



Independent  
Evaluation  
Office

United Nations Development Programme

# INDEPENDENT COUNTRY PROGRAMME EVALUATION EGYPT

## ANNEXES

## **CONTENTS**

<b>ANNEX 1. TERMS OF REFERENCE .....</b>	<b>2</b>
<b>ANNEX 2. EVALUATION FRAMEWORK .....</b>	<b>13</b>
<b>ANNEX 3. PEOPLE CONSULTED .....</b>	<b>14</b>
<b>ANNEX 4. DOCUMENTS CONSULTED .....</b>	<b>17</b>
<b>ANNEX 5. PROJECT LIST .....</b>	<b>19</b>
<b>ANNEX 6. STATUS OF COUNTRY PROGRAMME OUTCOME &amp; OUTPUT INDICATORS .....</b>	<b>22</b>
<b>ANNEX 7. COUNTRY AT A GLANCE .....</b>	<b>36</b>
<b>ANNEX 8. DETAILED RATING SCORES .....</b>	<b>39</b>

# ANNEX 1. TERMS OF REFERENCE

## INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to national development priorities, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP was able to adapt to the crisis and support country's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

This is the third ICPE for UNDP Egypt, the previous ones being conducted in 2004 and 2012 respectively. The evaluation will be conducted in 2021 towards the end of the current UNDP programme cycle (2018-2022), with a view to contributing to the preparation of UNDP's new programme starting from 2023. The ICPE will be conducted in close collaboration with the Government of Egypt and UNDP Regional Bureau for Arab States.

## NATIONAL CONTEXT

With over 101 million residents at end-2020, Egypt is the most populous country in the Arab World and the third-most populous in Africa. Over one-third of Egypt's population is under age 15. The UNDP Human Development Index ranks Egypt at 116 out of 189 countries (0.707), in the high human development category.<sup>2</sup> An estimated 22.3% of Egyptians live below the poverty line of \$3.10 per day.<sup>3</sup> The majority of Egyptians (51.2%) work in informal employment, and unemployment is high (12.8%).<sup>4</sup>

---

<sup>1</sup> <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

<sup>2</sup> UNDP, Human Development Report 2020: Egypt Briefing Note. [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/EGY.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/EGY.pdf)

<sup>3</sup> UNDP (November 2018): SDG Report Egypt 2030, 34

<sup>4</sup> SDGs report, 36.

Egypt embarked on a series of economic reforms in 2016 to address macroeconomic imbalances and large government deficit. Reforms have included reducing direct price subsidies for fuel, electricity, and utilities; reform of the food subsidy; and shifting from a sales tax to a comprehensive value-added tax system. The government also passed a civil service law to restructure public sector compensation levels and link pay to performance. These reforms have shown results in terms of the deficit and lowered inflation. In 2019 the GDP growth was at 5.6%, however long-term issues of limited non-oil private sector activity and job creation, and below-potential foreign direct investment and exports remain.<sup>5</sup>

The Government of Egypt is making several large-scale investments to upgrade infrastructure, expand housing, and create a more sustainable and diverse economy, particularly in underserved regions such as Upper Egypt. Egypt has also reformed its social programs and revised targeting strategies. The program has shifted its structure from mostly fuel subsidy<sup>6</sup> to greater investment in pension funds and cash transfer programs<sup>7</sup> – serving to better meet needs and reduce fossil fuel consumption.<sup>8</sup> Egypt has identified technical innovation and ICT as an enabler for sustainable development.

Egypt's 2014 Constitution introduced several reforms for women's empowerment, including strengthened provisions against gender discrimination, amendments to personal status laws, stricter legal penalties for female genital mutilation and sexual harassment. The National Council for Women, the national entity responsible for women's advancement, released a National Strategy for the Empowerment of Egyptian Women 2030 in 2017, addressing the integral role of women's empowerment for achieving the 2030 Agenda and Egypt 2030 goals. The strategy is based on four pillars of women's political empowerment and leadership, economic empowerment, social empowerment, and protection. Egypt also developed a national female genital mutilation abandonment strategy (2016-2020).

