN system will put extra emphasis on up scaling innovative schemes for job creation, social service delivery, natural resource management, institutional capacity development, and women's empowerment that have been developed in country or can be adopted from global best practices. Given the ambitious targets set by SDS and other national development strategies and the underlying challenges noted above, the era of experimentation and small-scale interventions is passed.

This also responds to the findings of the review of the previous UNDAF<sup>12</sup> and repeated pleas for an end to experimentation heard in the course of the national consultation process. The UNPDF national consultation process underlined the demand for an ambitious UN partnership framework, building on the foundation laid by the many successful pilots already implemented in Egypt. The UN will complement this by

adapting appropriate best practices in areas with limited in country experimentation, with emphasis on institutional reforms and application to policy-making.

The UNPDF takes into account the interconnections amongst the key challenges of population growth, poverty, jobs, service delivery, natural resource management and women's empowerment. The UN is committed to identify the most effective intervention areas that can simultaneously impact multiple processes of deprivation. This link is most noticeable in the way job creation in sustainable energy simultaneously contributes to the outcomes on inclusive economic development and environmental sustainability and natural resource management. The promotion of quality education and health services is also expected to contribute to the inclusive economic development outcome by rendering the labour force more capable of meeting the demands of a modern economy. UN work on women's empowerment will contribute to the inclusive economic development outcome by increasing women's participation in the economy, contribute to the social justice outcome by reducing harmful social practices, including early marriage. The UN will thus facilitate Egypt's resolve to continue the fast pace of progress achieved up to now with respect to the SDGs, by adopting an integrated approach.

The SDS sets itself courageous targets and has come up with interim targets that will guide the actions of the UN during the UNPDF. However, the Government is engaged in revisiting the targets to take into account the changes to the baseline situation with respect to poverty and fertility rates in particular. The targets adopted for indicators chosen for the UNPDF outcomes will thus be adjusted to reflect the new targets set in the SDS once the process is completed.

The UN system is aware of the need to move away from business as usual and plans to substantially increase the coherence of its activities around the SDG and SDS frameworks. The UNPDF aims to increase the coherence, impact and focus of UN partnership with Egypt by working together

<sup>12</sup> Egypt UNDAF 2013-2017 Independent Review Report, The UN Egypt, June 2016

around four outcomes. The time spent on the consultation process for the UNPDF has allowed the UN system to focus on four key focus areas, where it has a comparative advantage and can make a meaningful contribution to sustainable human development in Egypt. The UN Secretary General (UNSG) has mandated the use of volunteers as key agents of change in achieving the SDGs. The UN in Egypt in heeding the UNSG's call will utilize volunteerism as one of the channels to further citizen engagement, with a specific focus on youth, women, as well as marginalized groups.

The UN system furthermore remains committed to support Egypt in meeting its reporting requirements under international conventions and treaties the country is party to, including supporting SDG monitoring and reporting, such as the UN High Level Political Forum on Sustainable Development. This support is likely to be particularly significant with respect to climate change and environmental conventions that Egypt has been an important partner in drafting.

### 3.2 Inclusive Economic Development

The increasing growth is critical to create quality jobs to absorb an increasing number of ever more educated youth joining the potential labour force, even during the periods of high growth experienced in the decade 2000-2009. While the growth rate has picked up, the Government continues its efforts towards realizing higher rates required to provide adequate employment to accommodate new arrivals in the labour market and reduce the number of unemployed. While high growth rates are crucial, it is insufficient for job creation unless it is sustainable growth.

The Government is currently pursuing an ambitious Economic Reform Programme, which includes the floatation of the Egyptian pound and subsidy reform, that is expected to improve the allocation of resources within the Egyptian

economy. The economic reform programme comes packaged with a comprehensive set of social reform measures and safety nets to cushion the short-term impact on the most vulnerable groups of society, including conditional cash transfer and school feeding programs. The UN system is a valued partner in such efforts.

This is happening at a time, when due to the reversal in the decline in population growth observed since 2008, the annual increase in the labour force is expected to rise from an average of 700,000 a year in the previous decade to a million a year for the period 2018 -2022. Based on the latest breakdown of population by age group issued by the CAPMAS in January 2017, the number of working age Egyptians will increase by 1.25 million per year over the coming five years.

The above context makes it imperative for Egypt to render future growth job-intensive and inclusive, while striving to promote higher value addition and knowledge based industrial sectors. The UN system sees its role in the economic sphere as one of facilitating the adoption of initiatives that promote job intensive and capability driven growth process while also dealing with the mismatch between jobs created and the skills of those entering the labour force.

The UN is concerned with supporting population segments that have the greatest difficulty in accessing economic opportunities and governorates that have been left out by a growth process that has given prominence to already developed metropolitan areas. The UN will build on an array of earlier initiatives in areas such as agro-based value chain development, entrepreneurship training, community based local development and ICT for development, supplemented as need be by adapting other best practices drawing on its global reach, such as using volunteerism as a channel of mobilizing citizens to take ownership of the SDGs and foster behavioral change. UN activities will be supportive of the broad growth strategy followed by the Government, while advocating for and assisting the authorities to ensure that no



one is left behind in the actual implementation of these policies.

The work of the UN on an inclusive economy will build on the work of the system in ensuring inclusive access to basic social services and be mindful of the need to simultaneously promote sustainable use of natural resources and ensure that women, as half the potential work force, make their due contribution to the economy. Given that women and youth bear a disproportionate share of the burden of unemployment, with estimates of youth unemployment running in the 30 percent range and women 24.8 percent, against a national unemployment rate of 11.9 percent, the UN will in particular target youth and women in its vocational, technical and entrepreneurship training interventions, as well as support to MSMEs and economic development of poorer governorates. This will supplement the work of the IMF and the World Bank on improving the macro-economy and the business environment, by allowing poorer segments of population to take advantage of opportunities created. One notable initiative the UN system plans to support is Egypt's Youth Employment Programme<sup>13</sup> with its ambitious target of facilitating the access of one million youth to jobs.

**The UN aims to support national efforts to adopt inclusive and sustainable development pathways and remain on track to achieve agreed targets for inclusive, sustainable, resilient and job rich economic development by 2022.**

*The UN sees its comparative advantage in the following five key focus areas:*

1. *Advocating for effective use of public resources and incentives to encourage job-intensive growth that increases value addition and productivity in line with the SDS while advancing workers' rights and engagement of the most vulnerable segments of population, including citizens with special needs;*

<sup>13</sup> "1 MILLION EMPLOYED YOUTH" Egypt's Youth Employment (EYE) Programme SUMMARY NOTE July 2017

2. *Improved institutional capacities to implement and cascade national strategies, including public administration reforms, through results-based planning, communications strategies, and management, transparency and accountability systems, incorporating gender sensitive indicators and analysis building on international best practices.*
3. *Improved balance between labour demand and supply through a) user oriented technical, vocational and entrepreneurship training; b) supportive environment for expansion of MSMEs as main source of employment; and c) improved flows of internal and external migration;*
4. *Improved access of youth and women to employment opportunities with a view to narrowing the substantial gap in labour force participation and employment between these two groups and the general population; and*
5. *Improved capacity of poorer segments of population and governorates to access opportunities for decent employment and local economic development based on comprehensive manner taking account of social and environmental dimensions aiming to cushion them against the impact of subsidy reform programmes and enable their integration into value chains that can spearhead Egypt's future growth.*

The UN plans to, inter-alia, focus most of its effort in this outcome on the following initiatives:

1. *An enabling environment for inclusive, sustainable, and job rich economic development;*
2. *Value chain development;*
3. *Investment promotion, including at the local level, and further improving the efficiency of public investments contributing to achieving the SDS;*

4. *Transformation of the MSME sector into an engine for growth and green jobs;*
5. *A client based and cost effective technical, vocational and entrepreneurship training system;*
6. *Improving the access of youth and women to livelihood opportunities; and*
7. *Improving the ability of the poor and the vulnerable to effectively participate in economic activities.*
8. *Supporting efforts of the Government to improve development planning systems (socio-economic and spatial planning; linking national, regional, and local planning*
9. *Strengthening capacity of local authorities and improve the competitiveness of the local economy.*

### 3.3 Social Justice

Egypt has made laudable progress in improving social inclusion, starting with the breakup of a feudal order started in the 1950s. The SDS underscores the Government's commitment to further improving social cohesion. The SDS aims to create "a fair interdependent society characterized by equal economic, social, political rights and opportunities realizing social inclusion."<sup>14</sup> The SDS objective for social justice is supported by equally important objectives targeting health and education. The objective of the health SDS pillar is for "all Egyptians (to) enjoy a healthy, safe and secure life through an integrated, accessible, high quality and universal health care system"<sup>15</sup>. The education pillar of SDS aims for "a high-quality education and training system available to all, without discrimination."<sup>16</sup>

Egypt has made significant gains towards SDG targets in the areas of school enrolment and

maternal and child mortality. The country is also on the verge of terminating the scourge of Hepatitis C infections. There has, however, been a decline in the quality of education as measured by outcome indicators such as performance against standardized tests in mathematics and sciences. In addition, the gains have not been equally remarkable across the country, with maternal mortality rates varying from a high of 81 per 100,000 live births in Assiut to 16 in the Red Sea Governorate in 2013<sup>17</sup>.

