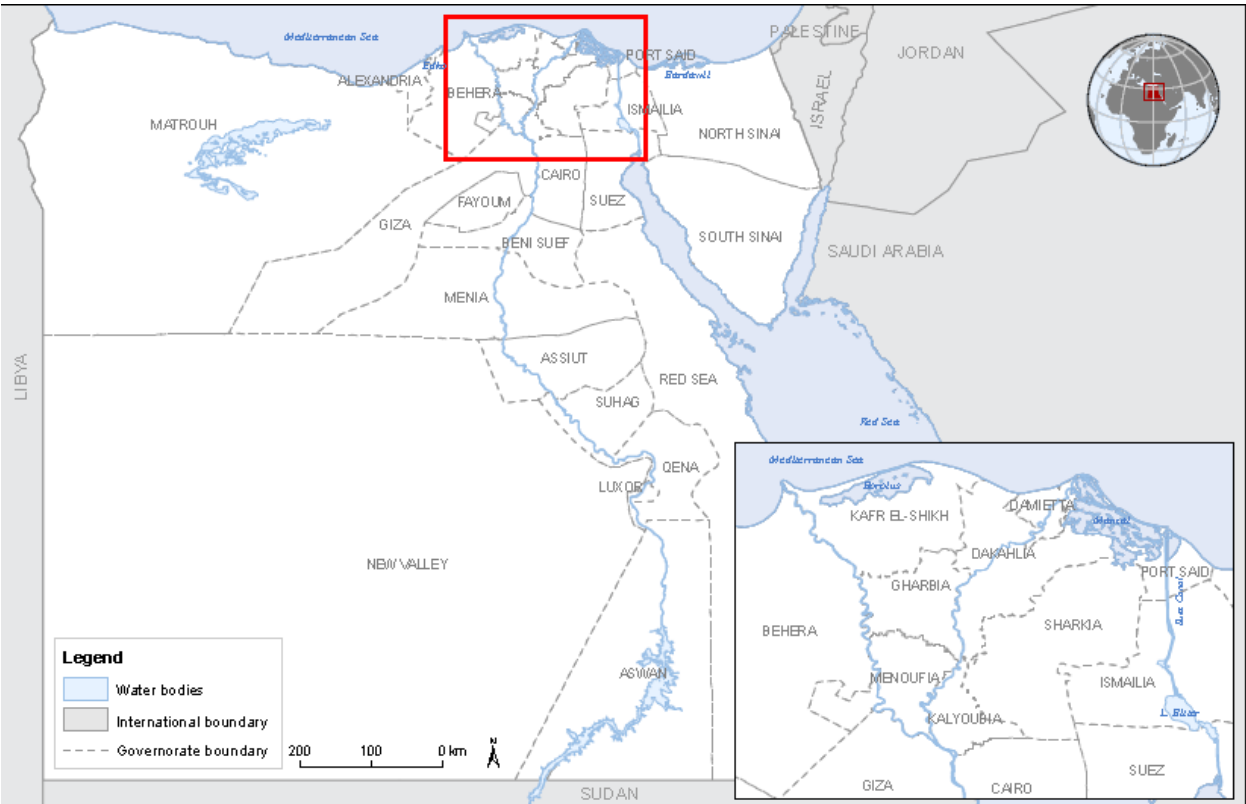


EGYPT UNITED NATIONS ASSISTANCE FRAMEWORK 2013-17 INDEPENDENT REVIEW



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

BARBARA ORLANDINI, PHD
GIHAN A. SHAWKI, PHD
FOR THE UNITED NATIONS IN EGYPT

TABLE OF CONTENTS

Table of contents	2
Acronyms	5
Executive Summary.....	6
Introduction	10
Background and purpose.....	10
Evaluation context	11
Methodology	12
Constraints	13
Findings	14
Relevance.....	14
Efficiency & UN Coordination	15
Effectiveness.....	18
Sustainability	22
Conclusions and Lessons-learned	23
Recommendations	25
Short-term Recommendations	25
Recommendations for the next UNDAF cycle	25
Coordination/Governance.....	25
Design and focus.....	26
communication and partnerships.....	27
ANNEXES:	28
Evaluation Matrix.....	28
UNDAF Alignment to Vision 2030.....	34

Bibliography.....	41
Publications and Reports	41
Working Documents	42
List of people interviewed	43
International Partners	43
Government of Egypt/National Partners.....	43
United Nations.....	43
List of Focus Group Discussions	43
Agenda of National Technical Review Consultation	44
Outline of interviews	45
Online survey form	47
Terms of reference of national and international consultants.....	47

LIST OF FIGURES AND TABLES

Figure 1: Are the current UNDAF priority areas and outcomes still relevant to address the country's needs? Distribution of respondents by type of work	14
Figure 2: To what extent has the UNDAF been useful in guiding your organization, office programmes and activities? Distribution of respondents according to their opinion by their type of work	15
Figure 3: In what ways could transaction costs be further reduced in the current/next UNDAF? Distribution of respondents by type of work.....	16
Figure 4: To what extent outcomes are being achieved with the appropriate amount of resources and maintenance of minimum transaction cost? Distribution of respondents by type of work	16
Figure 5: Are the existing UNDAF coordination and monitoring mechanisms effective in your view? Distribution of UN respondents.....	17
Figure 6 To what extent the UNDAF contributed to create new synergies and effectively engage NRAs? Total responses.....	18
Figure 7: To what extent is progress being made towards the achievement of the outcomes set in the UNDAF? Weighted average by priority area and respondent's type of work.....	19
Figure 8: 2014-15 Delivery against resources committed in the UNDAF (pro-rated).....	20

Figure 9: Is the UNDAF promoting effective partnerships and strategic alliances around the main UNDAF priority areas? Distribution of respondents by their type of work.....21

Figure 10: to what extent is the UNDAF effective in benefiting the most disadvantaged groups and ensuring inclusion in its design and implementation? Distribution of respondents by their type of work22

Figure 11: To what extent is the UNDAF strengthening the capacities for data collection and analysis to ensure disaggregation by ethnicity, gender, geographic location? Distribution of respondents by their type of work22

Table 1 Respondents by category.....12

Table 2: Do you think that the UN comparative advantages (its universal value of impartiality, multilateralism, international standards as well as agencies' specific mandates and expertise are being effectively leveraged?.....17

Table 3: Do you think that through the UNDAF institutional capacities are being strengthen enough in order to sustain the results after its completion? Please reflect on the overall UN programmes and/or by priority area.23

ACRONYMS

AFDB	African Development Bank
CAA	Cairo Agenda for Action
CCA	Common Country Assessment
DAC	Development Assistance Committee OF THE OECD
DPG	Development Partners Group
FAO	Food and Agricultural Organization
FGM/C	Female Genital Mutilation/Cutting
GoE	Government of Egypt
NRA	Non Resident Agencies
OECD	Organization for Economic Cooperation and Development
OHCHR	Office of the High Commissioner on Human Rights
RBM	Result Based Management
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
ILO	International Labour Organization
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MIC	Middle Income Country
OMT	Operations Management Team
SDG	Sustainable Development Goal
ToC	Theory of change
UIS	UNESCO Institute for Statistics
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCAC	United Nations Convention Against Corruption
UNCDF	United Nations Capital Development Fund

UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCWA	United Nations Economic and Social Council for Western Asia
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational , Scientific and Cultural Organization
UNFCCC	UN Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNISDR	United Nations Office for Disaster Risk Reduction
UNRC	UN Resident Coordinator
UN WOMEN	United Nations Entity for Gender Equality and Women’s Empowerment
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNWTO	United Nations World Tourism Organization
UNSSC	United Nations System Staff College
UNV	United Nations Volunteers
WFP	World Food Programme
WHO	World Health Organization
WB	World Bank

EXECUTIVE SUMMARY

The United Nations Country Team (UNCT) together with the Government of Egypt (GoE) and other national partners finalised the UN Development Assistance Framework (UNDAF) for the period 2013-17 in 2011. However its signature and implementation was delayed to 2013 in view of the political transition that the country experienced. The UNDAF outlines the collective contribution of the UN agencies (resident and non-resident) to address the development priorities of the country as defined in the Situation Analysis (Key Development Challenges facing Egypt) independently commissioned by a multi-stakeholders group in 2010, including the government and the UN. In line with this analysis, the UNDAF 2013-17 featured five main priority areas, namely:

1. Poverty Alleviation through Pro-poor Growth and Equity
2. Quality Basic Services
3. Democratic Governance
4. Food Security and Nutrition
5. Environment and Natural Resources Management

Under each area a total of 24 outcomes were identified towards whose achievement UN agencies' programmes and projects were formulated and implemented.

In December 2015 a Steering Committee meeting of the UNDAF was held deliberating that a review of the UNDAF was due in order to reassess its relevance against the evolving country context as well as evaluate its overall implementation to date. This process will provide recommendations for the continued implementation of the current UNDAF and for the development of the next one.

The review was conducted by two external, independent consultants (one international, one from Egypt) during the month of April 2016. The team analysed a vast array of documents related to the UN programmes in Egypt as well as relevant government plans and reports. An eight-day consultation mission was carried out in Cairo from 7 through 14 April, which included 18 bilateral meetings and 4 focus group discussions, including a one-day workshop with national counterparts. Desk review and face-to-face interviews/discussions were complemented by a survey administered to all relevant partners (for a total of 68 respondents).

The review was guided by four main evaluation criteria: relevance, effectiveness, efficiency (including UN Coordination), sustainability. Information collected were analysed through these four main lenses and triangulated for validation and conclusions.

SUMMMARY OF FINDINGS

While the **relevance** of the UNDAF's broad priorities to the country's needs has been confirmed by the review, new opportunities emerged since its inception, including the global launch of the 2030 sustainable development agenda, the issuance of Egypt's Vision 2030 and a new Constitution promulgated in 2014, which needs to be taken into consideration in the continuing implementation of the UNDAF and for the next programme cycle. Furthermore the review noted that, in spite of its thorough and participatory drafting process (which is to be commended), the UNDAF was able only in a limited way to strategically guide the work of the UN agencies in Egypt. A gap between its high level joint planning process and actual programme implementation is perceived, which affects to a certain extent its effectiveness. However the review also concluded that the UN system is a

valuable partner to Egypt and has a clear role to play in support of the new Sustainable Development Strategy of the GoE (Vision 2030) as it aligns to the post-2015 development agenda, leveraging its international expertise and networks, its convening power, strong partnerships at national and subnational level, as well as its ‘capital brand’.

In terms of **effectiveness**, the review takes stock of the noteworthy progress made in several areas of work, including on social protection (comprising also food subsidy reform), employment generation, violence against women, women’s empowerment, prenatal healthcare, maternal health, anti-corruption, energy efficient lighting systems, urban/land planning, population strategy, school feeding programmes and local integrated development among others. However, some programmes have clearly lost traction in the current context and hence made little progress, such as those related to some aspects of its third pillar. The review also highlighted new emerging priorities (as mentioned above) as well as a renewed focus on youth, gender equality, education, and urban development/planning. It should also be emphasized that many of the respondents to the questionnaire (almost half of them) were not able to judge the progress made by the UN in achieving the UNDAF outcomes, possibly indicating that further efforts should be made to engage partners in programme implementation and monitoring as well as better communicate on UN operations in the country.

When it comes to **efficiency** and **UN coordination**, there are a number of findings that suggests opportunities for improvement. Transaction costs of ‘doing business’ with the UN is considered somewhat high: 65% of the respondents to the survey rated UN operations slightly or only moderately cost-efficient and 75% suggest that more effective coordination at national level is needed in order to reduce costs; another 43% advocates for more joint programmes. The review found that synergies across UN agencies’ programmes could be improved and that sometimes there is still competition for resources. Existing coordination mechanisms could be more effective and there are possibly opportunities in the future to better integrate them with the coordination structures of the wider development community (including the Development Partners’ Group – DPG). Communication on ongoing/planned programmes can also be improved allowing for easy retrieve, sharing of information, and sectoral coordination. Successful joint coordination and implementation around social protection, HIV, and the joint integrated development effort in Upper Egypt (HAYAT) are held as positive examples to be expanded to other areas. The efficiency and effectiveness of development programmes’ implementation has also been affected by the overall bureaucratic process which could be further streamlined. In some instances, delays in this respect reportedly led to the return of funds to the donor country.

Lastly, in terms of **sustainability** of the development programmes implemented under the UNDAF, it was possibly too early to judge and many of the stakeholders responding to the survey, as well as during interviews, could not respond to questions related to the capacity of UN programmes’ results to be sustained over time, once activities were completed. Those who replied were only mildly positive in this regard. In particular, it was consistently noted that M&E systems should be strengthened to allow for proper follow-up. The importance of scaling up projects to the national level and embedding in programmes’ design a strategy for its sustainability was also underlined. Capacity building of national counterparts is also key in this regard with high staff turn-over somewhat hindering progress.

CONCLUSIONS AND RECOMMENDATIONS

Recommendations herewith provided should be read together with the full report which describes the overall the current country context and its reported challenges and opportunities. The review sets forward two main sets of recommendations: short-term (to be considered for the continued implementation of the UNDAF up to 2017) and long-term, for the formulation of the next UNDAF.