Egypt has a Gender Inequality Index value of 0.449, ranking it 108 out of 162 countries. In Egypt, 14.9 percent of parliamentary seats are held by women and one-quarter of Local Council seats are reserved for women as per the 2014 Constitution. An estimated 73.5 percent of adult women have reached at least a secondary level of education compared to 72.5 percent of their male counterparts. Female labour force participation is currently at 22.8%, with a target of 35% in Egypt by 2030.<sup>9</sup>

Climate change and environmental degradation pose substantial threats to Egyptians' access to resources, livelihoods and security. As a downstream country which relies heavily on the waters of the Nile, the construction and filling of the Grand Ethiopian Renaissance Dam and its potential negative impacts on Egypt's water availability have been a source of regional controversy.<sup>10</sup> More than 90% of Egypt's energy comes from fossil fuels. However, Egypt has prioritized development of renewable energy sources, with a target of 20% by 2022, and 37% by 2035. This initiative has been supported by policy shifts including enactment of the Renewable Energy Law in December 2014 which incentivizes investment in renewable energy. Egypt plans to phase out electricity subsidies and the Government has also committed to improving energy efficiency.

---

<sup>5</sup> World Bank Group, Egypt Economic Monitor, From Crisis to Transformation: Unlocking Egypt's Productivity and Job-Creation Potential, November 2020, 8.

<sup>6</sup> 64% in 2011/2012, 30% in 2017/2018

<sup>7</sup> Unconditional contributions to pension funds, and conditional cash transfers based on school enrolment, antenatal care or childcare for children ages 0-6

<sup>8</sup> Egypt VNR, 10-11.

<sup>9</sup> SDGs report, 35.

<sup>10</sup> <https://www.nytimes.com/interactive/2020/02/09/world/africa/nile-river-dam.html>

As in other countries around the world, Egypt too has been severely impacted by the COVID pandemic<sup>11</sup>. The pandemic has brought hardship to many Egyptian households, with 73.5% experiencing loss in income, over half of employees working reduced hours, and 50 percent relying on borrowing and 17 percent on charity, according to a June 2020 government study.<sup>12</sup> The government developed a National COVID-19 Preparedness and Responsiveness Plan (February 2020), and allocated an emergency response package worth LE100 billion<sup>13</sup> as well as scaling up social protection programs and other financial measures. UNDP and partners have supported the Government in Egypt, as guided by the COVID-19 Socioeconomic Response Plan (SERP).

## UNDP PROGRAMME IN EGYPT

The United Nations began providing development assistance to Egypt in 1953. The United Nations Special Fund established a Cairo office to expand this work in 1958, which became the UNDP country office in 1966. For over 50 years, UNDP has been supporting the Egyptian government and people in their efforts to reduce poverty and to promote sustainable human development policies.

The UNDP country programme is aligned with the Government's Sustainable Development Strategy: Egypt 2030 and contributes to the United Nations Partnership Development Framework (UNPDF) 2018-2022. The UNDP Strategic Plan, 2014-2017, emerging priorities in the new UNDP Strategic Plan, 2018-2021, Egypt Vision 2030, and the sustainable development goals. UNDP Egypt's three main areas of work outlined in the 2018-2022 Country Programme Document (CPD) are: Inclusive Growth and Innovation; Climate and Disaster Resilience; and Gender Equality.

Inclusive growth and innovation (SDGs 1, 3, 8, 9, 10, 12, 16 and 17): The inclusive growth programme encompasses support to core government functions affecting the achievement of the SDGs and national development agenda, and support to government economic reform, focusing on financial inclusion and integrated local development for the poor, youth and women. This programme area provides a framework that reinforces the core government functions affecting the effectiveness and implementation of the sustainable development goals and the sustainable development strategy, while focusing on partnering with in-country United Nations organizations to lead on the goals. Second, it supports the government economic reform by focusing on financial inclusion and integrated local development for the poor, youth and women through innovative programmes that can have maximum impact across goals and targets ('accelerators').