The reversal in the decline of fertility observed since 2008 increases the number of new entrants into the school system to an annual rate of 2 million. The UN is a trusted partner in national efforts to reverse this trend and reduce fertility rates to 3.1 by 2022, as per the national population policy. To this end, the UN system, in addition to supporting the work of the National Population Council and facilitating access to contraceptives, promotes access to education and economic opportunities for women and girls to raise the demand for family planning services and reduce early marriage. At best with successful implementation of the population policy the number of new cohorts joining schools will remain at a 2 million level throughout the coming five years. Reaching the target set by the SDS of improving the quality of health and education services to the level currently enjoyed by the top 30 countries on the human development index (HDI), will further call for substantial improvements in the quality of services provided<sup>18</sup>.

The UN system is committed to assist Egypt to move towards achieving its ambitious targets for social development over the coming five years. This demands a substantial increase in the available human and financial resources devoted to social services, including social protection for all, as per the launch of the Egyptian Social Protection Floor (SPF) Initiative by the Ministry of Social Solidarity in March 2016 supported by the UN agencies. The 2014 Constitution postulates an increase in allocation

14 As reported on the official website "sdsegypt2030.com"

15 Ibid

16 Ibid

17 Population situation analysis, UNFPA-Baseera 2016.

18 See the info graph produced by UNFPA based on its "population situation analysis Egypt 2016 report"

of public resources to health, education and social protection. Despite financial constraints put in place as part of the macro-economic adjustment programme agreed with the IMF, the Government has already taken steps to increase budget allocations to health, education and social protection. The UN system, building on its long association with Egyptian counterparts in service provision, has a comparative advantage in assisting with the required upgrading of systems and human resources. The system can also build on its global reach to share best practices in a range of activities from population control to innovative social protection and service delivery initiatives.

Given the differential paths envisaged by agencies in charge of meeting the diverse needs and constraints of service providers in health, education and social protection, the UN support in this outcome is organized along traditional sectoral lines. However, given the centrality of social justice in the country's development strategy and the need to maximize synergies between activities in related fields, the UN system has agreed to establish a robust coordination mechanism to ensure maximal impact for sectoral interventions under this outcome. The national social justice committee, chaired by the Prime Minister and composed of key ministers directly involved with promoting social justice, is testimony to the seriousness of the Government in breaking down sectoral silos and promoting coordinated action to enable all people in Egypt to enjoy inclusive provision of essential services. The social justice outcome group of the UNPDF can replicate this structure and will seek the support of the Prime Minister in further improving inter-sectoral coordination.

In line with its general concern for adopting a rights based approach and ensuring that all the rights and protections guaranteed to the Egyptian people by the 2014 Constitution, the social justice outcome will in particular support efforts to protect the most vulnerable segments of population and ensure their access to services without discrimination. UN activities will simultaneously address the relevant provisions of international conventions signed by Egypt,

including CEDAW, International Covenant on Economic, Social and Cultural Rights, and Conventions on the Right of the Child, Minimum Age for Work, Worst Forms of Child Labour, Persons with Disabilities and Protection of the Rights of all Migrants.

In order to support national efforts to overcome multi-dimensional poverty and ensure inclusive access to services, the UN system will support national entities in charge of providing health, population, nutrition and education services and social protection, while at all times seeking to protect the rights of vulnerable population groups to equal access to social justice. In practical terms the UN activities in this outcome will be organized under three thematic groups dealing with issues of: a) health, nutrition and population; b) education; and c) social protection. All these groups will pay particular attention to ensuring equal treatment of all in terms of access to services and protecting the most vulnerable against abuse of their rights enshrined in the 2014 Constitution. The UN will thus simultaneously work at the central level and in areas of particular need.

**Under this outcome, the UN system aims to support national efforts to reach the interim 2030 targets of the SDS with respect to population and sustainable access of all people in Egypt to public services notably quality, inclusive, and rights-based protection, social protection, health, nutrition and education services.**

Through robust coordination, the UN system will seek to maximize synergies between its activities to promote: a) inclusive access to inclusive quality formal and non-formal learning opportunities for children, adolescents and youth, with focus on the most vulnerable and most in need; b) progress towards achieving universal health coverage with integrated, accessible, inclusive, high quality and universal healthcare system capable of improving health conditions through early intervention and preventive care; and c) extended reach of integrated and effective social protection interventions. The UN can make use of national

coordination mechanisms in place to follow up work under the social domain of the SDS, which largely overlaps with the above noted three clusters.

All the while the system will abide by the principles of leaving no one behind and adopting a rights based approach to protect the rights of all people in Egypt to a dignified life and access to quality social services. In line with the SDS health pillar objectives<sup>19</sup>, the UN system will specially focus on working towards ensuring all Egyptians can benefit from a healthy, safe, and secure life through an integrated, accessible, high quality, and universal healthcare system capable of improving health conditions through early intervention, and preventive coverage.

The UN system will also be instrumental in providing support to the large numbers of refugees and migrants that Egypt is generously hosting. This support includes direct provision of assistance to refugees and migrants and assistance with repatriation to countries of origin and resettlement in third countries. The UN system also provides targeted support to national agencies that have to cope with the demands of refugees and migrants for services including health and education. The UN system further works on improving relations between refugees/migrants and host populations and countering human trafficking.

The key focus areas to be supported in this outcome, inter-alia, include the following:

- Expanded access to early childhood development;
- Improved outcomes in education in terms of timely school completion and meeting international quality standards;
- Elimination of child labour;
- Improved school enrollment rates (and improved access to pre-school education);
- Promoting active youth participation;
- Reductions in maternal and neo-natal

mortality;

- Reduction in Hepatitis and HIV and AIDS infections;
- Progress towards achieving universal health coverage;
- Access for all to an integrated package of social protection;
- Reduction in levels of malnutrition;
- Reduction in total fertility rates; and Increased allocation and more effective use of public resources to health, education and social protection.

### 3.4 Environmental Sustainability and Natural Resource Management

Despite progress achieved in improving the way natural resources are used in Egypt, the country continues to face a number of environmental challenges including water scarcity, air pollution, natural resources degradation, waste mismanagement and climate change consequences. These challenges result from the intersection of a limited natural resource base, particularly shared Nile waters, ineffective management of existing natural resources, and a population that has grown from 26 million in 1960 to over 96 million today. The resource intensive and unbalanced nature of economic growth has aggravated these problems by leading to depletion of fossil fuel resources and high levels of air pollution and waste.

Environmental problems risk undermining Egypt's ability to meet its goals in terms of raising agricultural production. They can also push large segments of population who live on fragile environments into displacement and poverty, complicating the attainment of poverty reduction objectives of the SDS. Higher temperatures are expected to adversely impact tourism revenues as well.

<sup>19</sup> See the [sdsegypt2030.com](http://sdsegypt2030.com) site for more details

Responding to environmental challenges, however, can itself act as an engine of growth. The SDS takes a holistic approach to the environment, considering it as one of the three strategic dimensions of sustainable development. The SDS environmental dimension is composed of two pillars, namely environment and urban development. This outcome of the UNPDF, in addition to responding to these two pillars of the environmental dimension, provides the framework within which UN's support to the economic dimension's energy pillar of SDS is organized. The above noted three relevant pillars of the SDS, in addition to relevant national strategies, including the National Biodiversity Strategy and its actions plans, call for sustainable management of natural resources inclusive of energy and sustainable management of urbanization processes. This outcome supports balanced spatial development and management of land and national resources that accommodates the growing population and ensures improved living standards. Egypt can generate many jobs in areas such as agriculture, solid waste management and renewable energies, particularly solar. Moreover, well-planned urbanization, economic agglomeration and specialization can create many sustainable jobs.

The UN system will build on its historical sectoral work in areas such as agriculture, water, energy, land and waste management, biodiversity conservation and climate change mitigation to devise an integrated and inclusive approach to sustainable development.

**The UN system aims to support national efforts to manage Egypt's natural resources, and its urban environments, in an inclusive, sustainable and productive manner to mitigate environmental hazards and foster a greener economy and society.** This support will also strengthen national capacities to fully participate in, benefit from and comply with international conventions and protocols on biodiversity and climate change.

The key focus areas to be supported in this outcome, inter-alia, include the following:

- Advocate for interventions that promote more efficient and sustainable use of scarce water and agricultural land resources;
- Promote agricultural productivity through supporting refinement and operationalization of agricultural, food security and nutrition policies and strategies;
- Promote containment of encroachment of agricultural land and sustainable urban planning interventions;
- Promote innovative schemes for recycling solid waste for productive use and management of hazardous waste;
- Strengthen the capacity of Egyptian entities for promoting sound management of biodiversity resources, including for eco-tourism and innovative ways of involving communities;
- Enable the Government to fully discharge its obligations under and benefit from facilities offered by relevant global conventions and protocols;
- Support the development and implementation of national and sectoral climate change adaptation plans, tools and programmes;
- Promote energy efficiency, eco-innovation and low carbon development approaches, including promotion of sustainable modes of transport services and public space improvement;
- Promote the use of renewable energies, notably solar;
- Build national capacities for disaster risk reduction; and
- Promote an enabling environment for sustainable urban development.