Short-term recommendations concern the alignment of UN **programmes** to national priorities and in particular with the Vision 2030 and the SDGs (an alignment table is provided in the full report) and the provision of policy advice, technical assistance and advocacy to advance the SDGs in line with the Vision 2030. In the remaining period of the UNDAF implementation an enhancement of **communication** flow and **coordination** mechanisms with national partners is suggested, including a mapping of ongoing/planned interventions particularly in the areas of women's empowerment, job creation/MSEs, rural development/agriculture and education; establishment of an effective Aid Information Management System (AIMS); and restructure of the UNDAF Steering Committee to make it a more effective decision-making body and a forum to guide the implementation of the UNDAF.

Recommendations for the next UNDAF cycle are grouped under the following main headings: coordination/governance, design and focus, and communication/partnership, which reflect the nature of the overall conclusions.

COORDINATION/GOVERNANCE

1. The overall governance and coordination structure of the next UNDAF should be headed by a Steering Committee with clear joint ownership by the MoIC and the RC.
2. Advocate/support the establishment of a GoE/International Partners joint forum for aid effectiveness including thematic groups.
3. A second layer to the UNCT, bringing together the key programme staff of the agencies' involved in the UNDAF implementation, could be considered in order to ensure that UNCT-defined strategies are translated into coherent programmatic approaches. This should be chaired by a Head of Agency.
4. Specific coordination mechanisms at the programme level should be designed to jointly plan and implement different agencies' activities towards shared results.
5. The UNDAF design and implementation should be supported by the M&E task force, whose role is to advise on the development of sound M&E frameworks and how to effectively use them to monitor progress.
6. In parallel with the development of the UNDAF, consider developing a Business Operations Strategy (BOS) through the OMT, to identify opportunities for efficiency gains in the implementation of the UNDAF.

DESIGN & FOCUS

7. Given the multi-dimensional nature of the SDGs the UNDAF formulation process should ensure an integrated approach to development and the role of the UN system in the country.
8. To develop the CCA it is suggested to integrate existing country analyses with a review of the UN comparative advantages and through the lenses of UN values and principles. This will provide the basis for the articulation of the UNDAF's ToC.
9. Placing the SDGs and the Vision 2030 as end goals, the consultation process should aim at developing shared ToCs on the changes that should be taking place with the support of the UN in order to reach the goals.
10. Clearly outline the ToC underpinning the choice of priority areas for the UN system in Egypt in order to provide a conceptual guidance (and accountability framework) for the development of agencies' country strategies.
11. Identify a few key strategic issues where there is a clear added value (and reduction of transaction costs) for joint planning and implementation and where a results-based coordination mechanism will be needed.
12. In order to enhance sustainability and effectiveness of UN programmes, the establishment of Project Management Units should be avoided; capacity building efforts expanded to a reasonable pool of national

counterparts; the GoE should identify focal points for each of the UNDAF priority areas; and to continue designing phase out strategies in the programmes.

COMMUNICATION AND PARTNERSHIPS

13. Prepare a communication strategy on what the UNDAF will stand for and develop joint advocacy campaigns on key cross-sectoral issues.
14. Enhance UN internal communication channels as well as communication with partners including more effective sharing of information on ongoing initiatives and activities; a well-organised online database of UN programmes; a systematic engagement of partners in the monitoring of programmes.
15. Expand partnerships with Civil Society and Private Sector engaging them, in consultation with the GoE, in the CCA/UNDAF process and consider their inclusion in the relevant coordination mechanisms.

INTRODUCTION

BACKGROUND AND PURPOSE

The United Nations Country Team (UNCT) together with the Government of Egypt (GoE) and other national partners finalised the UN Development Assistance Framework (UNDAF) for the period 2013-17 in 2011. However its signature and implementation was delayed to January and July 2013 respectively in view of the political transition that the country experienced. The UNDAF outlines the collective contribution of the UN agencies (resident and non-resident) to address the development priorities of the country as defined in the Situation Analysis (Key Development Challenges facing Egypt) independently commissioned by a multi-stakeholders group in 2010, including the government and the UN. In line with this analysis the UNDAF focused on five main priority areas, namely:

1. Poverty alleviation through pro-poor growth and equity;
2. Quality basic services;
3. Democratic governance;
4. Food security and nutrition;
5. Environmental sustainability and natural resource management.

Under these broad priority areas a total of 23 outcomes were defined for UN contribution. UN agencies programmes and projects were further developed in alignment with these areas and outcomes. The UNCT in Egypt comprises 26 Agencies, Funds and Programmes¹ as well as 8 non-resident Agencies².

In December 2015 a Steering Committee meeting of the UNDAF was held deliberating that a review of the UNDAF was due in order to reassess its relevance against the evolving country context as well as evaluate its overall implementation to date.

The initial TOR for this review was further discussed and agreed that the **purpose** of the review should be to:

1. Assess the results achieved by the UNCT towards the UNDAF outcomes and evaluate the continued relevance of the UNDAF towards the country's development priorities, including its role, design, focus, efficiency, effectiveness, the comparative advantage of the UN System, and the sustainability of the results achieved;
2. Identify emerging issues and provide recommendations to be considered in designing the new UNDAF;
3. Assess the UN's contribution in building partnerships and national capacity and in promoting GoE's ownership of the programs/projects.

The TOR, furthermore, indicated a number of **evaluation questions** grouped by the OECD/DAC evaluation criteria, adding "design and focus" and "UN Coordination". Questions related to "impact" were dropped as this is not an ex-post evaluation, but it's an assessment of ongoing programmes. Some questions were also re-phrased/grouped to avoid duplication and better adhere to the review's objectives and timeframe. These are reported in the Evaluation matrix within the next section.

¹ FAO, IFAD, ICAO, ILO, ITU, UNAIDS, OCHA, UNDP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIC, IFC, UNICEF, UNIDO, UNISDR, UNWOMEN, UNODC, UNOPS, UPU, UNV, WFP, WHO, IOM, WORLD BANK

² IAEA, OHCHR, UNCDF, UNCTAD, UNECA, UNESCWA, UNEP, UNWTO

During the initial phase of this process it was also agreed that the review should provide recommendations both for the continued implementation of the current UNDAF and for the development of the next one. The former are captured in a short 'addendum' paper to be agreed upon by both the UN and the GoE and to be annexed to the UNDAF 2013-17. It outlines provides broad guidance to the continued implementation of the UNDAF up to 2017 based on the main findings of the review.

EVALUATION CONTEXT

This review takes place at about three years into the implementation of the UNDAF. The ToR indeed called for a full review of the performance of the UN system under the UNDAF in order to both inform the continuation of its implementation as well as provide initial guidance for the preparation of the next UNDAF.

The UNDAF is the outcome of a thorough consultative process that took place in 2009-10. However the document was finalized and signed only in 2013, following years of political transition. Since then, further significant changes took place in the country, as well as in the global development discourse. In Egypt there is now a new government, a new Constitution, and a new set of development priorities as reflected in the Sustainable Development Strategy (SDS or Vision 2030). At the global level the UN General Assembly in September 2015 endorsed a new set of Sustainable Development Goals (SDGs) to be achieved by 2030. The GoE has been very engaged in the formulation of this international development agenda, it has developed the Vision 2030 in line with the SDGs and will voluntarily report on this to the UN's High Level Political Forum in July 2016.

At the national level international development partners, under the leadership and secretariat support of the UN Resident Coordinator, have been coordinating as Development Partners Group (DPG) with some level of interaction with the government. In 2009 a Cairo Agenda for Action (CAA) was developed in line with the Accra Agenda for Action on Aid Effectiveness, covering the period up to 2011. The CAA acknowledged the role of international cooperation in Egypt and its continued relevance in spite of the 'graduation' to Middle-Income Country (MIC) status.

METHODOLOGY

The UN in Egypt has hired two independent consultants to undertake this assessment, an international consultant (and team leader), Dr Barbara Orlandini and a national consultant, Dr Gihan Shawky. The overall timeframe for the review was of 20 working days per consultant and span over the period 30 March – 19 May 2016. The team spent eight days together in Cairo from 7th through 14 April 2016 (inclusive) to carry out consultations and collect information for the review. The mission included a briefing and a debriefing session both with the UN Resident Coordinator and its main counterpart in the GoE, i.e. the Ministry of International Cooperation.

The review was carried out in accordance with the principles outlined in both the UNEG Norms and Standards for Evaluation in the UN System and by the UNEG Ethical Guidelines for Evaluation, as well as the OECD/DAC evaluation criteria respecting the specificity of the country context. The following key principles are highlighted:

- Impartiality – the same questions will be systematically asked to all stakeholders, both through questionnaires (for quantitative analysis) and face-to-face interviews. This allows triangulating findings.
- Independence – The evaluators have been fully briefed by the UN and the GoE on the review process, but will act completely independently in collecting and analyzing information.
- Confidentiality – respondents are given assurances of confidentiality. All information collected remains confidential to the evaluators as indicated in the questionnaire and as it stated upfront during the interviews.
- Inclusivity – the evaluation tried to take a participatory approach and reach out to all relevant stakeholders. Given the scope of the evaluation, and the limited time, it might not be possible to reach out to the direct beneficiaries but a broad spectrum of national counterparts has been consulted³.

Data collected was both primary and secondary. Secondary data primarily consists of UNDAF-related documents, including agency-specific programme documents, while primary data will be gathered through face-to-face interviews, multi-stakeholders' consultative workshop, and online-administered questionnaires. The review used four main methods:

1. Face-to-face interviews with key stakeholders during the mission of the international consultant in Cairo (this comprised selected UNCT members, main government counterparts, and international development partners – (see Annex on p. 43 for a full list of the people interviewed and Annex 0 for the outline of the interviews).
2. Online survey administered to members of the Development Partners Group (DPG), Priority Working Group's members, and UNCT. National counterparts attending the multi-stakeholder consultative workshop were invited to respond to the survey in hard copy. A total of 68 complete responses were registered, with an equal number of UN and GoE representatives, a fair representation of international development partners and a few CSOs. Five did not provide their affiliation (see **Error! Reference source not found.** below). See Annex on page 47 for the text of the survey.
3. Desk review of key documents including, but not limited to, UNDAF 2013-17, Situation Analysis, Vision 2030, CPDs/CPAPs, Agencies' workplans and progress reports, RCARs, UNDAF Steering Committee meeting minutes, DPG-related documents, Egypt's progress towards MDGs final report (for a full list of document consulted please see Annex on page 41)

4. Focus Groups Discussions (FGDs) including

Table 1 Respondents by category

Answer Choices	Responses
United Nations (agency or programme)	34.92% 22
Government of Egypt	36.51% 23
Civil Society Organisation/private sector	4.76% 3
International Development Partner	23.81% 15
Total	63

able to meet.

June 30, 2016

one day technical consultation with National Partners, members of the PWGs and M&E task force. The one-day consultation with national counterparts comprised all relevant LMs and agencies for a total of 32 participants.

According to the inception report, the review should have also included the collection and analysis of statistical data related to the indicators set in the UNDAF M&E framework. However, as indicated in the inception report, there were clear limitations on this methodology. The M&E framework of the UNDAF is set at the outcome level and as these are rather high-level medium/long term results, it might have been difficult to register a change in the indicators themselves. Furthermore, not all indicators appear to have baselines or clearly identify means of verification. Even if a positive change would have been recorded, the actual UN's contribution to their achievement would have been difficult to ascertain. Therefore, after a closer review of the M&E framework and following discussion with the M&E task force, the evaluation team agreed with the UN Resident Coordinator Office that such an exercise would be redundant.

In line with the TOR the evaluation developed an evaluation matrix (see annex on p. 28), which is the main reference for data analysis and elaborating the main findings. All data are essentially qualitative in nature, however responses to the questionnaires have been designed for a quantitative analysis. The majority of questions in the survey uses a ranking system articulated in a four-score ordinal scale ("not at all", "slightly", "moderately", "significantly") which allow to elaborate graphs on the perceived performance of the UNDAF across the different dimensions of the evaluation and groups of stakeholders (contingent upon the actual number of respondents per group). The interviews provide in-depth understanding of the perception of the UNDAF performance along the main evaluation criteria and will be used to substantiate the outcome of the survey. Perception-based data will be triangulated both across different respondents and, where relevant, compared with the information provided by the documents reviewed as indicated in the below evaluation matrix.

Although the ToR and the evaluation matrix identified six different criteria, the findings are grouped under the four main ones (i.e. relevance, efficiency, effectiveness, and sustainability) as 'UN Coordination' was mainly reviewed under the overall 'efficiency' and questions related to the 'Design and Focus' were covered partially under relevance and effectiveness.

CONSTRAINTS

As indicated in the inception report, this review takes place after less than three years of implementation of the UNDAF. The UNDAF was not followed by an operational document outlining joint outputs expected to be delivered by the UNCT nor by Annual (or multi-year) work plans, thus limiting the opportunity to assess progress towards collective results.

Last, but not least, although this is a two-professional efforts, the timeframe of the review is limited (20 days over a 1.5 month period) and does not allow for an in-depth technical review of each priority area. This would require a larger team of consultants (with specific expertise in each of the programme areas) and broader timeframe to pull all the findings together.