Climate and Disaster Resilience (SDGs 6, 7, 11, 13, 14 and 15): UNDP supports Egypt to fulfil its international climate commitments and reporting, as well as support to protect biodiversity, energy efficiency, renewable energy, and sustainable cities. In line with the Paris Agreement of Climate Change UNDP supports the Ministry of Environment and partners with climate change adaptation initiatives focused, inter alia, on scaling up climate finance to the country for priorities. UNDP also helps Egypt tackle climate change mitigation, in tandem with pollution abatement, by promoting energy efficiency in cities and key economic sectors, and small-scale renewable energy technologies with poverty reduction dividends, encouraging a shift to low-emission technologies in industry. Finally, UNDP supports the development and

---

<sup>11</sup> At end-2020, WHO reported a cumulative total of 135,233 COVID-19 cases and 7,520 deaths in Egypt.<sup>11</sup> The caseload steadily increased from March to mid-June 2020, reaching a peak of 1,774 cases confirmed new daily cases on June 20. However, new infections have accelerated from November to December 2020, reaching 1,333 new cases reported on December 30. Source <https://covid19.who.int/region/emro/country/eg>

<sup>12</sup> CAPMAS COVID-19 Study cited in United Nations Egypt, Response and Recovery Interventions of the United Nations in Egypt, July 2020.

<sup>13</sup> 1.7% of GDP

implementation of protected areas management plans with the Ministry of Environment and donors, to create effective linkages to the private sector, innovation, job creation and livelihood improvement, with a focus on women's economic empowerment, community-based development and increased access to renewable energy sources.

Gender Equality (SDGs 1, 2, 3, 4, 5, 8 and 16): UNDP supports capacities in Government and the women's machinery in general for analysis and solutions that promote women's entrepreneurship, participation in the workforce, and access to decent work. Also UNDP supports the National Population Council in implementing the national strategy on combating female genital mutilation and expanding its endeavours in rural Upper Egypt, with United Nations partners and the National Council of Women in the 'Combating Violence Against Women in Egypt: A coordinated prevention and protection approach' joint programme.

Following a mid-term review of the CPD in 2019, the CO expanded its inclusive growth and social inclusion pillar to address issues of local governance, basic service delivery, social protection and urban development to ensure inclusivity; and strengthen the national capacity to improve quality of treatment, coverage, care and support for people living with HIV and TB (outputs 1.6 and 1.7). Table 1 below summarizes the UNPDF, CPD outcomes and outputs and indicative resources.

**Table 1: UNPDF and UNDP CPD Outcomes, Outputs and Indicative Resources (2018-2022)**

United Nations Partnership for Development Framework and UNDP Country Programme Document Outcomes and Indicative Resources (2018-2022)			
UNPDF/UNDP country programme outcomes and outputs	Programme Finances (\$USD million)		
	Planned resources (2018-2022)	Budget (2018-2020)	Expenditure (2018-2020)
<b>UNPDF Outcome area 1:</b> Inclusive growth, economic empowerment and employment	Regular \$4.0	\$1.1	\$0.8
	Other \$151.35	\$175.2	\$151.7
<b>CPD Outcome 1: Inclusive growth and innovation</b> <i>Outputs</i> 1.1 National institutions supported for data collection measurement analytical systems and monitoring on the SDGs and SDS. 1.2 Evidence based integrated national development solutions developed using sustainable development frameworks 1.3 Strategies promoting entrepreneurship and job creation in selected governorates			