The above interventions will have a particular focus on turning challenges into opportunities by devising schemes that can generate entrepreneurial opportunities and maximal employment from activities that promote sustainable development. As such, activities under this outcome are expected to directly contribute to the attainment of employment targets highlighted under the inclusive economic development outcome. Activities in this outcome are also expected to provide benefits to youth, who are more likely to be interested in and capable of adopting cutting edge technologies. The success of environmentally sensitive technical innovations is also dependent on success in rendering technical, vocational and entrepreneurship training more effective and ensuring a healthier labour force that are being promoted under the other outcomes of UNPDF.

### 3.5 Women's Empowerment

Women have made great strides in achieving equality and breaking down limitations imposed on their agency by traditional social norms, since the 1960s. This has been reflected in major gains made by Egypt against such MDGs as maternal mortality and girls' access to education. The 2014 Constitution has gone further in removing discrimination against women in areas such as the nationality law. 2017 witnessed the endorsement of the historic 2030 National Women's Empowerment Strategy and has been declared the "Year of Women". The UN wishes to build on this strong foundation to assist the Government in rendering operational its women's empowerment strategy, drawing on the experience it has gained working on women issues in Egypt and its access to best practices globally.

Despite the success Egyptian women have had in terms of access to education, they have not been able to fully translate the increased productive potential this education brings with it into access to quality jobs. At the same time, research has estimated a 34 percent growth

in GDP would be possible if gender parity in employment was achieved<sup>20</sup>. In addition, persistence of traditional social norms has meant that despite laws that ban practices such as early marriage and FGM, these practices persist in the country. Moreover, the 2014 Constitution guarantees 25 percent of seats in Local Councils for women, and an additional 25 percent for youth. The stipulation of a quota of seats for women in the 2015 parliamentary elections saw the number of women members of parliament rise to historic high of 15 percent.

The pace of job creation experienced by Egypt over the past couple of decades has had a particularly negative impact on the prospects of women for accessing decent jobs. One of the challenges has been prevalence of traditional norms that consider men as more deserving of jobs given their role as breadwinners. The traditional preference for boys has exacerbated the difficulty faced by girls in accessing quality skill development services, in a context where such services remain constrained due to systemic problems with the quality of technical and vocational education. Dealing with issues of women's social and economic empowerment must be at the forefront of the UN's support in the economic and social arenas. Such attention will further enable the UN to remain true to the commitment of leaving no one behind and enabling Egypt to meet its obligations under CEDAW.

There is, thus need for devoting an outcome to women's empowerment to address the underlying societal and cultural causes of discrimination against women and ensure rigorous mainstreaming of women's needs throughout the UNPDF. With this in mind, the UNPDF accords particular attention to the needs of women and girls in its activities under the economic, social development and environmental outcomes. The UN will also support national efforts for putting in place a robust system for ensuring the full application of all legal provisions that protect women and

<sup>20</sup> IMF Staff Discussion note: Women, Work and the Economy: Macroeconomic Gains from Gender Equity. 2013. <https://www.imf.org/external/pubs/ft/sdn/2013/sdn1310.pdf>

girls against harmful social practices, such as all form of violence against women, including FGM, and early marriage, in line with the Egyptian Constitution and CEDAW.

The Government has adopted an innovative all of government approach to women's empowerment with the launch of the historic 2030 National Women's Empowerment Strategy. The National Council of Women has been assigned the role of monitoring and reporting on its implementation. The strategy is cognizant of institutional, cultural and structural roots of low levels of economic and political participation of women and persistence of violence against girls and women. It foresees concerted action on multiple fronts in order to create conditions for the full contribution of women to the country's development and enjoyment of rights accorded them in the 2014 Constitution and relevant national legislation.

The strategy has four pillars, namely: (a) women's leadership and political participation; (b) women's economic empowerment; (c) women's social empowerment; and (d) protection of women. The strategy highlights the need for supportive action in changing prevailing cultural norms that discriminate against women and legislative change for the realization of its four-pronged approach.

The UN system plans to support all four dimensions of the national strategy. However, in terms of reporting and clustering of activities those that relate to economic, social empowerment and environment will be covered under the economic development and social justice outcomes of the UNPDF. The activities that relate to support for women's leadership and ensuring respect for and implementation of rights accorded to women in the 2014 Constitution will be reported on under this outcome.

**The UN system's work in women's empowerment is aligned with the national strategy and supports national efforts that aim to ensure women are fully contributing to Egypt's development and all women and**

**girl's rights set forth in the 2014 Constitution are respected, protected and responded to with no discrimination.**

The key focus areas to be supported in this outcome, inter-alia, include the following:

- Changing prevailing cultural norms that discriminate against women;
- Contributing to legislative change across the various areas;
- Raising public awareness on transformative social norms that promote women's rights as collective responsibility;
- Providing sex disaggregated statistics and data;
- Diversifying partnerships for women's empowerment;
- Promoting active youth participation;
- Promoting active participation of men and boys as champions for women's empowerment;
- Enhancing knowledge gathering, analysis, and application & Innovation;
- Exploring innovative financing mechanisms for women's empowerment;
- Promoting formal and informal education for girls and women in rural and urban areas;
- Increasing the capacity of women to engage in leadership positions, including in the judicial sector;
- Increasing the capacity of women to engage in productive economic activity, including in agriculture and the informal economy;
- Expanding provision of public services that reduce the care burden of women;
- Promoting favourable social norms, attitudes and behaviours that prevent violence against women in public spaces and within the household, including early marriage and FGM; and
- Promoting women's empowerment through relevant housing and land policies.



## 4. INITIATIVES OUTSIDE THE RESULTS MATRIX

The signatory agencies of this UNPDF have committed to focus their development cooperation on the four outcomes discussed in Section 3. In addition, one UN agency will undertake supplementary action that will be aligned with the four outcomes of the UNPDF, but falls outside the outcomes. These initiatives are as follows:

1. UNODC will provide support to strengthen the operational capacities to prevent, detect and investigate corruption, money laundering and the financing of terrorism, in addition to ensuring the development and sustainability of an effective AML/CFT framework in compliance with international standards relevant international conventions, and United Nations Security Council resolutions, currently funded by Japan.
2. Moreover, UNODC will provide support to 'Strengthening the Legal Regime Against Terrorism'. To this effect UNODC is training Egyptian prosecutors and judges in the investigation and prosecution of terrorism cases, including providing expertise on the protection of witnesses and criminal justice officers working on cases of terrorism to Egyptian counter-terrorism institutions.
3. IOM and UNODC will additionally assist Egypt in establishing a national framework with regards to migrant smuggling and human trafficking through several ongoing global and regional projects, including strengthening data collection and sharing, inter-agency cooperation, capacity building of criminal justice actors. Directly linked to migrant smuggling and human trafficking, UNODC plans to work with border security, in the field of detection of fraud documents.