FINDINGS

RELEVANCE

The review was asked to assess the continued relevance of the UNDAF to address the country needs as well as its role in guiding development interventions.

In terms of the broad development challenges that the framework was set to address, the UNDAF maintains its relevance. As indicated in the 2015 “Egypt’s Progress towards Millennium Development Goals” while much progress has been made towards the achievement of the MDGs, the country still faces significant challenges in areas such as poverty reduction, education, women’s empowerment, and some aspects of child and maternal mortality. The GoE has also now set for itself an ambitious and forward looking vision for the future of the country enshrined in its Sustainable Development Strategy (Egypt Vision 2030), which is very much in line with the recently UN-approved Sustainable Development Goals covering all the broad development areas that were defined in the UNDAF, namely:

1. Poverty reduction (working on social protection, housing, support to MSEs, and decent job opportunities);
2. Quality basic services (with a focus on health and education);
3. Democratic governance (with planned contributions in decentralization, human rights, anti-corruption, youth and women’s political participation, and democratic transition);
4. Food security and nutrition (working on policies, food subsidy system, access and awareness for women and children, food production/chain); and
5. Environment and natural resources management (climate change adaptation and DRR, MEAs, and NRM).

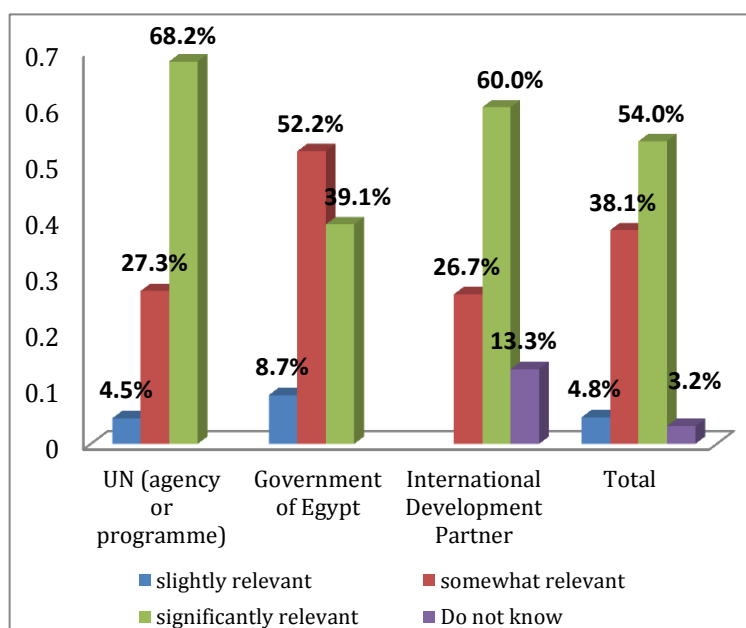


Figure 1: Are the current UNDAF priority areas and outcomes still relevant to address the country's needs? Distribution of respondents by type of work

The UNDAF further mainstreamed women, youth, refugees and other vulnerable groups in its planned programmes. As such, most of the partners view the programmatic focus of the UNDAF as being still very relevant although some of the elements under its third pillar might have lost momentum and priority for the current administration. Almost 54% of the respondents to the survey indicated that the UNDAF’s priority areas and outcomes are still ‘significantly’ relevant to the current country’s needs. A breakdown by category of respondents⁴ show that this sentiment is stronger among UN and International partners, while GoE’s officials are slightly more cautious (see Figure 1).

⁴ By category of respondents it is meant who they work for.

The relevance of the UNDAF as a key strategic document, able to effectively guide the work of the UN system in the country and influence the development approach of partners is, on the contrary, somewhat weak. From the survey and the interviews it emerged a very limited knowledge of the scope and purpose of the UNDAF (also within the UN system) and less than third of respondents (30.6%) indicated that the document was either 'not at all' or only 'slightly' useful in guiding their agency's programmes and activities (for only almost a third of UN staff the UNDAF was a 'significantly' useful in this regard- see Figure 2).

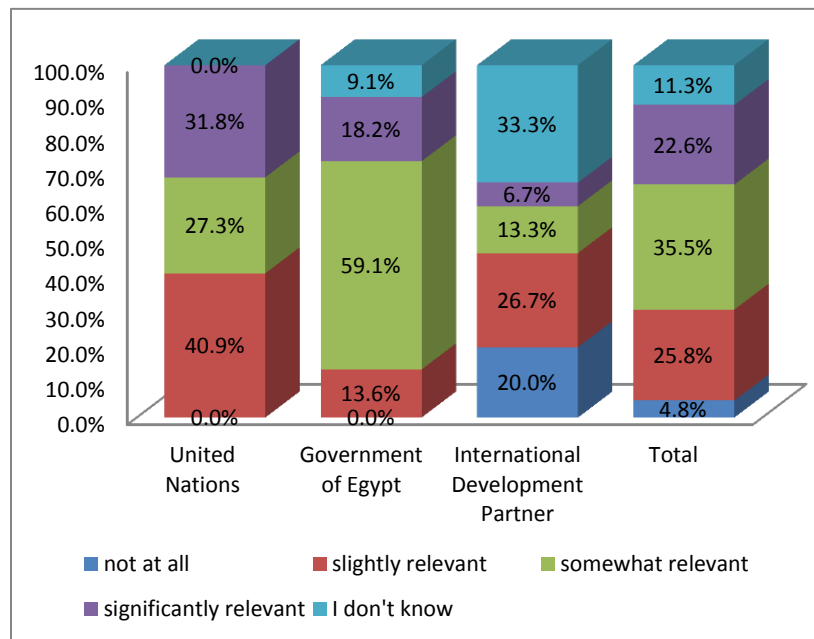


Figure 2: To what extent has the UNDAF been useful in guiding your organization, office programmes and activities? Distribution of respondents according to their opinion by their type of work

From the analysis of the UNDAF results matrices, and agencies suggested contributions to the set outcomes, it is not easy to understand the underpinning theory of change that should have led to collective results. As it is often the case for this type of framework documents, the impression is, confirmed also by some of the people consulted in the course of this review, that UN planned activities are loosely grouped under the agreed outcomes. UN programme

staff noted, for example, that it was often difficult for them to report against the outcomes of the UNDAF as there were many overlaps and their programmes did not clearly contribute to a specific UNDAF result.

EFFICIENCY & UN COORDINATION

The efficiency of the UNDAF is being considered as its capacity of reducing transaction costs in the way the UN agencies 'do business' in Egypt. As such, efficiency is here being analysed together with issues pertaining to UN coordination as the two are closely interlinked.

This is an area where there is some space for improvement, at least when it comes to overall coordination. The majority of respondents (55%) find that the extent to which the UNDAF use the "appropriate amount of resources and maintenance of minimum transaction cost" is moderate (with a weighted average of 3)⁵. The vast majority (75%) think that more coordination at the national level would contribute to further reduce transaction costs, and almost half wishes to see more coordination at the sub-national level, as well as joint UN implementation. Almost half of non-UN respondents also advocates for more UN joint monitoring and missions (see Figure 3).

⁵ Almost a third of non-UN respondents, however, declared that are not in a position to answer this question. By "weighted average" is meant the means of the responses, with 1 being "not at all" and 4 "significantly".

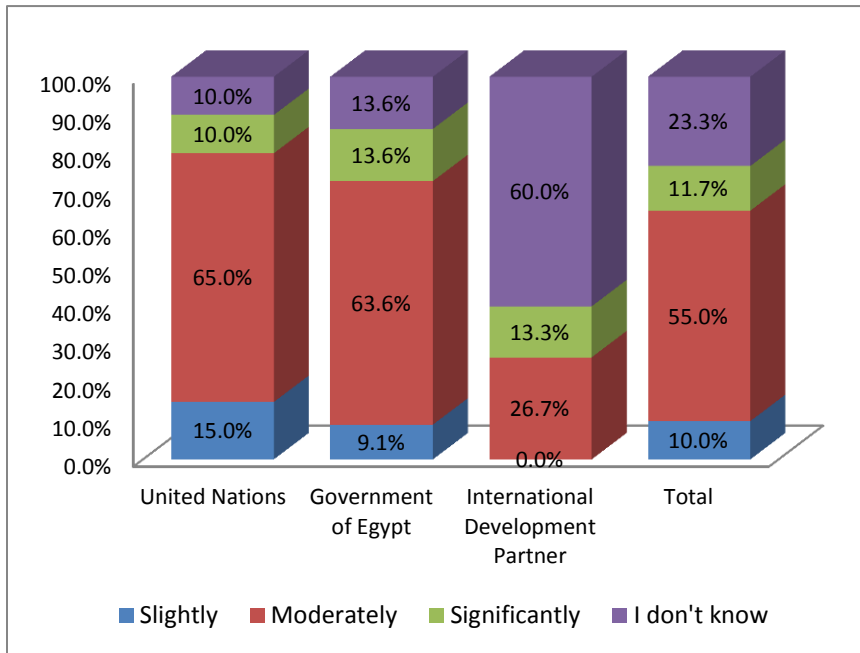


Figure 4: To what extent outcomes are being achieved with the appropriate amount of resources and maintenance of minimum transaction cost? Distribution of respondents by type of work

In-depth discussion with international partners, government and UN staff revealed that progress has been made in terms of internal streamlining of common operations (e.g. harmonization of national DSAs, finalization of shared long-term agreements with vendors) and there are successful examples of joint programmes (in particular the area-based HAYAT) and coordinated efforts, such as those around gender-based violence and FGM. However from the outside the UN is perceived by and large as a rather fragmented system in spite of the valid and visible leadership of the UN Resident

Coordinator.

More specifically, it is noted that in areas of work where more than one UN agency have a mandate and related expertise (e.g. women, youth, and employment generation) the UNDAF should have helped avoiding overlaps and ensuring one UN voice, but this was not always the case. To reduce transaction costs and increase coordination, the UN is also encouraged to approach partners in a more coherent and unified way. There are still cases of competition for funds and missed opportunities

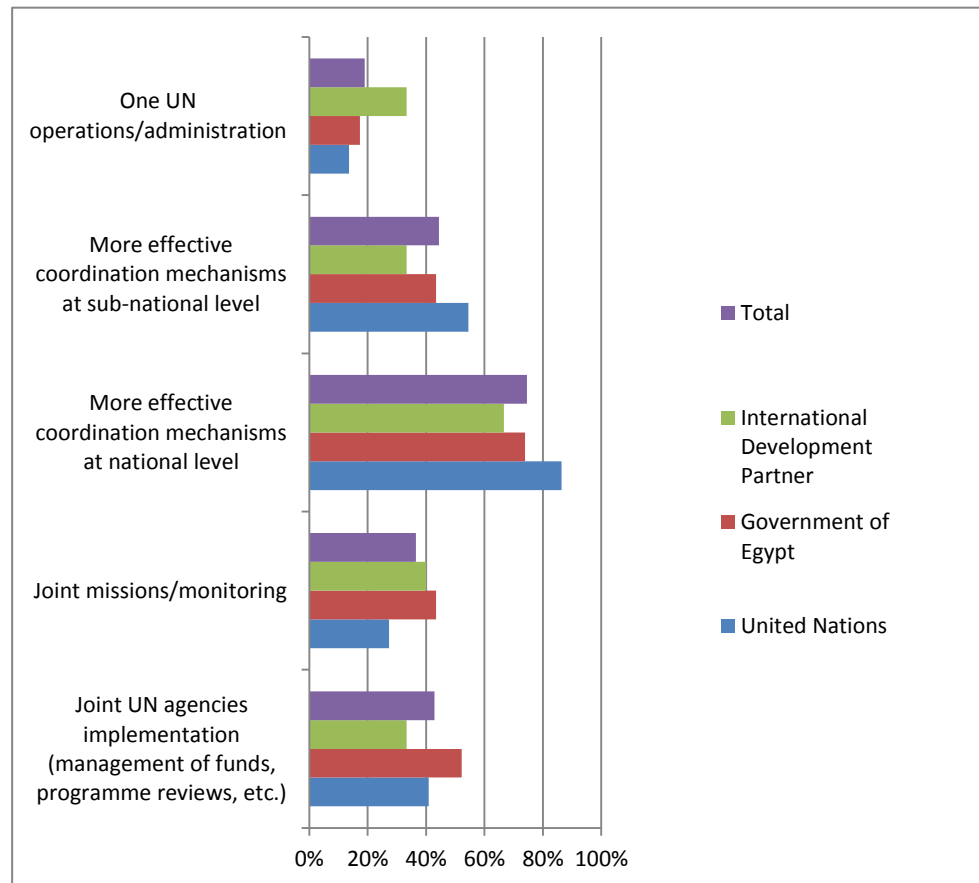


Figure 3: In what ways could transaction costs be further reduced in the current/next UNDAF? Distribution of respondents by type of work

for joint approaches with the same national counterpart. National counterparts also underlined the opportunity to be more cost-effective in contracting international expertise, limiting it to areas where it is not available at the national level and ensuring that UN agencies pull their resources together (i.e. avoid coming each with their own international expert on similar issues). More in general a structured repository of development programmes in the country, including their evaluations once completed, is seen as a useful, necessary tool to make development interventions' design and implementation more efficient (and effective). This lack of coordination not only makes

Table 2: Do you think that the UN comparative advantages (its universal value of impartiality, multilateralism, international standards as well as agencies' specific mandates and expertise are being effectively leveraged?)