1.4 New forms of partnership with private sector government and bilateral agencies to provide inclusive sustainable and innovative financing 1.5 Egypt's global and regional contributions to best practices in conflict resolution, peacekeeping and preventing violent extremism. 1.6 Support institutional frameworks and capacities addressing local governance and basic service delivery, social protection floors and urban development to ensure leaving no one behind 1.7 National capacities are strengthened for quality inclusive health, and enhance capacities to improve treatment coverage, care and support services for people living with HIV and TB patients to live a dignified life and access stigma-free services			
<b>Total</b>	<b>\$155.35</b>	<b>\$176.3</b>	<b>\$152.5</b>
<b>UNPDF Outcome area 3:</b> Resource efficiency, environmental protection and green growth CPD  <b>Outcome 2: Climate and disaster resilience</b> <i>Outputs</i> 2.1 Expanded use of energy efficiency and renewable energy solutions in key sectors 2.2 Climate adaptation measures in place to protect vulnerable communities from rising sea-levels and other forms of climate risk 2.3 Compliance and reporting to international conventions 2.4 Community livelihoods enhanced around protected areas	Regular \$0.05	\$0.3	\$0.3
	Other \$78.4	\$29.5	\$22.6
<b>Total</b>	<b>\$78.45</b>	<b>\$29.8</b>	<b>\$22.9</b>
<b>UNPDF Outcome area 4:</b> Gender and Women's Equality  <b>CPD Outcome 3: Women's protection and empowerment</b> <i>Outputs</i> 3.1 Support implementation of the national women's strategy, 2030, and enhance the capacity of NCW (removed) 3.2 Support the implementation of women economic pillar under the National Women Strategy 3.3 System to combat violence against women strengthened	Regular \$0.0	\$0.04	\$0.04
	Other \$26.6	\$3.66	\$2.21
<b>Total</b>	<b>\$26.6</b>	<b>\$3.7</b>	<b>\$2.3</b>
<b>Others (management, regional and global projects)</b>	Regular \$0.0	\$0.1	\$0.05
	Other \$0.0	\$1.8	\$1.66
	<b>Total \$0.0</b>	<b>\$1.9</b>	<b>\$1.7</b>
<b>Grand total</b>	Regular \$4.05	\$1.5	\$1.2
	Other \$256.35	\$210.2	\$178.3
	<b>\$260.4</b>	<b>\$211.8</b>	<b>\$179.4</b>

*Source: UNDP Egypt Country Programme Document 2018-2022 and ATLAS extraction (19 Jan 2021); preliminary figures based on country project labels. Budget and expenditure figures are rounded to nearest \$100,000. These figures will be updated on 01 June 2021 to reflect the updated expenditures.*

The programme is primarily funded by government-cost sharing from the Government of Egypt (\$140.5 million programme expenditure to date, 80%). Vertical trust funds comprise 13% of the portfolio, including the Global Environment Fund (\$12.3 million), Green Climate Fund (\$3.5 million), Montreal Protocol (\$2.9 million), and Global Fund to Fight AIDS, Tuberculosis and Malaria (\$1.9 million). The country office has received between US\$350-450 thousand in core resources annually, representing around 1% of the portfolio. The remaining 7% of programme funding is from bilateral and multilateral donors (directly and through funding windows or trust funds) and foundations. Major bilateral donors include Japan (\$2.5 million), Italy (\$1.8 million), Canada (\$0.8 million), and European Union (\$0.6 million).

## SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2018-2022) while taking into account interventions which may have started in the previous programme cycle (2013-2017) but continued or concluded in the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The scope of the ICPE will include the entirety of UNDPs activities in the country and will therefore cover interventions funded by all sources, including core UNDP resources, donor funds, government funds, etc.

## KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>14</sup> The ICPE will address the following four main evaluation questions.<sup>15</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To that extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

ICPEs are conducted at the **outcome** level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP's interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context in Egypt and respond to

---

<sup>14</sup> <http://www.uneval.org/document/detail/1914>

<sup>15</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.



national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

Evaluation question 3 will examine UNDP's support to COVID-19 preparedness, response and recovery at the Country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; its alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 4. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan,<sup>16</sup> as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the CPD.

## APPROACH AND METHODOLOGY

**Assessment of existing data and data collection constraints:** The assessment indicates that there were 10 decentralized project evaluations undertaken during the CPD since 2018. These evaluations will serve as important inputs into the ICPE. In addition, all project documentation, progress reports, annual reports and self-reported assessment will be taken into consideration.

With respect to indicators, the three CPD outcomes are supported by 9 outcome level indicators and 31 output level indicators most accompanied with baselines and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified and, in many cases, the evaluation's ability to measure progress against these indicators will depend on national statistics.

It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

**Data collection methods:** The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries,

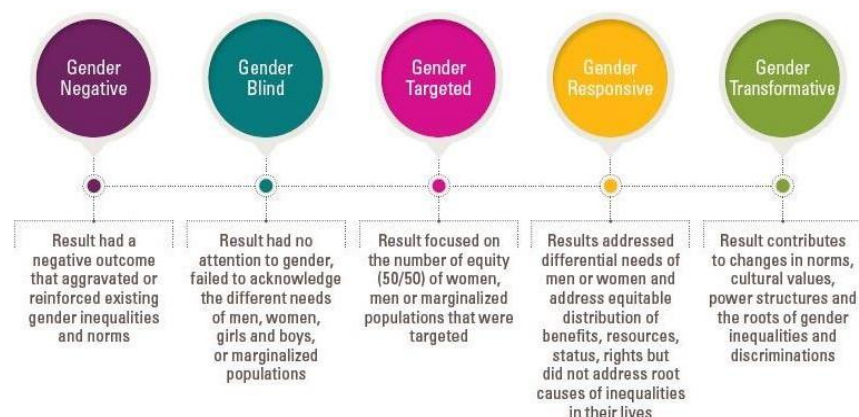
---

<sup>16</sup> These principles include national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