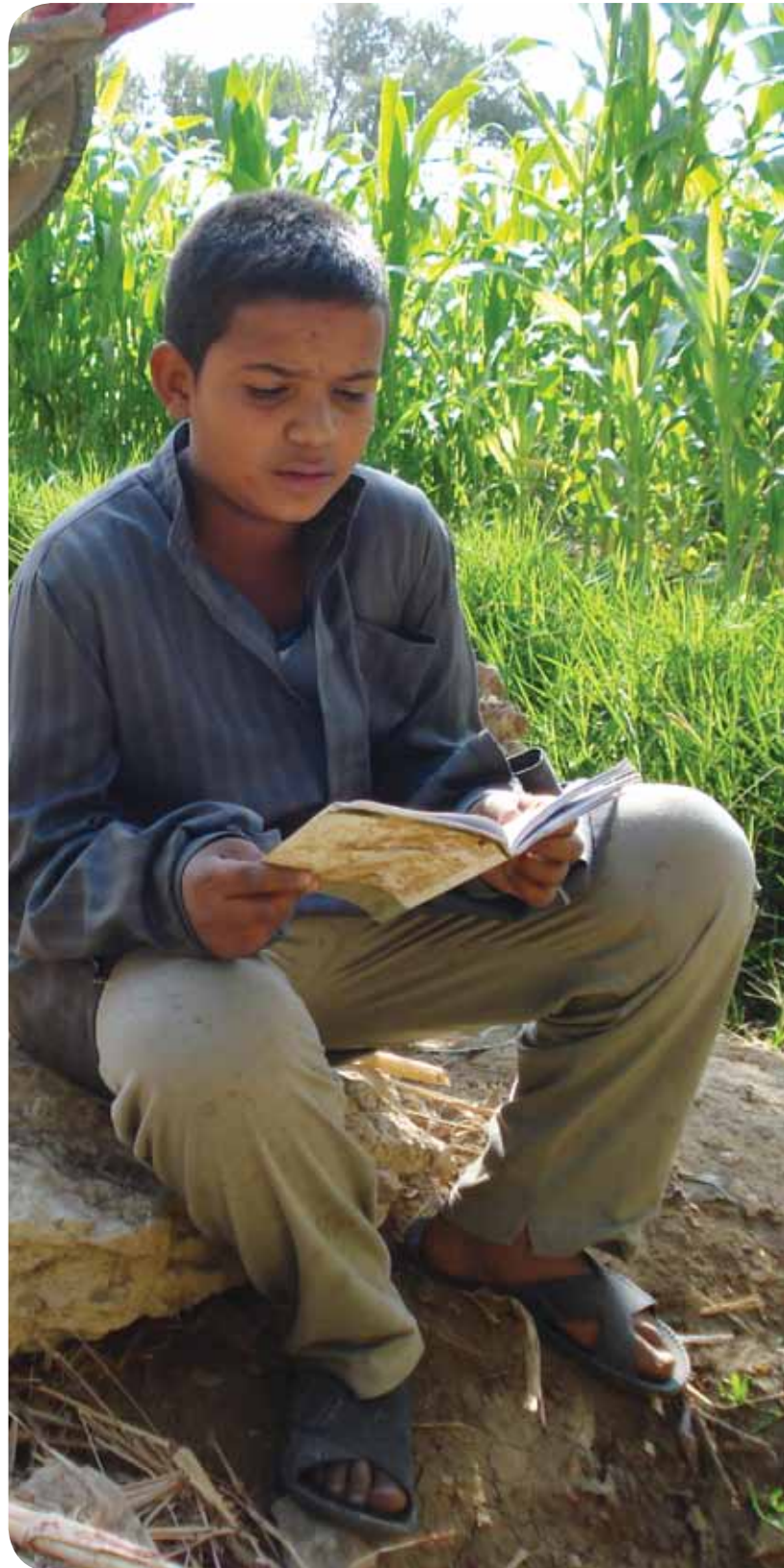
# 5. FINANCING STRATEGY AND RESOURCE REQUIREMENTS

## 5.1 Common Budgetary Framework

The Common Budgetary Framework (CBF) provides an overall picture of the financial resources required, available and projected gap that the UN aims to mobilize to deliver the outcomes of the UNPDF. It includes the total financial resources required to achieve the outcomes, the BoS, the Communication Strategy and the associated coordination costs for the entire five-year cycle of the UNPDF. The CBF is based on best estimates of the finances that will be required by the UN signatories of the UNPDF for achieving the outcomes.

The UNPDF operates with three resource categories:

- 1. Core Resources:** Inter-governmental bodies that govern the operation of UN system entities centrally allocate the core resources.
- 2. Non-Core Resources:** Non-core resources are typically determined bilaterally at the country level and outside the inter-governmental mandates and processes of UN System entities.
- 3. To be mobilized (funding gap):** This is the difference between the required resources to achieve the outcomes of the UNPDF and the resources secured and firmly committed.



## 5.2 Resource Requirements in Summary

Indicative resources required for the implementation of the UNPDF are estimated at USD 1.2 billion. The breakdown by outcome is provided in the table below.

**Matrix 2: Common Budgetary Framework 2018 to 2022**

Outcome Area	Outcome Statement	Resources Projected to be Available			Resources Required	Resources To Be Mobilized
		C <sup>21</sup>	N <sup>22</sup>	G <sup>23</sup>		
Inclusive Economic Development	By 2022 Egypt has adopted inclusive and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job creating economic development	USD 2 million	USD 59 million	USD 86 million	USD 300 million	USD 154 million
Social Justice	By 2022 interim 2030 targets are reached with respect to population and sustainable access to public services notably quality, inclusive, and rights-based social protection, health and education services	USD 19 million	USD 135 million	USD 220 thousand	USD 500 million	USD 346 million
Environmental Sustainability and Natural Resource Management	By 2022 Egypt's natural resources, including urban environments, are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society	USD 500 thousand	USD 33 million	USD 15 million	USD 300 million	USD 252 million
Women's Empowerment	By 2022, women are fully contributing to Egypt's development and all women and girl's rights set forth in the Constitution, are respected, protected and responded to with no discrimination.	USD 18 million	USD 23 million		USD 100 million	USD 60 million
Other	Communicating as One	USD 800 thousand			USD 300 thousand	USD 1.6 million
	Operating as One				USD 100 thousand	
	Central Support Costs, including UNPDF evaluation				USD 2 million	
<b>Total</b>		<b>USD 400 million</b>			<b>USD 1,202,400,000</b>	<b>USD 800 million</b>

A detailed costing at the output level will be provided and updated annually in the JWP for each outcome. It is to be noted that outputs are costed in line with the UNPDF and represent an expression of what is required to achieve the outputs. As such, the costing figures do not represent a commitment of funds available, rather provide an overview of requirements. The expression of financial resources available and gaps is updated regularly by the UNCT collectively.

<sup>21</sup> Core

<sup>22</sup> Non-Core

<sup>23</sup> Government Cost Sharing: The Ministry of Communications and Information Technology, the Ministry of Trade and Industry, the Italian Egyptian Debt for Development SWAP Programme, the General Organization for Physical Planning and the Informal Settlements Development Fund are contributing financially to several UNPDF initiatives.

# 6. IMPLEMENTATION ARRANGEMENTS

## Management Structures

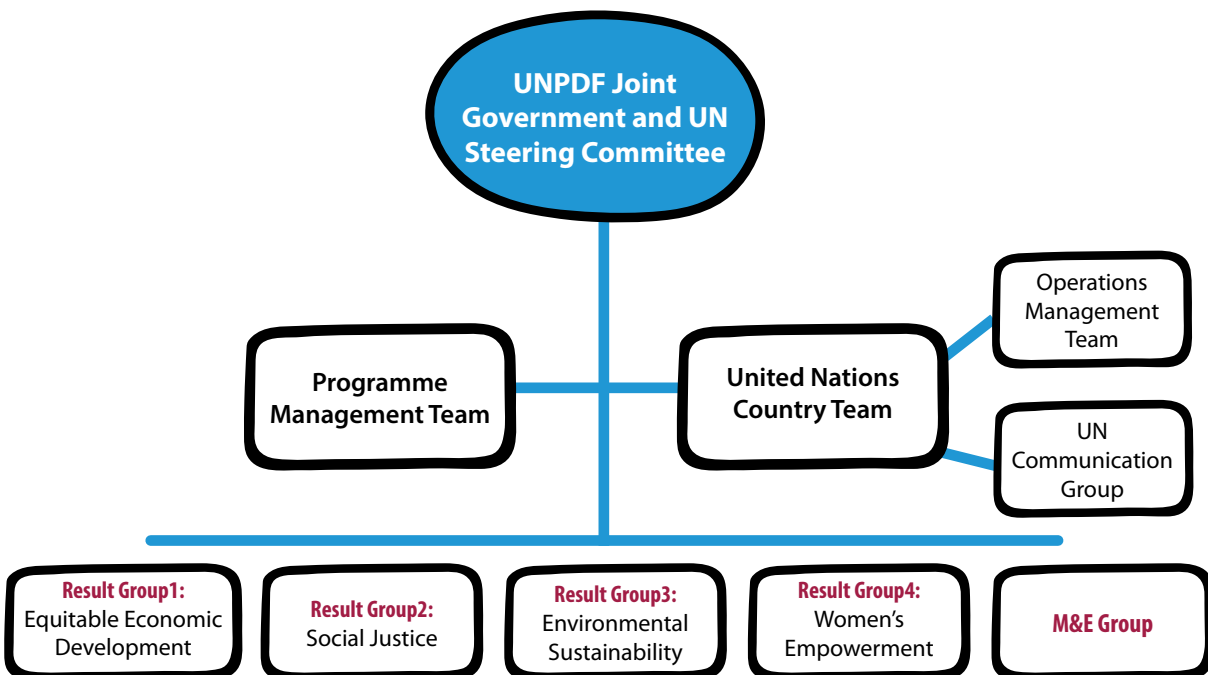
To implement the UNPDF, the UNCT has established clear roles and responsibilities, thereby ensuring effective oversight, coordination, management, partnership arrangements, planning, monitoring and evaluation mechanisms are in place.

In line with the UN’s commitment to national partnership and ownership through, these mechanisms will maximize the use of national systems and available UN competencies and resources. To this effect, the UN will ensure effective implementation, overseen by the Joint Government and UN Steering Committee which is co-chaired by the Minister of Investment and International Cooperation and the UN Resident Coordinator. Moreover, the UNCT is committed to operate in a manner that promotes coherence, ensuring that the principles and approaches for integrated programming is fully considered and applied under the unifying principle of leaving no one behind.

To this end, the UNCT will commit adequate resources to UNPDF management arrangements as outlined in Section 6: Financing Strategy and Resource Requirements. Moreover, the UNCT will ensure to establish the appropriate incentives for staff to consistently contribute to inter-agency mechanisms for delivering on the UNPDF, e.g. integrating this commitment in their performance plans.

In brief, the below management structure will be operational during the life-cycle of the UNPDF:

**FIGURE 1: IMPLEMENTATION ARRANGEMENTS**





## The Joint Government and UN Steering Committee

The Joint Government and UN Steering Committee<sup>24</sup>, co-chaired by the Minister of Investment and International Cooperation and the Resident Coordinator (RC), and composed of members from ministries central to the UNPDF and from the UNCT. It reviews and guides the strategic direction of the UNPDF and the JWPs, providing high-level oversight and support. The JWPs are prepared by the UN as per Egypt's development priorities in coordination with the Ministry of Investment and International Cooperation and are to be approved by the Joint Government and UN Steering Committee.

The Joint Government and UN Steering Committee will meet at least once per year, or more frequent as deemed necessary, during the UNPDF, utilizing the common country results report and annual review, prepared by the UN and shared to the Government of Egypt one month prior to the meeting, to review and discuss data and evidence collected during monitoring for assessing progress against the indicators, horizon-scanning, updating risk analysis, and assessing performance in forming partnerships, resource mobilization and delivery.