		United Nations	Government of Egypt	International Development Partner	Total
UN global values and standards	Not at all	4.5%	0.0%	0.0%	1.8%
	Slightly	22.7%	11.1%	13.3%	17.5%
	Moderately	54.5%	44.4%	20.0%	42.1%
	Significantly	18.2%	33.3%	40.0%	28.1%
	I don't know	0.0%	11.1%	26.7%	10.5%
	Weighted Average	2.86	3.25	2.50	3.36
Specific agencies' expertise and mandates	Not at all	5.0%	0.0%	0.0%	1.8%
	Slightly	25.0%	5.6%	6.7%	14.5%
	Moderately	30.0%	61.1%	40.0%	43.6%
	Significantly	40.0%	27.8%	33.3%	32.7%
	I don't know	0.0%	5.6%	20.0%	7.3%
	Weighted Average	2.86	3.25	2.50	3.36

transaction costs higher for UN counterparts but also hinders the overall effectiveness of UN operations in the country.

In terms of the broader development community, the active DPG and the thematic groups operating underneath it were also discussed during the review. While it goes beyond the scope of this review to assess the efficiency of this coordination mechanism, the consultants asked how stakeholders see the interface between the UN and the DPG and how this

relationship can be improved. The impression is that the leadership and dynamism of the RC is highly appreciated, however the UN family could relate to the DPG in a more coordinated fashion. Furthermore such mechanism would benefit from a more systematic presence and ownership of the GoE.

Zooming in the nuts and bolts of UN coordination, the survey highlights a good leveraging of UN's comparative advantages, i.e. its values and standards, as well as agencies' specific mandates and expertise (see Table 2 on p.17). This was also confirmed in the course of the discussion with the different stakeholders, where the added value of the UN is clearly recognized for its international networks and expertise, strong partnerships at the national and local level, convening power, upholding of universal values and 'capital brand'. The survey also confirmed the relative

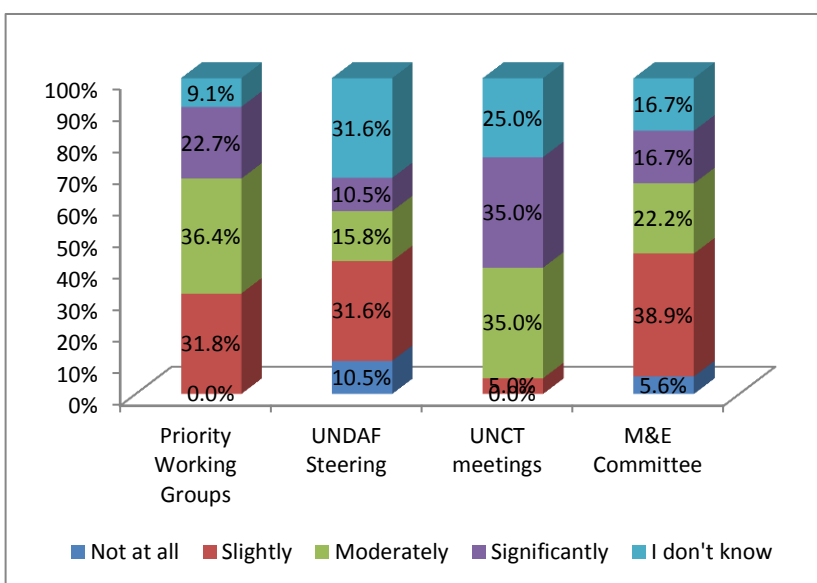


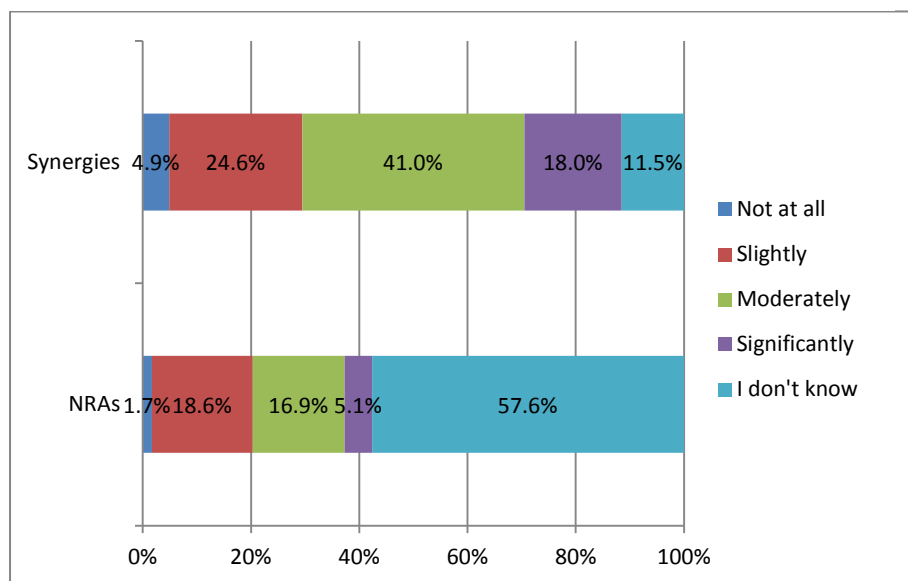
Figure 5: Are the existing UNDAF coordination and monitoring mechanisms effective in your view? Distribution of UN respondents

efficiency of the current coordination mechanisms, with the UNCT scoring slightly higher than the others (see Figure 5).

The Priority Working Groups, which were designed to coordinate the implementation of the UN programmes falling under each pillar of the UNDAF, are functioning mainly to track progress on results, not to coordinate programmes' implementation. They seem to lack a sense of common thrust.

Overall the UNDAF is not seen as effectively leveraging synergies among UN agencies and only moderately engaging NRAs (see Figure 6). It should be noted that, although it goes beyond the scope of this review, the UN is praised for the effective coordination around the response to the Syrian refugees crisis, including in its 'resilience' component which engages local communities and their integrated development.

Figure 6 To what extent the UNDAF contributed to create new synergies and effectively engage NRAs? Total responses



The efficiency of UN operations in Egypt has also been impacted by exogenous factors. All partners noted that the timeframe for project approval had slowed considerably, and in some cases, funds returned to donors. This has impacted programme delivery and all partners called for speedier approval processes. Programme transaction costs and timing also increased due to frequent changes in national counterparts during the course of UNDAF implementation.

EFFECTIVENESS

Under this criterion the review was set to answer this main question: “To what extent is the UN contributing to the outcomes defined in the UNDAF and what are the major factors influencing its contribution?” As indicated above, it was agreed not to use the UNDAF M&E framework to measure progress towards each outcomes, which already provides a clear feedback with regards to the quality of the same, an aspect that the review was asked to evaluate based on the evaluation matrix. Consequently, the extent of UN contribution is being analysed against the available information on progress collectively made and responses collected from the interviews, FGDs and the survey. The overall operating environment and the challenges referred to in the previous section are to be kept into consideration and factored in when reviewing the progress made in the different areas. Below are reported a few highlights for each of the UNDAF’s pillars as they emerged from the review process, together with an analysis of the outcomes of the survey. It represents by no means an exhaustive picture of the very broad spectrum of activities and achievements of the UN agencies in Egypt (for this reference can be made to the Annual Progress Reports of the UNDAF as well as agency-specific reports), but an overview of UN’s, mainly collective, contributions.

The survey provides a good overview of where the ‘success stories’ are and where more difficulties are registered in making process. Overall stakeholders’ perception is of limited achievements, with a weighted average between 2.4 and 2.9 across the different priority areas. This means that the majority of the respondents found that the progress has been ‘slight’ or ‘moderate’. Of notice also the fact that across all areas the GoE’s representatives felt more positive about progress made and that many respondents declared that they were not in a position to answer the question, revealing a limited knowledge and/or engagement with the UN system⁶ (see Figure 7).

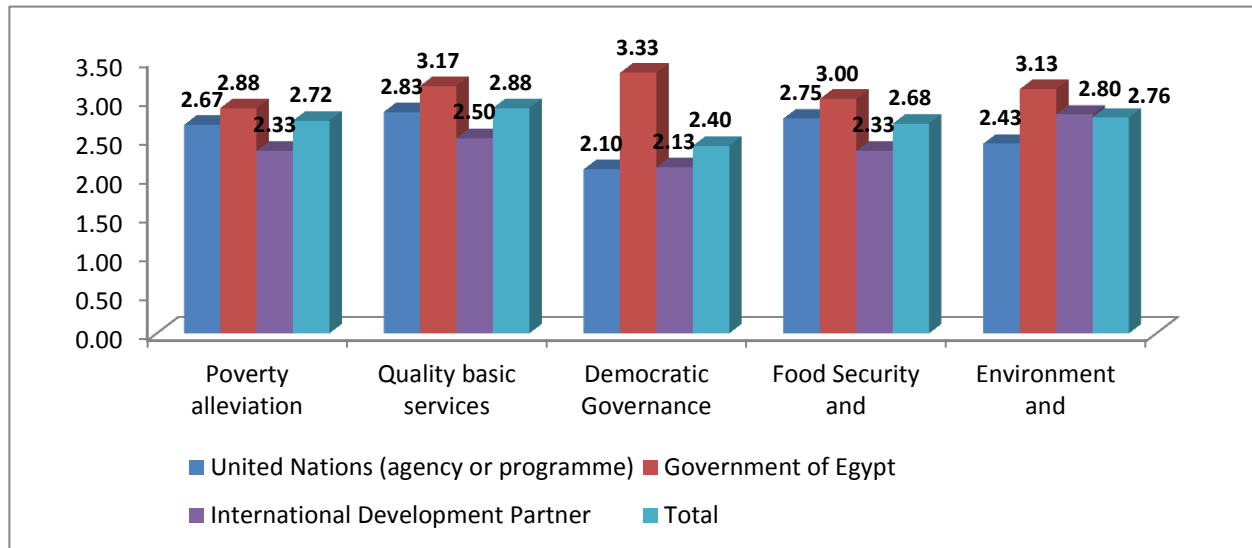


Figure 7: To what extent is progress being made towards the achievement of the outcomes set in the UNDAF? Weighted average by priority area and respondent’s type of work

The area of **Poverty Alleviation** is critical. Due to regional and national circumstances, the level of poverty in the country registered an increase in the last few years (last available data is 2013) with a quarter of Egypt’s population now living under the national poverty line and with significant regional disparities (Upper Egypt scoring the lowest). The effect of UN programmes implemented to alleviate programmes cannot obviously be registered as yet at this macro level, but the review noted a few highlights⁷, including: the reform initiated in the social protection framework which comprised a review of the subsidy system and cash transfer programmes pilots that contributed to the establishment of new national social protection programme ‘Takaful and Karama’ (with conditional cash transfers benefitting the most vulnerable population); low income housing; integrated local development (Minya and Qena governorates); support to small businesses (including micro-credit services through the Social Fund for Development) and job creation, particularly in the rural areas and reclaimed lands.

In terms of **Quality Basic Services** the perception is that slightly more progress, compared to other areas, has been made (with a weighted average of almost 2.9, see Figure 7). This is also an area of work where a greater share of the respondents to the survey felt confident replying and thus where the UN is possibly more visible and engaged. In health good results were registered in reducing perinatal mortality, family planning is now in the national

⁶ The percentage of respondents who responded “I don’t know” ranges between 32% in the second pillar to 52.3% in the fifth pillar.

⁷ For more details on the progress made, reference is made to the 2014 UNDAF Annual Progress Report and the upcoming 2015 APR

agenda, youth and adolescent reproductive health needs are being addressed, there is an FGM Abandonment Strategy and a National Strategy for Violence Against Women. In education challenges are significant with declining net enrollment rates and limited overall quality of the services provided. The UN has successfully supported the establishment of community-based schools which are now being up-scaled as well as the design of national school feeding plan.

The third pillar of the UNDAF is **Democratic Governance**. In spite of the overall perception that progress has been limited several achievements were highlighted during the review⁸. It is interesting to note also that the majority of the respondents to the survey either did not provide an answer or choose “I don’t know” (43 out of 68 respondents). As noted above, the relevance of this area in the current context is confirmed and renewed by the integrated approach to development promoted by the SDGs and in line with the universal values that the UN is demanded to uphold. The review reported progress particularly in the areas of anti-corruption and transparency (promulgation of a National Anti-Corruption Strategy, Code of Conduct for civil servants, e-government services); increased access of men and women to legal aid services through upscaling the establishment of legal aid offices in family courts; drafting of four laws to enhance planning (unified planning law, local administration law, urban planning chapter of the building law, land readjustment law); and women’s participation and empowerment, including the insertion of a number of relevant articles in the 2014 Constitution and the reservation in the new electoral law of a 69 seats to women in the Parliament (which was fulfilled and exceeded with the 2015 elections bringing to 75 the number of women MPs sitting now in Parliament or a rise of almost 84% from the 2012 elections). Less progress could be made in the specific areas of supporting CSOs to promote, protect and fulfill human rights.