partners and managers. An advance self-assessment questionnaire will be administered to the country office before the data collection mission in the country. The evaluation will follow a multi- stakeholder approach; interviews will include government representatives, civil society organizations, private sector representatives, UN agencies, multilateral organizations, bilateral donors, and programme beneficiaries. Focus group discussions may be used to consult some groups of beneficiaries as appropriate.

Due to travel restrictions imposed by COVID, the stakeholder interviews and field missions will be conducted virtually with the help of national level consultants and/or institutions. If the travel restriction are removed in advance, the evaluation team will undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. The ICPE will cover all three outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned; both larger and smaller pilot projects; as well as both completed and active projects.

The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.



In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Egypt programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker<sup>17</sup> in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see figure below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, and reporting.

**Validation:** The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of findings.

<sup>17</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

**Stakeholder involvement:** A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

**ICPE rating system:** Based on the rating system piloted by IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to the ICPEs in 2021. Ratings will be applied to CPD Outputs and Outcomes, where Outputs will be rated against UNDP country programme's progress/achievement towards each of the planned outputs and Outcomes will be rated against UNDPs contribution to CPD Outcome/ UNSDCF outcome goals.

## MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP Egypt Country Office, the Regional Bureau for Arab States and the Government of Egypt. IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Egypt:** The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). If travel is not possible due to COVID pandemic, the CO will support IEO to coordinate these virtually. To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. Towards the end of the ICPE, the country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

**UNDP Regional Bureau for Arab States (RBAS):** RBAS will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- Associate Lead Evaluator (ALE): The ALE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the evaluation team, and the synthesis process. The ALE will review the draft report and support the LE in other aspects of the ICPE process as may be required.
- Evaluation Consultants and national research institutions/ think tanks: 2-3 consultants will be

recruited and will be responsible for their respective outcome areas. Under the guidance of the LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers, and contribute to the preparation of the draft and final ICPE report. IEO will also explore the possibility of engaging a national research institution/ think tank to support the ICPE Team in data collection and analysis.

- Research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis.

## EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the TOR and the evaluation design. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues in a detailed evaluation design matrix. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Data collection.** During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID most of the data collections and interviews will be undertaken virtually. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data collection, the ICPE team will include a national consultant and also explore the possibility of engaging with a national research institution/ think tank to support the support the ICPE. In the event, travel is possible, the stakeholder interviews and field visit will be undertaken by the team through an in-country mission.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its external reviewers. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Europe and the CIS for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Egypt country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

**Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed in both hard and electronic

versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Egypt country office and the Government of Egypt will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website<sup>18</sup> as well as in the Evaluation Resource Centre. The Regional Bureau for Arab States will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>19</sup>

### TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>20</sup> as follows in Table 3:

<b>Table 3: Tentative timeframe for the ICPE process</b>		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
TOR completed and approved by IEO Deputy Director	LE/ALE	Feb 2021
Selection of consultant team members	LE/ALE	Feb - March 2021
<b>Phase 2: Desk analysis</b>		
Advance questionnaire to the CO	LE/ALE/CO	April 2021
Preliminary desk review of reference material	ICPE Team	May 2021
Pre-mission country analysis paper	Consultants	Jul 2021
<b>Phase 3: Data collection</b>		
Evaluation data collection, stakeholder interviews, field visits, etc. If travel opens, this will include mission to Egypt	LE/ALE/Consultants	Aug/Sep 2021
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis of data and submission of outcome analysis papers	Consultants	Sep/Oct 2021
Synthesis and report writing	LE/ALE/Consultants	Oct 2021
Zero draft for internal and external peer-review and IEO clearance	LE/ALE	Oct/Nov 2021
First draft to CO/RBAS for comments	LE/CO/RBAS	Nov 2021
Second draft shared with the government and national stakeholders	LE/CO/GOV	Dec 2021
Draft management response	CO	Dec 2021
Stakeholder workshop via videoconference	IEO/CO/RBAS	Jan/Feb 2022
<b>Phase 5: Publication and dissemination</b>		
Editing and formatting	IEO	Feb 2022
Final report and evaluation brief	IEO	Feb 2022
Dissemination of the final report	IEO	Mar 2022