The Joint Government and UN Steering Committee may decide to establish ad hoc advisory panels on areas of common strategic interest, e.g. private sector and civil society. These ad hoc panels will support the work of the Joint Government and UN Steering Committee and ensure space and institutional mechanisms to ensure a strategic dialogue with and guidance from key stakeholders during the implementation of the UNPDF. SDGs demand new and innovative partnerships to ensure that no one is left behind. In this respect, a whole-of-society approach is critical. Civil society organizations are the gateway for the UN system to community based action and the UN system has established working relationships dating

back over decades that are critical to its capacity to deliverer sustainable results.

## United Nations Country Team

The UNCT is composed of the RC and Heads, Representatives or Country Directors of UN Agencies, Funds, Programmes and Specialized Agencies operational in Egypt. Moreover, special arrangements will be made to facilitate the inclusion of NRAs contributions to the work of the UNCT. The UNCT and the Egyptian Government oversee the UNPDF planning, implementation and reporting processes. UNCT members are accountable, in addition to the Egyptian Government, to each other for the responsible use of resources, achievement of results.

## Resident Coordinator

Representing the UNSG in Egypt, the RC<sup>25</sup> facilitates the work of the UNCT and supports efforts to towards a strategic positioning of the UN System in the national development context. The Resident Coordinator's Office (RCO) supports the work of the RC. The RCO provides strategic support across five substantive areas: i) Policy and Programme Coherence; ii) SDG Advisory and Advocacy; iii) Communications, Outreach, Advocacy and Partnerships, iv) Results Based Management and v) Business Harmonisation. Moreover, to ensure the effectiveness of the management structures under the UNPDF, the RCO will provide dedicated support, among other in the form of the dedicated staffing secretariat functions under the various teams and groups. The dedicated support will both ensure coherence across the various management groups, but also enable equal opportunities for all UNCT members, including NRAs, to take the strategic leadership in the implementation and oversight of the UNPDF.

<sup>24</sup> Terms of reference, defining the roles and responsibilities of the Joint Government and UN Steering Committee, will be approved at the first regular meeting of the Joint Government and UN Steering Committee.

<sup>25</sup> A generic UNDG endorsed job description for the RC function is available here: <https://undg.org/wp-content/uploads/2017/03/UN-Resident-Coordinator-Job-Description.pdf>



## Programme Management Team

Delegated by UNCT, the Programme Management Team (PMT) provides day-to-day strategic guidance on issues pertaining to: programme issues related to the UNPDF, including: planning, implementation, M&E and mainstreaming of key principles and approaches for integrated programming.

The composition of the PMT will be: i) Head of Agency (chair), ii) senior programme officials of each of member the UNCT, and iii) one representative respectively from the M&E Group, OMT and UN Communication Group (UNCG).

The PMT will be responsible for conducting and overseeing joint analytical work on behalf of the UNCT, thereby contributing to the overall coherence and integration of the four outcomes under the UNPDF.

The PMT is expected to meet on a quarterly basis and will report on results achieved as well as risk and issues requiring the guidance of the UNCT. Specifically, the PMT will be responsible for providing the overall programme coordination and technical support to develop, implement and review the UNPDF with inputs from the M&E Group, and all Results Groups. The PMT will lead the compilation of the annual UNPDF Common Country Results Report. Moreover, the PMT will support the UNCT in identifying key challenges and develop recommendations for achieving the intended outcomes. In collaboration with the UNPDF Results Groups, and other inter-agency working mechanisms, the PMT will lead the preparation of the UNPDF annual review to be presented and approved by the Joint Government and UN Steering Committee.

## UNPDF Results Groups

Four UNPDF Results Groups<sup>26</sup> are established for overseeing the implementation of the outcomes agreed upon. The Results Groups will

be co-chaired, on a rotational basis, by both a relevant Government and UN System entity. To this effect, the UNPDF Results Groups will lead the development of the JWPs, which will highlight key outputs and activities that will contribute to the achievement of the UNPDF outcomes. Under the guidance of the PMT, supported by the RCO, a consolidated UNPDF JWP will be endorsed by the Joint Government and UN Steering Committee.

## Monitoring and Evaluation Group

The M&E Group will support the UNCT, PMT and UNPDF Results Groups to plan and carry out the M&E activities contributing to the achievement of the UNPDF outcomes. Key UNPDF M&E activities include the annual reviews and the UNPDF Evaluation. It provides technical support to strengthen national M&E systems and mechanisms and to ensure the UNPDF M&E process is, to the greatest extent possible, consistent and builds on national M&E systems and mechanisms. Moreover, it provides normative and technical guidance on planning, monitoring and evaluation processes, following results-based management (RBM) principles that are in line with the corporate guidance and standards set by the United Nations Evaluation Group.

## United Nations Communication Group

The UNCG is the principal vehicle for the delivery of Communicating as One objective in Egypt, and brings the UN System's communications resources and skills together under one common umbrella. The main purpose of the UNCG is to strengthen inter-agency cooperation in the field of communications and to increase the media profile of UN's activities. On behalf of the UNCT, the UNCG provides leadership in communications, identifying new and creative

<sup>26</sup> The Joint Government and UN Steering Committee will approve terms of reference for the UNPDF Results Groups.

ways to show how the UNPDF is delivering results and promoting a coherent image of the UN. The UNCG is chaired by the senior representative of the United Nations Information Centre (UNIC) and comprised of communication officers and focal points from all UNCT members in Egypt. The UNCG is accountable to the UNCT, and will report on a regular basis regarding its results.

## Operations Management Team

Delegated by the UNCT, the OMT is responsible for the operationalization of the Operating as One reform agenda ensuring greater harmonization of business progresses. The Chair of the OMT is assumed by a Head of Agency, whereas the members of the OMT is composed of the most senior operations official from each UN Agency, Funds and Programmes, and one representative from the PMT and RCO. The work of the OMT will be supported by a number of task forces established for issues around: Procurement, ICT, Finance, Common Premises and Harmonized Approach to Cash Transfers (HACT), as required. The OMT is accountable to the UNCT, and will report on a regular basis regarding its results.



# 7. MONITORING AND EVALUATION PROVISIONS

The UNCT and the Government of Egypt will systematically monitor the implementation of the UNPDF. A Monitoring and Evaluation Plan is developed and implemented by the M&E Group, in coordination with the Government, to ensure that systematic and high-quality M&E of the UNPDF is conducted, in assessing and demonstrating progress made in achieving expected results.

The M&E Plan highlights mechanisms and modalities for monitoring the achievement of outputs, as detailed in the JWPs prepared by the UNPDF Results Groups, and the contribution towards achievement of outcomes. The M&E Plan ensures that performance information is collected on a regular basis, allowing for evidence-based programme monitoring and decision-making.

The objectives of the UNPDF M&E Plan are to facilitate:

- Tracking of progress in the achievement of results;
- Decision-making on strategies going forward;
- Reviewing and adjustment of assumptions made; and
- Adjustments to resources, both human and/or financial, including strengthening national M&E capacities.

To ensure robust implementation, the Government and the UNCT develop JWP for each outcome, providing a common tool for UNPDF operationalisation at output level. The JWPs provide an explicit link and interface between the UNPDF and individual UN agency programmes. It also provides a common budgetary framework, where all planned and costed programme activities are presented, facilitating reporting and joint resource mobilisation efforts.

The JWPs for each outcome provide the critical tool required for the Joint Government and UN Steering Committee to move forward on UNPDF implementation and M&E.

Annually, the Joint Government of Egypt and UN UNPDF Steering Committee will convene for an annual review, co-chaired by the Minister of Investment and International Cooperation and the RC, bringing together relevant UNCT members, Heads of counterpart Ministries, and relevant Development Partners. Utilizing the common country results report, the review allows for stakeholders to validate progress and results, address challenges and provide strategic orientations going forward.

Monitoring and evaluation will be conducted in coordination with relevant national institutions. The final evaluation, funded by the UN through an independent evaluation that is jointly chosen with the Government of Egypt, will be conducted in the fourth year of implementation of the UNPDF to inform the development of the next UNPDF. The Government and the UN may also jointly agree to conduct a mid-term review if needed. The findings of reviews and evaluations will be shared with the Government of Egypt to guide future programming.

## 8. COMMUNICATION OF RESULTS

Successful implementation of the UNPDF requires effective joint advocacy along with a tailored communications and public information strategy. The UN System's policy, advocacy and communications activities in Egypt are continually enhanced to inform, track, monitor and report on the implementation of the 2018-2022 UNPDF. These commitments are in line with Communicating as One principle, which aim to facilitate coherent messaging and advocacy on normative and operational matters, as well as a consistent and collaborative dialogue with Government and Partners.

Communication continues to play a central role in raising awareness of key development challenges; fostering partnerships and providing a strong and knowledgeable voice on priority policy issues; supporting the Government of Egypt in ensuring the voices of the most vulnerable are heard; and helping the UNCT in Egypt continuing learning and enhancing joint working mechanisms and strong collaboration.

In the context of DaO in Egypt, joint and integrated communication has proven to be an effective instrument in developing a strong and united UN voice on priority development challenges and reaching out to a large audience. At the same time, agency- and mandate-specific messages and communication will continue to help in building the image of a diverse and united UN System, collectively providing relevant and valuable expertise and knowledge in support of the development of the country.