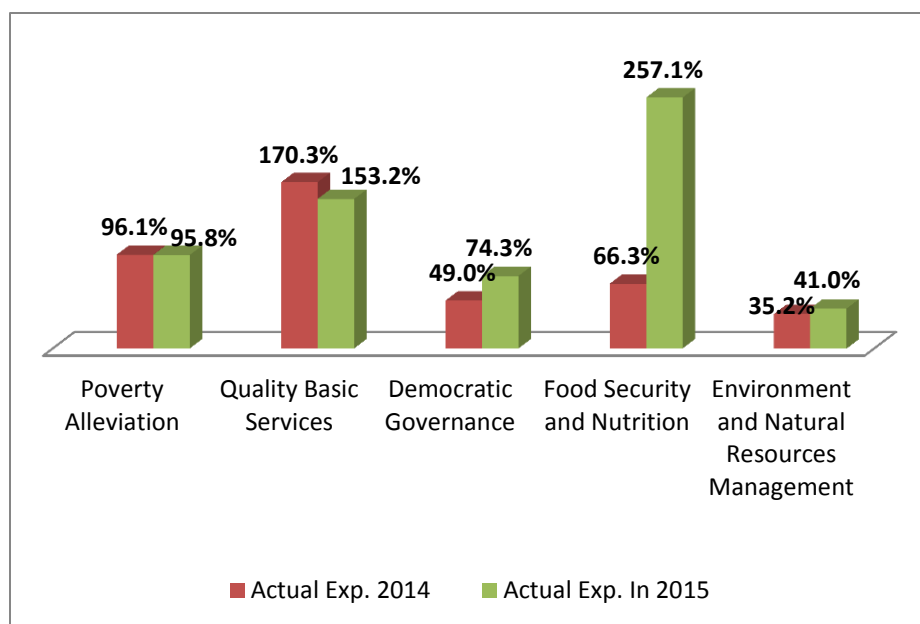


Figure 8: 2014-15 Delivery against resources committed in the UNDAF (pro-rated)

Food Security and Nutrition in another area where possibly the engagement of the UN system is more focus and limited to a few relevant partners. This would explain the high number of respondents that either skipped the question or where not in a position to judge the progress made (46 out of 68, so the vast majority). The rest reported that there was only mild of moderate progress. The most notable advancement is

the reform of the food subsidy system which should allow access to a more balanced and diversified basket of subsidized food commodities. The UN was also successful in increasing agricultural production in particularly

⁸ Interestingly, compared to the other categories of respondents and with respect to the other priority areas, the representatives of the GoE expressed that more progress was made in Democratic Governance.

vulnerable areas UN in Upper Egypt leading to an approximately 20% increase in the crop yield and a 15% decrease in production costs. It also supported the reduction of post-harvest losses.

Last but not least is the pillar on **Environment and Natural Resources Management**. Similarly to the previous areas, the number of respondents that were able to provide an opinion on progress made was very limited (21 out of 68) and their feedback was overall slightly more positive than the others (see Figure 6). From the consultations and the survey emerged the successful advocacy to switch to energy-saving lighting systems. However, it is clear that much more was achieved under this area as indicated in the various progress reports, including support to the implementation of the national climate change adaptation strategy

The rate of **delivery** was also analysed as a proxy to the progress made towards the results set in the UNDAF. Consolidated data on 2013 was not available, but we can see a positive trend from 2014 to 2015 with the percentage of total delivery (against what was committed in the UNDAF) rising from 84% to 97%. Significant differences however are registered in terms of advancement in each priority areas, with the delivery in Governance and Environment being much lower than initially planned, while expenditures under Quality Basic Services and Food Security going beyond the expected delivery. This might be due to a number of reasons, not least the fact that the resources identified in the UNDAF document are rough estimation of the finances needed by each agency to achieve the set high level results. Furthermore, this could be a reflection of changing priorities and thus speak to the ability of the UN system to shift their programmes towards emerging needs. This however, also partially resonates with the above reported analysis whereas both the third and fifth pillars of the UNDAF seemed to be perceived as slightly underperforming (see Figure 8).

Under effectiveness, the review also explored the effectiveness of its **partnerships** and alliances, its capacity to

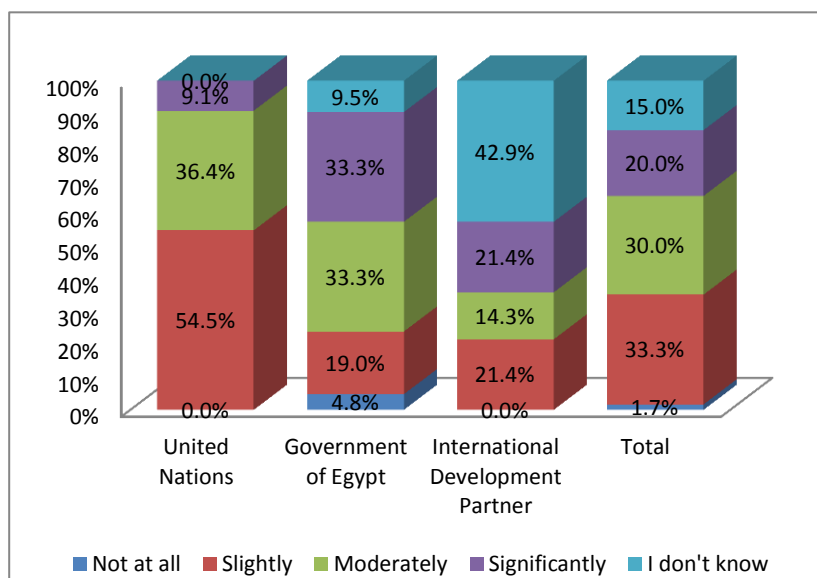


Figure 9: Is the UNDAF promoting effective partnerships and strategic alliances around the main UNDAF priority areas? Distribution of respondents by their type of work

include and benefit the most **disadvantaged groups**, and the extent to which it managed to enhance **data** capacities. Information in this regard were systematically gathered through the survey, to a lesser extent emerged from the interviews and FGDs, as well as review of the UNDAF document and related programmes.

In terms of partnerships, half of the respondents felt that the UNDAF either 'significantly' or 'moderately' promoted effective partnerships and strategic alliances. Interestingly, the GoE see the UNDAF more successful in this regard than the UN itself. In fact

the majority of the UN respondents felt that the UNDAF contributed only 'slightly' in this sense (see Figure 9).

The focus on disadvantaged groups has been clearly mainstreamed throughout the UNDAF results matrices, with a systematic attention to marginalized areas (where pockets of severe poverty are located), women, youth, and

refugees. In terms of assessment of the partners surveyed, over 50% feel that the UNDAF was somewhat effective in this regard, although many were not in a position to answer the question (see Figure 10).

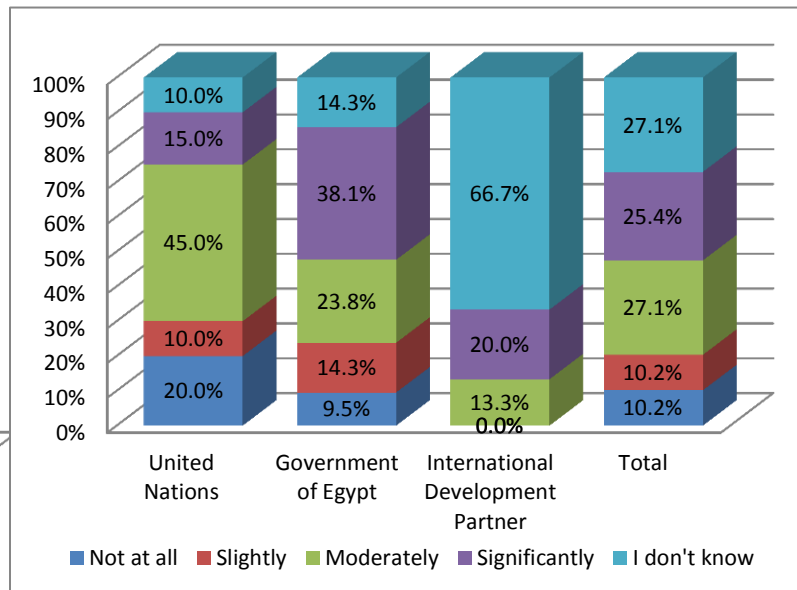
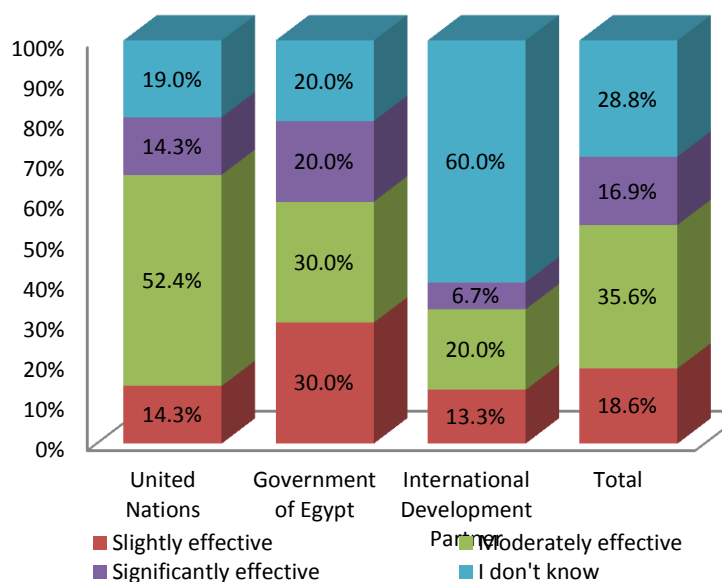


Figure 11: To what extent is the UNDAF strengthening the capacities for data collection and analysis to ensure disaggregation by ethnicity, gender, geographic location? Distribution of respondents by their type of work

Figure 10: to what extent is the UNDAF effective in benefiting the most disadvantaged groups and ensuring inclusion in its design and implementation? Distribution of respondents by their type of work

Last, but not least, the review was asked to consider also the extent to which data capacity was enhanced by the UNDAF. Data was already identified as a cross-cutting challenge for the country’s development in the Situation Analysis developed in 2010. While the UNDAF does not feature a specific outcome on data per se, if we look into the agencies’ contribution under each outcome, we find a consistent attention to data gathering and analysis. The survey reveals somewhat polarized views in this regard. Almost one out of three UN staff feels that the UNDAF is not strengthening data capacities at all or only slightly, while 38% of government’s officials feels that capacities are being ‘significantly’ enhanced. The vast majority of international partners could not answer to this question, but those who could, have a rather positive perception (see Figure 11).

SUSTAINABILITY

Assessing the sustainability of development interventions is always a challenging issue. This pertains not only to the financial capacity of sustaining the development results achieved by the interventions, but also ensuring that the organizational, institutional and individual capacities have been sufficiently built to this extent. Furthermore, the UNDAF is a framework document that should encompass all the development activities that the UN implements in the country and by default these will feature different levels of sustainability. In spite of these caveats, the review revealed some useful insights and suggestions for improvement. Across the board, in-depth discussion with relevant stakeholders highlighted the challenge of sustaining results in view of a relatively high staff turnover in the government (and this was also clearly signaled by government counterparts themselves who suggested, inter alia, expanding the pool of staff being trained). Similarly, other two sets of concerns are shared in this regard: first of all the need to enhance the M&E component of development programmes in order to be able to effectively track progress, adjust implementation and collect lessons-learned; secondly there is a perceived

need to systematically incorporate sustainability in the programmes' design, including plans to scale up pilot projects.

Although the survey explored the level of sustainability across the different priority areas of the UNDAF, these do not seem to vary significantly, with a weighted average ranging from 2.4 to 2.8 , hence relatively low (see Table 3, below). Many of the respondents, however, were not in a position to judge the sustainability of the UNDAF, including one every five UN respondents and as many as six out of ten international partners.

Table 3: Do you think that through the UNDAF institutional capacities are being strengthen enough in order to sustain the results after its completion? Please reflect on the overall UN programmes and/or by priority area.

	Hot at all	Slightly	Moderately	Significantly	I don't know	Total	Weighted Average
Overall	5.00% 2	27.50% 11	25.00% 10	2.50% 1	40.00% 16	40	2.42
Poverty Alleviation	3.92% 2	17.65% 9	29.41% 15	13.73% 7	35.29% 18	51	2.82
Quality Basic Services	4.44% 2	22.22% 10	31.11% 14	8.89% 4	33.33% 15	45	2.67
Democratic Governance	4.65% 2	13.95% 6	20.93% 9	6.98% 3	53.49% 23	43	2.65
Food Security and Nutrition	2.38% 1	19.05% 8	14.29% 6	4.76% 2	59.52% 25	42	2.53
Environment and Natural Resources Management	2.17% 1	10.87% 5	26.09% 12	6.52% 3	54.35% 25	46	2.81

CONCLUSIONS AND LESSONS-LEARNED

Conclusions, and subsequent recommendations, are grouped under the following main headings: coordination, design and focus, and communication/partnership. These should be framed against the current country context and its reported challenges and opportunities.