<sup>18</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

<sup>19</sup> [erc.undp.org](http://erc.undp.org)

<sup>20</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

## ANNEX 2. EVALUATION FRAMEWORK

Key Evaluation Questions	Sub-questions
EQ 1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)?
	2.2 To what extent did the achieved results contribute to the outcome?
EQ 3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response, and recovery process?	3.1 - To what extent has the support of UNDP been relevant to the needs of Country?
	3.2 How has UNDP response aligned with the government plans, as well as with the support of other agencies of the United Nations, donors and NGO/CSO?
	3.3 How well has UNDP supported the government to develop answers that reduce the loss of lives and protect social & economic development in the long term?
	3.4 To what extent were UNDP funding decisions informed by policies, needs analysis, risk analysis and dialogue with members, and did they support an efficient use of resources?
	3.5 Has the support contributed to the development of social, economic and health systems in Egypt that are equitable, resilient, and sustainable?
EQ 4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	4.1 What programme design and implementation-related factors have contributed to or hindered results?
	4.2 How have the key principles of the Strategic Plan been applied to the country programme design <sup>21</sup>
	4.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?

<sup>21</sup> Key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

## ANNEX 3. PEOPLE CONSULTED

### Government of Egypt

ABD ELFATTAH, Alaa, Chairman of GoPP, General Organization for Physical Planning (GoPP)

ABDELGAWAD, Mohamed, Head of Sector, Cooperation with the UN and Multi-lateral Organizations, Ministry of International Cooperation

ABDELLATIF, Ahmed, Director of CCCPA and project manager of CCCPA and Aswan Forum, Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA)

AHMED, Haytham, Gharbia Health Directorate, Ministry of Health

EL-ARABY, Tarek, Project Director, Director of Waste Management Regulatory Authority (WMRA), Ministry of Environment

ELEWA, Mohamed, Project Manager, Government of Egypt

EL-KISHAWY, El-Araby, Undersecretary, Shore Protection Authority, Ministry of Water Resources

EL-SHAWADFY, Hoda, Director, GEF Unit in Ministry of Environment

FAHIM, Maha, National Project Director, for General Organization for Physical Planning (GoPP), General Organization for Physical Planning (GoPP)

FAROUH, Hend, Project Manager, Industrial Modernization Centre (IMC)

FATEEM, Inas, Project Manager, Egypt Post project, Ministry of Communications and Information Technology

FATHY, Mohamed, Project Manager, Ministry of Environment

GABALLAH, Noha, Focal point delegated to be interviewed on behalf of MCIT, Ministry of Communications and Information Technology (MCIT)

GAMIL, Bassem, Project Manager, Egyptian Environment Affairs Agency

HANDOUSSA, Heba, Project Manager, ENID Project

HELMY, Imane, Project Manager, Assistant Minister of Social Solidarity, Ministry of Social Solidarity

KARIM, Mohamed Abdel, Executive Director, Industrial Modernization Center (IMC), Small-scale photovoltaic systems Project, Ministry of Industry

KIERA, Iman, Assistant Project manager, CCCPA and Aswan Forum

MAHMOUD, Madiha, SpaD Project Manager, General Organization for Physical Planning (GoPP)

MOURAD, Mostafa, Undersecretary, Egyptian Environmental Affairs Agency, Ministry of Environment

NADY, Nancy, M&E Office for the HIV Project, HIV Outreach Program

OSMAN, Hossam, Director of ITIDA and project manager of TIEC, Technology Innovation & Entrepreneurship Center (TIEC)

RIZK, Reham, Focal point at MoPED, Ministry of Planning and Economic Development (MoPED)