In this regard, a multi-faceted UN advocacy and communications strategy is developed and implemented by the UNCG to support the achievement of results through the 2018 to 2022 UNPDF, also strengthening communication approaches with the Government, development partners, the private sector, civil society and the media. This strategy captures and disseminates UN supported national development results, articulates common UN messages and perspectives, and supports continued public dialogue and debate on national and international development priorities. It further increases the UN System's visibility and capacity to support the advancement of international goals, norms and standards. Combined, these policy, advocacy and communication efforts drive programme results and enhance national capacities to develop and implement results-focused development policies and strategies. The UNCG will put additional emphasis on joint advocacy and promotion of SDGs relating it to achievement of UNPDF outcomes nationally and overall development goals globally.

The communication efforts will strive to:

- Raise awareness about the key development challenges in the country in line with the SDS and other national development priorities;
- Foster partnerships between the UNCT, national authorities in Egypt, civil society and other UNPDF stakeholders;
- Ensure that no one is left behind and that the voices of vulnerable groups in Egypt are heard; and
- Help the UNCT share information and knowledge through joint information-sharing processes, resource centres, mechanisms and events.

# 9. UNPDF RESULTS AND RESOURCES MATRIX

RESULTS	INDICATORS	Risks and Assumptions	UN PARTNERS	MEDIUM-TERM COMMON BUDGETARY FRAMEWORK				
				Total (C)	Projected to be available (A)		To be mobilized (B)	
					C <sup>27</sup>	N <sup>28</sup>		G <sup>29</sup>
<b>OUTCOME AREA 1: Inclusive Economic Development</b>								
<b>Related national development priority or goal:</b> The economic development; and knowledge, innovation and scientific research SDS pillars and the sub-pillar on technical and vocational training; the National Socio-economic Reform Programme; National Population Policy								
<b>Related SDG(s)</b> 1, 8, 9, 12, 16 and 17								
By 2022 Egypt has adopted inclusive and sustainable development pathways and remains on track to achieve agreed targets for sustainable, resilient and job rich economic development	<p><b>Indicator:</b></p> <p>1.1 Labor force size and participation disaggregated by sex, age and governorate</p> <p>1.2 Unemployment rate broken down by sex, age, education level and governorate</p> <p>1.3 Poverty gap between poorest and richest governorates</p> <p>1.4 Ease of doing business rank</p> <p>1.5 Rank of Egypt in the global innovation index</p> <p>1.6 SMEs growth: share of employment in small and medium enterprises</p> <p>1.7 Population growth rate</p> <p>1.8 Manufacturing value added as share of GDP</p> <p>1.9 Agriculture value added as share of GDP</p> <p>1.10 Percentage of children 5-17 years old involved in child labour</p> <p>1.11 Proportion of resources managed by local authorities.</p>	<p><b>Risks:</b></p> <p>Adverse change in global economic context; Limited Migration opportunities for Egyptian labour;</p> <p>Slow implementation of a robust monitoring and evaluation framework;</p> <p>Delays in implementing civil service reform</p> <p><b>Assumptions:</b></p> <p>Success of national population strategy; Increased allocation of public resources to basic social services;</p> <p>Improved quality and relevance of public education;</p> <p>Resumption of normal tourist arrival and stay;</p> <p>Effective coordination mechanisms at a sectoral and multi-sectoral level;</p> <p>Effective implementation of national policies on inclusive access to markets and resources</p>	ILO, UNDP, UNHABITAT, UNIDO, WFP, IOM, UNFPA, FAO, UNESCO, UNV, IFAD, UNWOMEN, UNCTAD, UNICEF	300 m	2 m	59 m	86 m	154 m



<p><b>Baseline:</b>                  1.1) 46.6% (2016)                  1.2) 11.9% (2017)                  1.3) 17% (2013)                  1.4) 126/190 rank (2016)                  1.5) 105/128 rank (2017)                  1.6) 11.70% (2016)                  1.7) 2.42% (2017)                  1.8) 17.07% (2016)<sup>30</sup>                  1.9) 11.93% (2016)<sup>31</sup>                  1.10) 9.3% (2010)                  1.11) 12%</p> <p><b>Target:</b>                  1.1) 53.5%                  1.2) 8.5%                  1.3) 10%                  1.4) 95/190 rank                  1.5) 91/128 rank                  1.6) 17.60%                  1.7) 2.2%                  1.8) 19.57%                  1.9) 14.93%                  1.10) 5%                  1.11) 22%</p> <p><b>Data source:</b>                  1.1) CAPMAS, Labour force survey 2016                  1.2) CAPMAS, Labour force survey 2017                  1.3) CAPMAS, HIECS 2013                  1.4) World Bank, ease of doing business 2014                  1.5) Global innovation index 2017                  1.6) CAPMAS, Labour force surveys 2016*                  1.7) CAPMAS Egypt in Figures, 2017                  1.8) CAPMAS, Ministry of Planning Monitoring and Administration Reform; World Bank trading economics, manufacturing 2016                  1.9) Ministry of Planning Monitoring and Administration Reform; World Bank trading economics, agriculture 2016                  1.10) CAPMAS/ILO, national child labour surveys, Sept. 2010                  1.11) Ministry of Finance</p>		<p>27 Core                  28 Non-Core                  29 Government cost-shared                  30 <a href="https://tradingeconomics.com/egypt/manufacturing-value-added-percent-of-gdp-wb-data.html">https://tradingeconomics.com/egypt/manufacturing-value-added-percent-of-gdp-wb-data.html</a>                  31 <a href="https://tradingeconomics.com/egypt/agriculture-value-added-percent-of-gdp-wb-data.html">https://tradingeconomics.com/egypt/agriculture-value-added-percent-of-gdp-wb-data.html</a></p>
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OUTCOME AREA 2: Social Justice							
Related national development priority or goal: The social justice; health and education pillars of SDS; National Population Strategy; National Housing Strategy;							
Related SDG(s) 1, 2, 3, 4, 5, 8 and 10							
By 2022 interim 2030 targets are reached with respect to population and sustainable access of all people in Egypt to public services notably quality, inclusive and rights-based protection, social protection, health, nutrition and education services	<p><b>Indicator:</b></p> <p>2.1) Value of youth development index</p> <p>2.2) Total fertility rate (disaggregated by age group, wealth quintile and location)</p> <p>2.3) Neonatal mortality rate (number of children aged 0-28 days who die out of 1000 children in the first month of life)</p> <p>2.4) Maternal mortality rate (MMR) per 100 000 live births</p> <p>2.5) Hepatitis C infection rate</p> <p>2.6) Tobacco use among 15-65 years old</p> <p>2.7) Composite indicator for nutrition of children under 5, prevalence of: a) stunting, b) wasting, c) anemia, d) obesity among girls and boys of 5-19 years old (disaggregated by sex, governorate, wealth quintile)</p> <p>2.8) Fraction of households exposed to catastrophic out of pocket health expenditure</p> <p>2.9) Share of public spending on: a) health and b) pre-university education as percent of GDP</p> <p>2.10) Percentage of illiteracy rate among 15-35 years old</p> <p>2.11) Gross enrolment rate for children 3-5 years old (disaggregated by sex, governorate, wealth quintile and type of school)</p> <p>2.12) Dropout rate for basic education for children under 18 years old</p> <p>2.13) Percentage of grade 8 students not reaching the low benchmark learning outcomes in core subjects (i) mathematics, (ii) science measured through international learning assessments, disaggregated by gender</p>	<p><b>Risks:</b></p> <p>Reduction in public revenues;</p> <p>Spread of infectious diseases across borders;</p> <p>Slow implementation of a robust monitoring and evaluation framework;</p> <p>Poor incentives for public servants and resistance to change</p> <p><b>Assumptions:</b> Success of national population strategy;</p> <p>No increase in poverty;</p> <p>Effective coordination mechanisms at a sectoral and multi-sectoral level;</p> <p>Availability of the required human and financial resources</p>	500 m	19 m	135 m	220 k	346 m
UNICEF, WHO, WFP, UNFPA, UNWOMEN, UNHCR, IOM, FAO, UNAIDS, UNODC, UNESCO, ILO, UNDP, UNHABITAT							