In terms of **coordination** and overall efficiency of UN operations in Egypt, the review acknowledges the challenge posed by the large UN footprint in the country (with 26 UN agencies/programmes implementing activities in the Egypt). This is further exacerbated by a dispersed location of UN offices throughout the capital city of Cairo and the congested viability, making face-to-face coordination meetings rather costly. Nevertheless, the UN should strive to enhance its internal coordination both to reduce the transaction costs of partnering with them and to be more effective in its efforts to enhance the quality of life of people living in Egypt. The PWGs functions mainly as a forum to take stock of ongoing activities and not necessarily facilitate synergies and joint planning around strategic joint results. While UNCT meeting functions effectively to set strategic approaches for the UN in the country, there seems to be sometime a gap between the higher level decision-making and the operational one, with the PWGs not necessarily filling that void.

The role of the UNRC in co-chairing and providing secretariat support to the DPG is valuable and appreciated by the wider international development community. The DPG is a good forum to exchange information and it allows for some programmatic coordination. However, to maximize its potential as a key mechanism to promote aid effectiveness in the country, a strong collaboration and ownership of the government is needed. Should that become the case, the UN should consider aligning its programme-level coordination forums to the DPG-related ones.

Internal coordination should be guided by a well-**designed** and **focused programme**. The thorough and participatory process that was undertaken to prepare the UNDAF 2013-17 should be commended and the document certainly reflects the priorities of the country at the time of writing, the added value of the UN and a fair division of labour. However, the review noted that most of the priority areas of the current UNDAF are very broad and that meaningful coordination, let alone joint planning and implementation, cannot be achieved around such vast programme areas. Furthermore, to be a document that is able to guide the work of the agencies in the country, promoting synergies and joint implementation, the UNDAF should have coalesced the UN and its partners around a shared ToC for each of the identified development challenges, which could then be translated into agency-specific and/or joint programmes. More specific and strategic sub- or cross-sectoral areas of intervention could have been identified and defined as flagship joint programmes. This is partially what has happened with the HAYAT project in Upper Egypt and the FGM joint initiative (as well as in the past with other successful joint programmes/initiatives). Strategic, joint planning could have prevented cases of programmatic overlaps as well as disjointed applications for funds, leading the UN to be perceived, at times, as fragmented. Last, but not least, it is positive to see the presence of a dynamic and active M&E task force which should help sustain a results culture across the system. The overall assessment is that more can be done in this regard, both in terms of quality of the monitoring framework (SMART indicators, clear baselines and targets, etc) and engagement of partners in the monitoring of programmes.

The review noted that, in spite of the clear engagement with and interest in the work of the UN of national and international partners, the knowledge of its programmes and modus operandi is rather shallow, especially when it comes to the UNDAF level (some might be familiar with one or two agencies only but could very rarely speak of the UN as a whole). The majority could not respond to questions related to the UNDAF's programme areas, its effectiveness, efficiency and sustainability. Some noted that more could be done to engage partners throughout the whole programme cycle (although opinions varied with reference to the various UN agencies). Joint **communication/advocacy** could hence be strengthened. This would probably also help dissolving the perception that programmes are not necessarily sustainable and progress made modest.

It is important to note that the recognized added value of the UN is in setting international standards, promoting universal values, convening power, strong local partnerships as well as global technical expertise. The UN family will hence have to continue to strive to reach out to all segments of the society to advance human development for all in Egypt. The review did not have the possibility, unfortunately, to engage with representatives of the civil society. It is understood that this represents an important partner to the UN, but the whole sector is being streamlined and reviewed. It is hoped that the relationship with civil society and private sector remains strong and due complementarities with the government sector are sought in order to enhance the effectiveness of the programmes.

RECOMMENDATIONS

SHORT-TERM RECOMMENDATIONS

In line with the inception report the review produced a short document to be annexed to the current UNDAF. This contained the following recommendations for the continued implementation of the UNDAF up to 2017:

1. **UN programmes** alignment to national priorities:
 - UN programmes being implemented under the UNDAF are aligned to the Vision 2030 and the SDGs as outlined in the annexed table (see annex p. 34). The table outlines the three SDS dimensions, their pillars and programmes that are relevant to the ongoing/planned UN contribution. UN interventions should hence fall under the Vision 2030 and the wider SDG-agenda.
 - Support should be provided in terms of policy advice, technical assistance and advocacy to advance the SDGs in line with the Vision 2030.
2. **Communication** flow and **coordination** mechanisms with national partners can be improved, and the following should be considered:
 - Continue annual review process under each priority area (to be able to track delivery and have consistent programmatic reporting). However to increase synergies and avoid overlaps, a mapping of ongoing/planned interventions particularly in the areas of women's empowerment, job creation/MSEs, rural development/agriculture and education will be developed and coordination increased among UN agencies and also translated into the DPG-mechanism (as relevant).
 - Establish an effective Aid Information Management System (AIMS), in line with the recommendations provided by the 2013 "Preliminary assessment and recommendations toward the establishment of an integrated AIMS" in order to enhance transparency and knowledge of development programmes in the country and facilitate its coordination by the Ministry.
 - Restructure the UNDAF Steering Committee to make it a more effective decision-making body and a forum to guide the implementation of the UNDAF. To this end the SC should include all partners engaged in the design and implementation of the UNDAF and meet regularly, with the right level of representation.

RECOMMENDATIONS FOR THE NEXT UNDAF CYCLE

The following recommendations are envisioned for the longer-term, i.e. to be kept into consideration in the preparation process of the next UNDAF, due to start in the last quarter of 2016. The recommendations are grouped around the three main areas identified in the conclusions.

COORDINATION/GOVERNANCE

16. The overall governance and coordination structure of the next UNDAF should, similarly to the current one, be headed by a Steering Committee with clear joint ownership by the MoIC and the RC. The recommendations made for the short-term stand valid also for the next cycle.
17. Advocate/support the establishment of a GoE/International Partners joint forum for aid effectiveness (this could be a restructuring of the current DPG mechanism) including thematic groups to effectively coordinate sectoral interventions by the different partners.
18. The UNCT will remain the forum to discuss overall UNDAF's implementation ensuring coherence and consistency of the UN system in the country, while broad sectoral coordination should take place within the

DPG mechanism. A second layer to the UNCT, bringing together the key programme staff of the agencies' involved in the UNDAF implementation, could be considered in order to ensure that UNCT-defined strategies are translated into coherent programmatic approaches. This should be chaired by a Head of Agency to guarantee the connection and communication flow between the two bodies.

19. In line with the identification of few strategic issues for joint interventions (see below), specific coordination mechanisms at the programme level should be designed to jointly plan and implement different agencies' activities towards shared results. These results groups should be able to develop joint annual/multiyear work plans, engage partners in the implementation of the programmes and jointly monitor progress.
20. The UNDAF design and implementation should be supported by the M&E task force, whose role is to advise on the development of a sound M&E framework both at the outcome level (UNDAF) and at the output one (joint work plans) and how to effectively use the frameworks to monitor progress.
21. In parallel with the development of the UNDAF, consider developing a Business Operations Strategy (BOS) through the OMT, to identify opportunities for efficiency gains in the implementation of the UNDAF, including towards common premises (should an agency for example need to move/establish new offices, preference should go to co-location with other agencies). Joint offices at the sub-national level should also be considered in line with the potentiality for area-based joint programmes.

DESIGN AND FOCUS

22. Given the multi-dimensional nature of the SDGs the UNDAF formulation process should ensure an integrated approach to development and the role of the UN system in the country. This should inform the development of the CCA that, starting with the Vision 2030, should identify cross-cutting bottlenecks to the achievement of the SDGs and related international obligations and collect evidence and data to be later used for the UNDAF's M&E framework.
23. To develop the CCA, although the UN is encouraged to use existing, nationally-owned situation analysis, it is suggested to integrate these with an analysis of the UN comparative advantages and through the lenses of UN values and principles. This will provide the basis for the articulation of the UNDAF's ToC.
24. The preparation of the next UNDAF should follow a highly participatory process to define first the main priorities the UN should support the country to address and, secondly, identify the priority interventions in each area.
25. Placing the SDGs and the Vision 2030 as end goals, the consultation process should aim at developing shared ToCs on the changes that should be taking place with the support of the UN in order to make progress towards the goals at national and local level.
26. In line with the above recommendation, it is suggested that the next UNDAF clearly outlines the ToC underpinning the choice of priority areas for the UN system in Egypt in order to provide a conceptual guidance (and accountability framework) for the development of agencies' country programmes/strategies.
27. The UN should also consider identifying, within the identified priority areas, a few key strategic issues where there is a clear added value (and reduction of transaction costs) for joint planning and implementation and where a results-based coordination mechanism will be needed. The potential of the following areas to qualify as such should be explored (as they emerged from the review): women's empowerment; education (to be further qualified); youth's social and economic participation; integrated local development (with two main aspects –at policy level in terms of supporting effective urban/development planning and at local level as joint area-based programmes).
28. In order to enhance sustainability and effectiveness of UN programmes, government's ownership of their design and implementation is crucial. It is hence advised that the establishment of Project Management Units

is avoided whenever possible; capacity building efforts are expanded to a reasonable pool of national counterparts to limit the risk determined by staff turnover; the GoE identifies focal points for each of the UNDAF priority areas and joint strategic programmes; and to continue designing phase out strategies in the programmes facilitating the incorporation/scaling up of activities into national systems and budgets.

COMMUNICATION AND PARTNERSHIPS

29. The UNCG should prepare a communication strategy in consultation with the UNCT to effectively communicate what the UNDAF will stand for and develop joint advocacy campaigns on key cross-sectoral issues. This will help strengthen the positioning of the UN as one coherent family and leveraging its 'brand' and universal values.
30. The UNCT should consider enhancing its internal communication channels as well as its communication with partners (both GoE and international ones). This should include a more effective sharing of information on ongoing initiatives and activities (consider an interactive online platform for the UN system with a shared calendar of events or similar scheduling and mapping tools); a well-organised online database of UN programmes in the country including past evaluations and lessons-learned (to be part of a wider AIMS if/when implemented); a systematic engagement of partners in the monitoring of programmes.
31. Expanding partnerships with Civil Society and Private Sector will be key to achieve the SDGs and Vision 2030 in their multi-dimensional approach. To facilitate their inclusion and collaboration, the UN should engage them, in consultation with the GoE, in the CCA/UNDAF process and consider their inclusion in the relevant coordination mechanisms.

EVALUATION MATRIX

Criteria	Primary question	Sub-question	Data collection method/sources	What to look for/indicators of success
Relevance	<ul style="list-style-type: none"> To what extent the objectives of UNDAF are consistent with country needs, national priorities, the country's international and regional commitments? 	<ul style="list-style-type: none"> Is the UNDAF document being used by UN agencies and Government institutions in planning their activities, setting goals, and cooperating? Did the existence of the UNDAF make a difference compared to the previous period? 	UNDAF document CPDs/country programmes Interviews with GoE Interviews and survey with UN reps and technical programme staff (PWGs)	Evidence that individual UN agencies programmes were informed by the overall strategic focus set in the UNDAF. Stakeholders (UN and GoE) are well familiar with the UNDAF document and its scope and recognise its value to enhance UN development operations' effectiveness.
		<ul style="list-style-type: none"> Do the UNDAF outcomes address key issues, their underlying causes, and challenges identified by the country situation analysis? 	Desk review of UNDAF results matrices, national situation analyses	Clear correlation between the UNDAF outcomes, and underlying ToC, and the provided situation analysis.
		<ul style="list-style-type: none"> Was the UNDAF results matrix sufficiently flexible and relevant to respond to evolving national development policies and strategies as well as challenges that arose during the UNDAF cycle? 	Interviews with key national partners and UNCT, PWGs	Key stakeholders acknowledge UN's capacity to adapt programmes to the evolving country context under the UNDAF
		<ul style="list-style-type: none"> Are the results set still relevant? 	Interviews and surveys with gov't counterparts, development partners, UNCT National Technical Review Consultation Desk review of country analyses, Vision 2020, National Budget	Emerging new priorities/opportunities that the UN would have the expertise and mandate to address Substantive alignment to national priorities/needs
Effectiveness	To what extent is the UN contributing to the outcomes defined in the	<ul style="list-style-type: none"> To what extent is progress being made towards the achievement of the outcomes set in the UNDAF? 	Annual progress reports, Data on monitoring indicators defined in the UNDAF M&E framework (if	If baselines are available and reliable, recorded change in value of indicators in the intended direction

UNDAF and what are the major factors influencing its contribution?		available) Survey of key stakeholders National Technical Review Consultation Field visits (?)	Validate with key stakeholders (in particular through the review workshop) that progress made in outcome indicators can be linked to UN's contribution
	<ul style="list-style-type: none"> Is the UNDAF promoting effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. within Government, with national partners, International Financial Institutions and other external support agencies)? Are these partnerships effectively leveraged? 	Interviews and surveys to UNCT, development partners, gov't counterparts, other key national stakeholders FGD with DPG? National Technical Review Consultation	Indication that potential partnerships and alliances were sought and sustained
	<ul style="list-style-type: none"> How have unintended results, if any, affected national development positively or negatively and to what extent have they been foreseen and managed? How are risks and assumptions addressed during the implementation of programs and projects? 	Interviews to UNCT and gov't counterparts National Technical Review Consultation Desk review of UNDAF document, progress reports, coordination meetings reports (steering committee, PWGs, M&E committee, UNCT meetings)	UN and partners have proactively analysed evolving context and reflected on the two-way possible effects of its development contributions Results frameworks, and subsequent revisions, present a useful analysis of risks and assumptions, embedded in a credible ToC
	<ul style="list-style-type: none"> To what extent is the UNDAF succeeding in strengthening national capacities, realizing human rights and promoting gender equity and equality? (to which extent resource allocation took into account or prioritized most marginalized groups including women and girls? To what extent were adequate resources provided for integrating Human Rights and Gender Equality in the 	National technical review meeting Interviews and surveys to UNCT, development partners and gov't counterparts UNDAF document and progress reports	National Counterparts/beneficiaries recognise an enhancement of capacities to realise human rights and promote gender equality and provide concrete examples of their application Data on human rights and gender equality show an improvement linked to UN's interventions Analysis of results framework and budgets reveal a clear attribution of resources to reach marginalised groups and integrate human rights