	<p>2.14) Prevalence of food insecurity among household</p> <p>2.15) Percentage of population below national poverty line by governorates</p> <p>2.16) Share of public spending on social protection as percent of GDP</p> <p>2.17) Number of poor and vulnerable people covered by social protection system (data available disaggregated by sex, age, location)</p> <p>2.18) Dependency rate</p> <p>2.19) Percentage of population covered by universal social health insurance</p> <p>2.20) Percentage of children aged 1-14 years experienced any violent disciplining method during the past month, (data available disaggregated by sex, age, location, wealth quintile, mothers' education)</p> <p><b>Baseline:</b></p> <p>2.1) 0.53 (138/183 rank), (2016)</p> <p>2.2) 3.5 % (EDHS 2014)</p> <p>2.3) 14/1000 (2014)</p> <p>2.4) 49 (2015)</p> <p>2.5) 7% (2015)</p> <p>2.6) 26% (2015)</p> <p>2.7) a) 21%; b) 8%; c) 27%; d) 33% (WHO 2011-12)</p> <p>2.8) 4.4% (2015)</p> <p>2.9) a) 1.7%; b) 3% (2014)</p> <p>2.10) 20.1% (2016)</p> <p>2.11) 31.7% (2016)</p> <p>2.12) Primary: 0.5% Prep: 4% (School year 2013/2014-2014/2015)</p> <p>2.13) (i) mathematics: 53%; (ii) science: 58% (2015)</p> <p>2.14) 15.9% (2015)?</p> <p>2.15) 27.8% (2015)</p> <p>2.16) 2.3% (2017)</p> <p>2.17) 8 M persons (1.7 M families) (2017) 2.18) 54.96% (2017)</p> <p>2.19) 58% (2015)</p> <p>2.20) 93% (2014)</p>					
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	<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>2.1) 0.635 (118/183)</li> <li>2.2) 3.1</li> <li>2.3) 12/1000</li> <li>2.4) 31</li> <li>2.5) 2%</li> <li>2.6) 24%</li> <li>2.7) a) 15%; b) 4%; c) 20%; d) 25%</li> <li>2.8) 2.1%</li> <li>2.9) a) 3%; b) 5%</li> <li>2.10) 15%</li> <li>2.11) 50%</li> <li>2.12) Primary: 0.2% Prep: 2%</li> <li>2.13) (i) mathematics 50%, (ii) science 55%</li> <li>2.14) 10%</li> <li>2.15) 20%</li> <li>2.16) 3%</li> <li>2.17) 25 M persons (5 M families)</li> <li>2.18) 54%</li> <li>2.19) 100%</li> <li>2.20) 88%</li> </ul> <p><b>Data source:</b></p> <ul style="list-style-type: none"> <li>2.1) Global Youth Development Index, 2016</li> <li>2.2) EDHS (2014), Ministry of Health and Population</li> <li>2.3) EDHS; UN interagency group for infant mortality (IGME), WHO EMRO</li> <li>2.4) CAPMAS, Ministry of Health and Population 2015</li> <li>2.5) Ministry of Health and Population, 2015</li> <li>2.6) WHO global action for prevention and control of NCDs; Ministry of Health and Population-Egypt health issues survey</li> <li>2.7) EDHS 2014, WHO Obesity report; National action plan for prevention &amp; control of NCDs in Egypt</li> </ul>				
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OUTCOME AREA 3: Environmental Sustainability and Natural Resource Management								
Related national development priority or goal: The environment; urban development and energy pillars of SDS; National Agricultural Strategy; National Housing Strategy; National Water Resources Strategy								
Related SDG(s) 6, 7, 11, 13, 14 and 15								
By 2022 Egypt's natural resources, and its urban environments, are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society	<p><b>Indicator:</b></p> <p>3.1) Ratio of total Water consumption in agriculture area of Land</p> <p>3.2) Percentage of natural reserves areas to total area of Land</p> <p>3.3) Percentage of slums to total urban areas</p> <p>3.4) Percentage of population at risk of climate change induced hazards</p> <p>3.5) Percentage of renewable energy use in electricity generation</p> <p>3.6) Reduction of the expected increasing of Green House Gases (GHG) emissions</p> <p>3.7) Use of ozone depleting substances – amount of ODS phasing out</p> <p>3.8) Number of people per inhabited area</p> <p>3.9) Number of national units capacitated for better integrated water resources management (IWRM) implementation in Egypt</p> <p>3.10) Number of schools and local communities engaged in non-formal environmental education and awareness programs</p> <p>3.11) Urban ratio</p> <p><b>Baseline:</b></p> <p>3.1) 62.15 m3/ha (2016)</p> <p>3.2) 14.6% (2013)<sup>32</sup></p> <p>3.3) 37% (2015)<sup>33</sup></p> <p>3.4) 37% (2011)<sup>34</sup></p> <p>3.5) 8.7% share of RE in electricity generation (2014-2015)</p> <p>3.6) 272 Million tons CO2-emissions equivalent (2015)<sup>35</sup></p> <p>3.7) 386.27 ODP tons (2015)<sup>36</sup></p> <p>3.8) 1163/km2(2016)<sup>37</sup></p> <p>3.9) 22 (2014)<sup>38</sup></p> <p>3.10) 20 (2016)<sup>39</sup></p> <p>3.11) 47%</p>	<p><b>Risk:</b></p> <p>Worsening trends of global warming; Disruptions/reductions in access to Nile water;</p> <p>Slow implementation of a robust monitoring and evaluation framework</p> <p><b>Assumptions:</b></p> <p>Success of national population strategy;</p> <p>Effective coordination mechanisms at a sectoral and multi-sectoral level</p>	UNIDO, FAO, UNDP, UNHABITAT, WFP, IOM, UNFPA, UNISDR, IFAD, UNESCO, UN ENVIRONMENT, ILO, UNICEF, WHO	300 m	500 k	33 m	15 m	252 m

	<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>3.1) 100</li> <li>3.2) 20%</li> <li>3.3) less than 20%</li> <li>3.4) 0%</li> <li>3.5) 20% of share of RE in electricity generation</li> <li>3.6) 269 million</li> <li>3.7) 251.08 ODP tons (35% reduction of the baseline)</li> <li>3.8) 1119/ km2</li> <li>3.9) 45</li> <li>3.10) 60</li> <li>3.11) 50%</li> </ul> <p><b>Data source:</b></p> <ul style="list-style-type: none"> <li>3.1) Ministry of Agriculture, CAPMAS</li> <li>3.2) Ministry of Environment</li> <li>3.3) Ministry of Housing reports, 2015</li> <li>3.4) National Strategy for Adaptation to Climate Change and Disaster Risk Reduction 2011; Ministry of Water, Resources and Irrigation</li> <li>3.5) Ministry of Electricity; CAPMAS, industrial statistics</li> <li>3.6) World Resource Institute, June 2015 and Ministry of Environment-EEAA, 2009</li> <li>3.7) World Resource Institute, June 2015 and Ministry of Environment-EEAA 2011</li> <li>3.8) CAPMAS, Egypt in Figures, 2016; UNFPA, population situation analysis 2016</li> <li>3.9) Ministry of Water, Resources and Irrigation, reports 2014</li> <li>3.10) Ministry of Education, environmental education and training, 2016</li> <li>3.11) General Organisation for Physical Planning</li> </ul>					
<p>32 <a href="http://www.egyptchm.info/wp-content/uploads/2014/10/Protected-Areas_png.pdf">http://www.egyptchm.info/wp-content/uploads/2014/10/Protected-Areas_png.pdf</a></p> <p>33 <a href="http://english.ahram.org.eg/NewsContent/3/12/133981/Business/Economy/Slums-make-up-of-Egypt-urban-areas-Official.aspx">http://english.ahram.org.eg/NewsContent/3/12/133981/Business/Economy/Slums-make-up-of-Egypt-urban-areas-Official.aspx</a></p> <p>34 <a href="http://www.adaptation-undp.org/explore/northern-africa/egypt">http://www.adaptation-undp.org/explore/northern-africa/egypt</a></p> <p>35 <a href="http://www.eeaa.gov.eg/8080/english/main/allnews.asp?Article_id=40">www.eeaa.gov.eg/8080/english/main/allnews.asp?Article_id=40</a></p> <p>36 <a href="http://www.eeaa.gov.eg/portals/0/eeaaReports/SoE2012En/PART%20(1)%20AIR/Chapter%203%20-Ozonelayer%20protection.pdf">http://www.eeaa.gov.eg/portals/0/eeaaReports/SoE2012En/PART%20(1)%20AIR/Chapter%203%20-Ozonelayer%20protection.pdf</a></p> <p>37 <a href="https://egypt.unfpa.org/sites/default/files/pub-pdf/PSA%20Final.pdf">https://egypt.unfpa.org/sites/default/files/pub-pdf/PSA%20Final.pdf</a></p> <p>38 <a href="http://documents.worldbank.org/curated/en/561611468234311417/pdf/341800EGY0whit11public10Action0Plan.pdf">http://documents.worldbank.org/curated/en/561611468234311417/pdf/341800EGY0whit11public10Action0Plan.pdf</a></p> <p>39 <a href="http://unesdoc.unesco.org/images/0015/001562/156217eo.pdf">unesdoc.unesco.org/images/0015/001562/156217eo.pdf</a></p>						

OUTCOME AREA 4: Women's Empowerment					
Related national development priority or goal: 2030 National Women's Empowerment Strategy					
Related SDG(s) 1, 2, 3, 4, 5, 8 and 16					
By 2022, women are fully contributing to Egypt's development and all women and girl's rights set forth in the 2014 Constitution, are respected, protected and responded to with no discrimination.	<p><b>Indicator:</b></p> <p>4.1) International rank of Egypt on the WEF's gender gap index</p> <p>4.2) Percentage of women in senior management posts in the public sectors (disaggregated by age and profession)</p> <p>4.3) Percentage of women in parliament</p> <p>4.4) Percentage of women between 20-24 that married before 18</p> <p>4.5) Percentage of ever-married women age 15-19 who have been circumcised (FGM/C)</p> <p>4.6) Percentage of ever-married women age 15-49 who have ever experienced physical violence committed by their husbands</p> <p>4.7) Percentage of women with bank accounts</p> <p>4.8) Percentage of women owning agricultural land</p> <p>4.9) Female Economic Participation</p> <p>4.10) Number of Women owning a business</p> <p><b>Baseline:</b></p> <p>4.1) 134/144, (0.614) (2017)<sup>40</sup></p> <p>4.2) 22.4 % (2015)<sup>41</sup></p> <p>4.3) 15% (2015)</p> <p>4.4) 17.4% (2014)<sup>42</sup></p> <p>4.5) 87.6% (2014)</p> <p>4.6) 25.2% (2014)</p> <p>4.7) 9.3% (2014)</p> <p>4.8) 6.4% (2017)<sup>43</sup></p> <p>4.9) 23% (2016)</p> <p>4.10) 2% (2016)</p>	<p><b>Risks:</b></p> <p>Decline in rate of job creation;</p> <p>Persistence of harmful social norms and practices;</p> <p>Persistence of pockets of extreme poverty;</p> <p>Slow implementation of a robust monitoring and evaluation framework</p> <p><b>Assumptions:</b></p> <p>Success of national population strategy;</p> <p>Allocation of sufficient public resources;</p> <p>Willingness of national partners and donors to support women's networks;</p> <p>Effective multi-sectoral coordination mechanisms</p>	UNWOMEN, UNDP, WFP, UNICEF, UNFPA; IOM, UNHCR, UNESCO, UNAIDS, UNODC, FAO, ILO, UN HABITAT, UNIDO, WHO	100 m	18 m
				23 m	-
					60 m

	<p><b>Target:</b>                      4.1) 124/144                      4.2) 27%                      4.3) 35%                      4.4) 8.7%                      4.5) 55%                      4.6) 12.6%                      4.7) 18%                      4.8) 11%                      4.9) 25%                      4.10) 7%</p> <p><b>Data Source :</b>                      4.1) World Economic Forum (WEF), the Global Gender Gap Report 2017                      4.2) CAPMAS, Women and Men in Egypt 2015                      4.3) Ministry of Interior 2015 4.4) EDHS 2014                      4.5) EDHS 2014                      4.6) EDHS 2014, CAPMAS                      4.7) World Bank, Global Findex 2014                      4.8) Ministry of Agriculture and Land Reclamation 2017; CAPMAS                      4.9) CAPMAS, Labor force survey, 2016                      4.10) CAPMAS, Labor force survey, 2016</p>					
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40 <http://www.egyptindependent.com/egypt-ranks-134th-wef-global-gender-gap-report/>  
 41 [www.undp.org/content/dam/undp/library/corporate/.../2018/.../DPDCPEGY3.docx](http://www.undp.org/content/dam/undp/library/corporate/.../2018/.../DPDCPEGY3.docx)  
 42 <http://www.girlsnotbrides.org/child-marriage/egypt/>  
 43 <https://www.egypttoday.com/Article/1/12506/Egyptian-women-only-own-6-4-of-agricultural-land>

\* Notes: employed persons in enterprises of 10 to 49 employees, as per the labor force survey categorization

- **Resources projected to be available (A):** These are funds available from all sources and already secured (including under contract) at the time of the CBF preparation. They can include core/regular budget funds, as well as donor contributions received in country, allocated from headquarters or regional levels, and/or received through global funds and multidonor trust funds. They include confirmed donor resources, plus all pipeline funds under negotiation by UN organizations, and any expected potential resource contributions from other sources.
- **To be mobilized (funding gap) (B):** This is the difference between resources already secured and firmly available, and resources required to implement the UNDAF. This gap should be based both on needs and realistic projections of new resources that can be mobilized.
- **Total (C):** This is the total estimated cost of implementing the UNDAF. It is the sum of the available resources (A) and the resources to be mobilized (B).

# ANNEX 1: LEGAL CLAUSES

## 1.1 Partnerships, Values and Principles

Whereas the Government of Egypt (hereinafter referred to as “the Government”) has entered into the following:

- a. WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 19 January 1987. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNPDF together with a work plan (which shall form part of this UNPDF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- b. With the United Nations Children’s Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 15 March 1999.
- c. With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and

UNHCR on 10 February 1954.

- d. With the World Food Programme a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 5 September 1968.
- e. With an exchange of letters or other agreement between UNFPA and the Government for the mutatis mutandis application of the UNDP SBAA to UNFPA
- f. With UNIDO the Agreement between the Government for the establishment of the UNIDO Office as established in 27 November 1997.
- g. With the Food and Agriculture Organization of the United Nations the Agreement for the opening of the FAO Representation in Egypt on 13 April 1978.
- h. For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency’s governing structures. The UNPDF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

## 1.2 Programme Management and Accountability Arrangements

The programme will be nationally executed under the overall co-ordination of the Ministry of Investment and International Cooperation (Government Co-Coordinating Authority).



Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The UNPDF will be made operational through the development of joint work plan(s) (JWPs) and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNPDF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNPDF and joint or agency-specific work plans and / or project documents.

**For those UN system agencies following HACT procedures:**

All cash transfers to an Implementing Partner are based on the Work Plans (WPs)<sup>44</sup> agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
  - a. Prior to the start of activities (direct cash transfer), or
  - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

<sup>44</sup> Refers to results Groups' or agency specific annual, bi-annual or multiyear work plans

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN<sup>45</sup> Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.



<sup>45</sup> For the purposes of these clauses, "the UN" includes the IFIs.

### 1.3 Resources and Resource Mobilization Strategy

The UN system agencies will provide support to the development and implementation of activities within the UNPDF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided through Non-Governmental [and Civil Society] organizations as agreed within the framework of the individual work plans (WPs) and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.<sup>46</sup> The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the UNPDF. These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

<sup>46</sup> For the purposes of these clauses, "the UN" includes the IFIs.

#### For those UN system agencies following HACT procedures

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner as per UN system agency schedule.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within five working days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

### 1.4 Monitoring and Evaluation

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific

clauses of their engagement documents/ contracts with the UN system agencies’

2. Programmatic monitoring of activities following the UN system agencies’ standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.
4. The Supreme Audit Institution (SAI) may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.

## 1.5 Commitments of the Government

The Government will support the UN system agencies’ efforts to raise funds required to meet the needs of this UNDAF and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies’ efforts to raise funds for the programme from other sources, including the private sector both internationally and in Egypt; and by permitting contributions from individuals, corporations and foundations in Egypt to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars). The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph 11.1 above in the section on Basis of the Relationship.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the “General Convention”) or the Convention on the Privileges and Immunities of the Specialized Agencies (the “Specialized Agencies Convention”) to the Agencies’ property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

**For those UN system agencies following HACT procedures**

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA, UNICEF or WFP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply. In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNFPA, UNICEF or WFP will provide UN system agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA, UNICEF or WFP, together with relevant documentation;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and [UN organization]. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.



- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNFPA, UNICEF or WFP that provided cash and where the SAI has been identified to conduct the audits, to the SAI so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA, UNICEF or WFP.
- Undertake timely actions to address the accepted audit recommendations. Report on the actions taken to implement accepted recommendations to the UN system Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG on a quarterly basis or as locally agreed.

Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).





## ANNEX 2: OPERATING AS ONE

The UNGA and Economic and Social Council (ECOSOC) resolutions have called on the UN System to harmonize business operations, with the aim of reducing operational transaction costs and duplication of the operational support to programme delivery.

The UNSG, through a study involving experts at the country level, unveiled the need for results-based planning and monitoring activities to strengthen strategic thinking and prioritization of harmonization efforts with a focus on the highest value added. The Business Operations Strategy (BoS) was created in 2012 as the UNDG response to these needs and requests.<sup>47</sup>

The Operations Management Team (OMT), delegated by the UNCT, will during the first quarter of 2018 finalise the development of the BoS, which will guide the UNCT collective efforts to enhance the efficiency and effectiveness in UN business operations during the implementation of the 2018 to 2022 UNPDF.

Business Operations is broadly defined as the “non-programmatic activities needed to deliver UN programmes efficiently and effectively.” As such this includes a wide range of operational processes, tasks and infrastructure development and maintenance, including but not limited to: Procurement, logistics, administration and transport, ICT, human resources, finance, use of Harmonized Approach to Cash Transfers (HACT), and common facility services. Business operations aim to enhance operational monitoring, evaluation, and reporting efforts, and, thus, to advance the harmonization of business operations at the country level. In short, they present the technical equipment, the essential toolkit, to enable an effective and efficient implementation of UNPDF. As part of the UNDG endorsed SOPs, Operating as One, is one of the core pillars, which is considered as a

key enabler for sustainable development. With the finalization of the Egypt BoS, the UN will have a strategic framework, encouraging results oriented approaches to planning, management and implementation of harmonised business processes.

Finally, in Egypt the BoS will contribute to deliver operational effectiveness and efficiency vis-à-vis five principal drivers for Operating as One at country level, namely:

1. Enhancing development results through strengthened linkages between the One Programme and business operations enabling efficient programme delivery;
2. Strengthening collaboration between the Government of Egypt and the UN as a strategic, coherent and cost-effective partner working together as One;
3. Reducing operational costs through the reduction of monetary and labour costs realized by leveraging economies of scale, simplifying procedures and reducing duplications in UN operational transactions and processes;
4. Increasing quality of business services for both resident and nonresident agencies with reinforced links to UN programme efforts under the One Programme; and
5. Further enhancing transparency and accountability for the delivery of joint operational results through improved monitoring of expenditures and results.

<sup>47</sup> <https://undg.org/business-operations/>