		UNDAF?)		
		<ul style="list-style-type: none"> To what extent is the UNDAF strengthening the capacities for data collection and analysis to ensure disaggregated data on the basis of ethnicity, gender, geographic location? 	<p>National technical review meeting</p> <p>Interviews and surveys to UNCT, development partners and gov't counterparts</p> <p>UNDAF document and progress reports</p>	<p>National Counterparts/beneficiaries recognise an enhancement of capacities for data collection and analysis to benefit vulnerable groups and provide concrete examples of their application</p>
Efficiency	<ul style="list-style-type: none"> To what extent the UNDAF function as a mechanism to minimize transactions cost of UN support for the government and UN agencies? 	<ul style="list-style-type: none"> To what extent outcomes are being achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.)? 	<p>Interviews and survey to UNCT, development partners and gov't counterparts</p> <p>Desk review of UN programme documents</p>	<p>Overall perception that the UN is minimising transaction costs</p> <p>Examples of how funds and/or expertise were pooled together to lower administrative costs and time</p> <p>Avoided duplication of reporting lines for national counterparts and development partners</p>
		<ul style="list-style-type: none"> In what ways could transaction costs be further reduced in the current/next UNDAF? 	<p>Interviews and survey to UNCT, development partners and gov't counterparts</p> <p>National Technical Review Consultation</p>	<p>Gathering suggestions, based on evidence/experience, on how transaction costs could be further lowered</p>
Sustainability	To what extent are the results of the UNDAF likely to continue after its completion?	<ul style="list-style-type: none"> Is the institutional capacity being strengthened to be sustained in the long-term (technical expertise, financial independence and participation of rights-holders in process)? 	<p>Interviews and survey to UNCT, development partners and gov't counterparts</p> <p>National Technical Review Consultation</p>	<p>Level of ownership of the government in the UNDAF design, planning and implementation</p> <p>Capacities in place to sustain the results of the UNDAF (by outcome area)</p> <p>Financial mechanisms in place to ensure future sustainability</p>

		<ul style="list-style-type: none"> To what extent is the UNDAF contributing to developing an enabling environment (including capacities of rights holders and duty bearers) and institutional changes to advance Human Rights and Gender Equality issues? 	<p>Interviews and survey to UNCT, development partners and gov't counterparts</p> <p>National Technical Review Consultation</p>	<p>Examples of how UN interventions are triggering institutional changes that can advance human rights and gender equality</p>
Design and Focus	To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework?	<ul style="list-style-type: none"> Did the UNDAF adequately use RBM to ensure a logical chain of results, and was the results matrix well designed? 	Desk review of the UNDAF document	UNDAF's results framework is strongly based on RBM principles and best practices (clarity in the definition of results and their measurability) ensuring a logical chain of results
		<ul style="list-style-type: none"> Was the M&E Framework well designed and was it useful to ensure proper monitoring? Was the current UNDAF M&E system fit to capture progress, and what could be improved? 	<p>Desk review of the UNDAF document</p> <p>Interviews and survey with UNCT/PWGs</p>	<p>Indicators are specific, measurable, achievable, relevant and time-bound</p> <p>The M&E framework is being used to track progress towards results</p>
		<ul style="list-style-type: none"> To what extent have risks and assumptions been addressed in UNDAF design? 	Desk review of UNDAF document	UNDAF presents a useful analysis of risks and assumptions, embedded in a credible ToC
		<ul style="list-style-type: none"> Was the distribution of roles and responsibilities among the different UNDAF partners well defined and largely respected in the course of implementation? 	<p>Desk review of UNDAF document</p> <p>Interviews and FGDs with UNCT and PWGs members</p>	UN agencies at management and technical level recognise that roles and responsibilities were clearly defined and respected
		<ul style="list-style-type: none"> To what extent were [1] human rights principles and standards, [2] gender equity and equality including sex disaggregated data and indicators, [3] other cross-cutting issues, [4] results based management and [5] capacity development reflected in the UNDAF and, as relevant, in the Country Programmes? 	Desk review of UNDAF document and country programmes	<p>UNDAF M&E framework present a disaggregation of data by gender and vulnerable groups, where relevant</p> <p>Human rights frameworks are reflected in the design of programmes</p> <p>Capacity development is embedded as an overall strategy underpinning all UN interventions</p> <p>RBM – see first question under “focus and design”</p>

		<ul style="list-style-type: none"> To what extent was meaningful participation of all stakeholders ensured in the UNDAF process? What mechanisms are in place to ensure participation during its implementation? 	<p>Interviews and FGDs with UNCT/PWGs</p> <p>National Technical Review Consultation</p>	Stakeholders can describe existing mechanism to ensure an inclusive approach to the UNDAF design and implementation
UN Coordination	To what extent is the UNDAF optimising coordination among agencies and leverage their comparative advantages?	<ul style="list-style-type: none"> To what extent and in what ways have the comparative advantages and values of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)? 	<p>Interviews and survey with UNCT, development partners and gov't counterparts</p> <p>National Technical Review Consultation</p>	Partners to the UN recognise the UN-specific's values and comparative advantages as being duly applied in the country context
		<ul style="list-style-type: none"> To what extent is the capacity of the UN system leveraged in engaging non-resident agencies in the country programming in support of national development priorities? 	<p>Survey of NRAs</p> <p>Interviews with RCO, UNCT, gov't counterparts</p>	UN and main government's counterparts recognised the capacity of the UN system to efficiently draw from the expertise of NRAs
		<ul style="list-style-type: none"> To what extent and in what ways is the UNDAF contributing to achieving better synergies among the programmes of UN agencies? (Has the UNDAF enhanced joint programming by agencies and /or resulted in specific joint programmes? Have agency supported country programmes been enhanced mutually reinforcing in helping achieve UNDAF outcomes?) 	<p>Interviews and survey to UNCT, development partners and gov't counterparts</p> <p>National Technical Review Consultation</p> <p>Desk review of UN programme documents</p>	<p>Joint programme opportunities being seized</p> <p>No overlap in the programmatic approaches and evidence of UN agencies' programmes taking into consideration expertise and mandate of sister agencies to enhance overall results</p>
		<ul style="list-style-type: none"> Are the UNDAF monitoring and coordination mechanisms efficient and effective in guiding the implementation of the 	<p>Interview with UNCT, survey with PWGs (or FGD)</p> <p>Interview with key national counterparts</p>	UN management and programme staff acknowledge that the existing coordination mechanisms allow for a strategic joint implementation of the UNDAF

		<p>UNDAF?</p> <ul style="list-style-type: none"> • What could be improved (eg. Priority Working groups, thematic groups, UNDAF steering committee, UNCT...)? 		<p>National counterparts recognise the efficiency of existing coordination mechanisms</p>
		<ul style="list-style-type: none"> • Has the UNDAF reporting on results processes been adequate for its effective management and for communication / advocacy purposes? 	<p>Interview with UNCT, survey with PWGs (or FGD)</p>	

UNDAF ALIGNMENT TO VISION 2030

		VISION 2030/SDGs	UN contributions 2016/17
SOCIAL DIMENSION	SOCIAL JUSTICE PILLAR/ SDG s1, 5, 10, 16	Review and developing laws related to social justice and integration	<p>Increasing the access of men and women to legal aid services through up-scaling the establishment of legal aid offices in family courts.</p> <p>Strengthening the legislative and Institutional capacity of the Juvenile Justice system in Egypt including the reform of detention conditions of children and the set-up of post-detention services.</p> <p>Improving the Criminal Justice Response to Violence against Women in Egypt including preventing, investigating and punishing acts of violence against women and girls.</p> <p>Support combatting against human trafficking and migrant smuggling.</p> <p>Enhancing government response to terrorism threats by improving the counter terrorism criminal justice system.</p>
		Developing and expanding the role of state authorities concerned with transparency and protection	<p>Support to the NCCC and national oversight bodies</p> <p>Support to the Government of Egypt in expanding its e-government services to improve services by broadening access for and usage by citizens</p>
		Improving the social protection and subsidy systems and expanding their coverage	Support to the scaling up of the Takaful and Karama programmes by the Ministry of Social Solidarity, in collaboration with other line Ministries.
		Reducing the social inter-generation and gender gaps	<p>Capacity building of women parliamentarians and candidates</p> <p>Support to the development and implementation of the National Youth Strategy</p> <p>Cross-cutting focus on women and young people (in job creation, access to services, civic engagement)</p>

VISION 2030/SDGs		UN contributions 2016/17
HEALTH PILLAR/ SDG 3	Achieve a balanced geographical distribution of services	<p>Joint UN project (HAYAT) implementing an integrated, area-based development approach in Minya</p> <p>Support government in integrating services (public spaces, hospitals, schools, etc.) in planning processes and methodologies of small cities, and urban extension areas.</p> <p>Mainstream local economic development in the planning of urban expansion areas</p> <p>Upscale the implementation of the “Demining for Development” to cover all of the North West Coast</p>
	Inclusive Healthcare coverage Improving quality of healthcare provision	<p>Strengthening of systems to ensure access to vulnerable mothers and children under 5 to continuous and integrated primary health care services, particularly perinatal care and nutritional services.</p> <p>Support for increased access to quality family planning and reproductive health services.</p> <p>Train community health workers as advocates for vulnerable migrants</p>
	Enhancing preventive and health programmes	<p>Support prevention of drug use, treatment and care of drug use disorders and the access to quality prevention, care, support and treatment for viral Hepatitis hepatitisC, HIV, STIs and TB.</p> <p>Strengthening the health system to improve the health literacy of vulnerable populations on prevention of Communicable Diseases (CDs) and Non Communicable Diseases (NCDs).</p> <p>Strengthening capacity of Ministry of Interior agencies to combat illicit trafficking such as contraband of medicine and drugs trafficking</p> <p>Strengthening the National health system for preparedness and response to public health emergencies with special focus on Avian and Pandemic Influenza</p>
	Decentralise health services provision	Supporting institutional restructuring of the health sector, including support to local planning and community engagement

VISION 2030/SDGs		UN contributions 2016/17	
ECONOMIC DIMENSION	EDUCATION AND TRAINING PILLAR/ SDG 4	Developing a pre-schooling system	Contribute to the development of Integrated Early Childhood Development policies and programs
		<p>Developing Teachers' professional and technical skills</p> <p>Application of a comprehensive curriculum reform system</p> <p>Illiteracy and drop-out eradication programme</p>	<p>Scaling up of Child Friendly Schools</p> <p>Support to Education reform (policy advice and capacity development)</p> <p>School feeding programmes</p> <p>Comparative assessment of math and sciences textbooks for Grad 1 – 12</p> <p>Support to institutional development of the Regional UNESCO category II center on adult Education(Sirs El Layyan)</p> <p>Support to implementation of ICT Competency Framework for Teachers to improve teaching and learning with integration of ICTs in the education</p>
	CULTURE PILLAR	<p>Review laws and legislations related to cultural industries and heritage protection, historic cities, regeneration</p> <p>Supporting and empowering cultural industries</p> <p>Cultural diversity</p>	<p>Capacity development for national authorities in the field of management of cultural resources and safeguarding of intangible cultural heritage</p> <p>Support to preservation of documentary heritage through Memory of the World Programme</p> <p>Enhancing the capacity of concerned government's departments to combat illicit trade of culture property</p>
ECONOMIC DIMENSION	ECONOMECONOMIC DEVELOPMENT PILLAR/ SDGs1, 8	Decent work programme	Contribute to the increase of better skilled youth, women and other vulnerable groups to have decent job opportunities at home and abroad, including the promotion of inclusive employment for persons with disabilities.
		Promote entrepreneurship	<p>Support different national institutions (including the SDF, the private sector, local governments) in upgrading financial and non-financial services provided to MSMEs.</p> <p>Support Government's efforts to mainstream migration and migrants to channel remittances, as well as social, financial and human capital associated with their return, towards MSE establishment and other productive ends.</p>

VISION 2030/SDGs		UN contributions 2016/17	
		<p>Green economy project for sustainable development</p> <p>Developing agricultural areas and supporting agro-industry</p> <p>Encouraging green tourism</p>	<p>Strengthening the capacities of private sector businesses in tourism, agro-industries, and other key pro-poor sectors, addressing gender, equity and environmental sustainability.</p> <p>Promote integrated rural development projects in the reclaimed land</p>
	ENERGY PILLAR/ SDG 7		<p>Energy efficient lighting systems, promotion of renewable energy</p> <p>Promoting renewable energy and solar power for agricultural sector</p> <p>Promote sustainable infrastructure, environment and resource management through rapid integrated planning</p>
	KNOWLEDGE INNOVATION SCIENTIFIC RESEARCH PILLAR/ SDG 9	<p>Promote Innovation and knowledge culture</p> <p>Develop comprehensive programme to stimulate innovation activities by SMEs</p>	<p>Support implementation of the national IT and innovation strategy</p> <p>Create Online knowledge sharing platforms and dissemination of evidence produced in impact evaluations.</p> <p>Provide policy advice to the Government on ICT and its applications to promote e-business, including MSEs, as well as e-government, ICT-related trade and investment policies, and ICT-related technological innovation</p> <p>Empowering Youth, women and People with disabilities through Youthmobile and ICT4PWD initiatives</p>
	EFFICIENT GOVERNMENT INSTITUTIONS PILLAR/	<p>Improving the planning and monitoring system</p>	<p>Enhancing of national and local capacities and systems for planning, budgeting, monitoring and evaluation.</p> <p>Supporting Impact Evaluation initiatives for evidence based policies.</p> <p>Technical support in introducing a performance based budget</p>

VISION 2030/SDGs		UN contributions 2016/17	
		Developing the communication mechanisms between the government and the citizens	Provide Technical Assistance for the conduct of inclusive and participatory national dialogue through capacity of media organizations and professionals including journalists. Open dialogue channels with local community and private sector on the feasibility of sustainable economic development for New Urban Communities
		Improving government services provided to citizens	Pilot innovative ICT solutions to increase government efficiency
		Updating legislative structure	Support measures to Combat Corruption and Money Laundering in Egypt, in order to support Egypt to fully implement the UNCAC by designing a national strategy on corruption, revising the relevant legal framework
		Updating the information database of public administration	Cross-cutting focus on data capacities
ENVIRONMENT DIMENSION	ENVIRONMENT PILLAR/ SDGs 6,12, 13, 14 ,15	<p>Strengthening the institutional and legislative structure of water resources management system</p> <p>Adopting fiscal policy reforms to encourage sustainable consumption pattern of water and natural resources</p> <p>Raising awareness to preserve the environment and natural resources</p> <p>Reforming the institutional and governance system of urban development planning and management</p>	Support to the Government of Egypt and local communities to strengthen the mechanisms and capacities (both technical and institutional) for the sustainable management of, and access to, natural resources such as land, water and ecosystems (management of protected areas, agricultural land, urban planning, establishment of biosphere reserves, promote zero discharge, etc.)

VISION 2030/SDGs		UN contributions 2016/17
URBAN DEVELOPMENT/ SDG 11	<p>Monitoring the implementation of international conventions on environment</p> <p>Adopt policies to reduce air pollution, adjust to climate change and protect the environment</p>	<p>Support the government of Egypt to comply with multi-lateral environmental agreements, adopt policies, and implement operational measures including monitoring, intervention and management towards a green and sustainable economy and society (reduction of GHG emissions, phase-out of ODS, access to carbon finance emissions, solid waste management)</p> <p>Provide technical and institutional assistance to adopt and implement climate change adaptation and disaster risk reduction policies and programmes focused on vulnerable sectors, groups and high risk geographic locations.</p>
	<p>Reforming the institutional and governance system of urban development planning and management</p>	<p>Support to the development of a Strategic Development Plan for the Greater Cairo Region (GCR)</p> <p>Building national capacities for Strategic Planning for Small Cities, Districts and Regions.</p> <p>Support the development of a sound territorial governance, legal and institutional framework.</p> <p>Develop a national urban policy which will set the mechanism of implementation of the Vision 2030.</p> <p>Support the formulation of a new planning law that connects spatial and economic planning.</p> <p>Support to the Government of Egypt to increase safety, reduce violence and improve quality of life for women, youth and children in urban settings and support the urban upgrading of public spaces.</p> <p>Support an integrated transportation system through the promotion of non-motorized transportation and planning for cost effect rapid transit solutions.</p> <p>Support government in addressing informal settlements through upgrading.</p> <p>Support legislative changes to support sustainable urban development.</p>

VISION 2030/SDGs	UN contributions 2016/17
<p>SDG 2 End Hunger achieve food security and improved nutrition and promote sustainable agriculture</p>	<p>Technical assistance for evidence-based policy-making and interventions on food security, safety and nutrition</p> <p>Enhancing the effectiveness and efficiency of food subsidy systems</p> <p>Awareness raising on nutrition knowledge, assist in monitoring and reporting on malnutrition</p> <p>Support to improve agricultural practices and agro-supply chain</p> <p>Provide rural financing lines for rural areas to support agricultural development projects and initiatives.</p>

BIBLIOGRAPHY

PUBLICATIONS AND REPORTS

UNDP & Ministry of Planning Monitoring and Administrative Reform, Egypt's Progress towards Millennium Development Goals, 2015

Sustainable Development Strategy: Egypt Vision 2030, Summary in English

Preliminary assessment and recommendations toward the establishment of an integrated aid information management system (AIMS), UNDP for the Ministry of Planning and International Cooperation, 2013

UNDP Egypt, Pathways to Development – Achievements Report, 2015

UNFPA Egypt, 2014 Annual Report, December 2014

UNFPA Egypt, 2015 Annual Report, February 2016

UNDAF 2007-2011 Mid-Term Review, July 2009

UNICEF Egypt, 2014 Annual Report

UNICEF Egypt, 2015 Annual Report

Ministry of Housing, Utilities and Urban Communities & UN-Habitat, Egypt Housing Profile, June 2015

Ministry of Housing, Utilities, and Urban Communities & UN-Habitat, Egypt Housing Strategy, November 2015

Government of Egypt and UN Country Team, UNDAF 2013-17

Partnership for Economic Policy and UNICEF, Enhancing Equity for Children in the context of the Reform or Energy Subsidies in Egypt, June 2015

Situation Analysis Task Force, Situation Analysis: Key Development Challenges Facing Egypt, 2010

UNFPA Egypt, Country Programme Document, January 2013

UNFPA Egypt, Country Programme Action Plan July 2013-2017

UNDP Egypt, Pathways to Development – Achievements Report, 2015

UNDP Egypt Country Programme Document, March 2013

UNDP Egypt, Country Programme Action Plan July 2013-2017

UNICEF Egypt Country Programme Document, March 2013

UNICEF Egypt, Country Programme Action Plan July 2013-2017

WORKING DOCUMENTS

UN Resident Coordinators Annual Reports 2013, 2014, 2015

DPG Thematic Groups ToR

DPG Briefing, March 2016

UNDAF Annual Progress Report 2014

Cairo Agenda for Action on Aid Effectiveness, 2009

UNDAF Steering Committee Minutes, May 2014

UN Egypt Support Package on SDGs

UNDAF Steering Committee, Summary of Meeting, December 2015

UN Proposal on Anti-Corruption and Transparency, February 2016

LIST OF PEOPLE INTERVIEWED

INTERNATIONAL PARTNERS

1. Mr. Jon Hedenström, First Secretary Regional Development Cooperation/Human Rights and Democracy, Swedish International Development Agency (SIDA)
2. Mr. Aly-Khan Rajani, Counsellor (Development Cooperation), Embassy of Canada
3. Mr. Diego Escalona Paturel, Counsellor, Head of Cooperation, European Union
4. Dr Andreas Kuck, Country Director, GIZ; Mr. Sebastian Lesch, Counselor, Head of German Development Cooperation, and Mr Wolf Muth, Director KFW Office of Cairo, German Embassy
5. Mr. Yuichi OBA, Counselor (Head of Economic Section), Japanese Embassy (via phone)

GOVERNMENT OF EGYPT/NATIONAL PARTNERS

6. H.E. Minister of International Cooperation, Dr Dr. Sahar Nasr
7. Ambassador Sherif Refaat, Assistant Foreign Minister, Director of International Cooperation for Development
8. Dr. Maya Morsy, President, National Council of Women
9. Dr. Maged Osman, Director of the Egyptian Center for Public Opinion Research, BASEERA

UNITED NATIONS

10. Nahla Zeitoun, Senior Social Protection Specialist, World Bank
11. Dr. Magdy , UNFPA Representative, a.i.
12. Ms. Gillian Wilcox, Representative, a.i., UNICEF
13. Mr. Ignacio Artaza, UNDP Country Director
14. Ms. Elizabeth Tan, Representative, UNHCR Representative
15. Mr Luca Fedi, ILO

LIST OF FOCUS GROUP DISCUSSIONS

1. UN Country Team
2. UN Programme Staff
3. M&E Task Force
4. National Counterparts

AGENDA OF NATIONAL TECHNICAL REVIEW CONSULTATION

Time	Agenda Item
8.30-9.00	Registration and Welcome
9.00-9.30	Introduction of facilitation team and participants
9.30-10.00	UNDAF Review: scope and objectives, purpose of the day
10.30-10.45	Brief presentation of UNDAF 2013-17
10.45-12.00	Divide into groups and instructions provided (15 min) Group discussion: Progress made towards the set outcomes: challenges and opportunities (1 hour)
12.00 – 12.30 Coffee/Tea Break	
12:30 – 13:30	Report back and plenary discussion (1 hour)
13.30 – 15.00	Group discussion (different groups) : UN working as One: efficiency and inclusivity of the UNDAF process (45 min) Report back and plenary discussion (45 min)
15.00 – 15.45	Facilitate Plenary discussion: the way forward
15.45 – 16.00	Conclusions and fill in of questionnaires
16.00 Lunch	

OUTLINE OF INTERVIEWS

Explain background to the review and its principles: i.e. confidentiality (no statement will be attributed not in the report nor communicated to the commissioner), independence of the consultants and overall review process; and criteria, i.e. the review is aimed at assessing the UNDAF's relevance, effectiveness, efficiency and sustainability as well its focus and design. The review will result in a set of short-term recommendations to inform the continued UNDAF's implementation and longer-term recommendations for the next programme cycle.

According to the type of interviewee, questions will be adapted and might focus just on one of the five priority areas of the UNDAF.

1. How **relevant** is the UNDAF to the country's evolving priorities?

Possible sub-questions:

- Is the document being used by UN agencies and GoE to plan their activities?
- Do the outcomes address key issues and their underlying causes as identified in the country analysis?
- Was the UNDAF flexible enough to respond to the evolving country's situation and challenges faced?
- What could be the strategic interventions for the next UNDAF cycle, taking into account the, national priorities-Egypt vision 2030, SDGs, emerging issues, and UN's comparative advantage?

2. How **effective** is the UNDAF in contributing to its stated outcomes?

Sub-questions:

- To what extent do you feel the UN manages to contribute to the results set in the UNDAF and is progress being made? (recall the five priority areas set in the UNDAF – i.e. Poverty alleviation through pro-poor growth and equity; Quality basic services; Democratic governance; Food security and nutrition; Environmental sustainability and natural resource management – ask on which area is the interviewee more familiar with and focus the discussion on that area(s))
- What are the past, current and foreseen challenges? Have there been unintended results and how are these being dealt with?
- Do you think the UNDAF manages to promote effective partnerships with the gov't, civil society, INGOs, other development partners?
- How effective is the UNDAF in benefitting the most disadvantaged groups? Are proper resources allocate to this scope?
- Do you think the UNDAF effectively pursues gender equality and inclusion throughout its five results areas?
- (specific questions on data collection and analysis will be posed to relevant UN and government counterparts)

3. Was the implementation of the UNDAF **efficient**, i.e. cost-effective?

Sub-questions:

- How effective is the UNDAF in ensuring a minimization of transaction costs for the UN and its partners (in terms of funds, expertise, time, administrative costs, etc.)? in what ways could these be further reduced?

4. **Sustainability**. To what extent are the results of the UNDAF likely to **continue after its completion**?

Possible sub-questions:

- Are institutional capacities being strengthened to be sustained in the long-term?

- To what extent is the UNDAF contributing to developing an enabling environment to advance social justice and Gender Equality? Was meaningful participation of all stakeholders ensured in the UNDAF process? What mechanisms are in place to ensure participation during its implementation?

5. Is the UNDAF optimizing **UN Coordination**?

Sub-questions:

- Do you think that the UN comparative advantages (its universal and specific mandates) are being effectively leveraged?
- How effectively are non-resident agencies being engaged in the UNDAF process?
- Has the UNDAF enhanced joint programming? Can you provide some examples?
- Are the existing coordination and monitoring mechanisms effective in your view? What could be improved? (e.g. PWGs, UNDAF SC, UNCT, M&E Committee)
- How could the UN reform agenda be better reflected in the UNDAF implementation? How could the UN system make further progress in implementing aspects of UN Coherence?
- [for the UN] Has the UNDAF reporting on results processes been adequate for its effective management and for communication / advocacy purposes?

Last, but not least, do you have any suggestions on how could the UNDAF implementation be sharpened in the rest of the cycle (2016-2017)?

ONLINE SURVEY FORM



Online survey
final.pdf

TERMS OF REFERENCE OF NATIONAL AND INTERNATIONAL CONSULTANTS



ToR of National
Consultant for UNDAI



ToR of Internatinal
Consultant for UNDAI