SAID, Samer, Project Manager, Ministry of Communications and Information Technology (MCIT)

SALEH, Heba, Project Manager, Information Technology Institute (ITI)

SHAABAN, Amani, Assistant Project Manager, Micro, Small and Medium Enterprises Development Agency (MSMEDA)

SALEM, Mohamed, Head of the Nature Conservation Sector at the Egyptian Environmental Affairs Agency, Nature Conservation Egypt

SHASH, Tarek, Project Manager of MSMEDA project- Acting Director of MSMEDA, Micro, Small and Medium Enterprises Development Agency (MSMEDA)

TALAAT, Nashwa, Advisor to the Minister of Tourism and Antiquities for sustainable tourism, Biodiversity and tourism, Ministry of Tourism

### **Civil Society and Non-Profit Organizations**

AKEL, Alaa, Head of the Egyptian Hotel Association, Biodiversity and Tourism, Ministry of Tourism

FATAH, Mohamed Abdel, Umm Al-Qura Association for Community Development

FOUAD, Naglaa, Spirit of Life Association for Development and Dialogue in Fayoum

EMAD, Adly, Project Manager

HANAFY, Mahmoud, Head of the Hurgada, Environmental Protection and Conservation Association (HEPCA), Hurghada Environmental Protection and Conservation Association

KAMAL, Islam, Ecotourism expert, Fayoum Ecotourism Development Association

KHATER, Tamer, Spirit of Life Association for Development and Dialogue in Fayoum

MAOUJOUD, Yasser Abdel, Association for the Development of Environment and Society in Dendera

MENASSA, Sylvia, Executive Director, American Chamber of Commerce in Egypt

MOUNIR, Seham, Executive Director for Friends Association, Friends Association

ZAKI, Hani, CEO, Fayoum Ecotourism Development Association

### **Donors and Private Sector**

ARMETTA, Carmelo, Programme Officer, Italian Cooperation, Government of Italy

BARSOUM, Sally, Programme Officer, Embassy of Netherlands

KALAM, Nabil Abu, Chief Engineering Department, J W Marriot

LOTAYEF, Dalia, Regional Environmental Advisor, World Bank

MELLI, Martino, Head of the Italian Cooperation, Government of Italy

RIBOT Isabelle, Attachée at European Union Delegation to Egypt

THUSSU Rohan, Second Secretary, Political, British Embassy Cairo



SHAHEEN Haneen, Programme Manager, British Embassy Cairo

IRVANOV Kiril, Head of Cooperation, Canadian Embassy, Egypt

OMRAN Eman, Project Manager Canadian Embassy, Egypt

#### **UNDP**

ABDELRAHMAN, Mai, Programme Analyst, UNDP

ABUELELA, Abdelrazek, Programme manager for HIV/TB Program, Strength HIV & TB response in Egypt' Project, under UNDP, UNDP

AHMED Mohamed, Project Manager, GCF-UNDP Climate Change Adaptation Project Manager

BAYOUMI, Mohamed NABIL AHMED, Assistant Resident Representative and Energy and Environment Team Leader, UNDP

ELSAWY, Reem, Programme Analyst, UNDP

EZZAT, Abdelhamid, Innovation Specialist, UNDP

FAKHARANY, Omar, Impact Investment Specialist, UNDP

NABIL, Alyaa, Programme Management Analyst for HIV/TB Program, 'Strength HIV & TB response in Egypt' Project, under UNDP, UNDP

NAKHLA, Amany, Project Officer at Ministry of Tourism

RAMADAN, Lujain, Programme Assistant, UNDP

REFAI, Deena, Programme Analyst, Social Inclusion and Local Development Team, UNDP

SHAKWEER, Abeer, Assistant Resident Representative, UNDP

WAFA, Heba, Social Inclusion and Local Development Team Leader, UNDP

#### **UN Agencies**

ABDEL AZIZ Nourhan, UNFPA

ALIKO, Blerta, Former UN Women Representative

BAYOUMI, Gihan, Energy Programme Officer, UNIDO

HEDYA, Rania, Country Officer Manager, UN Habitat

MONEM, Tarek Abdel, Climate Change Regional Technical Advisor, IFAD

RAGNO Luigi Peter, Chief Social Policy, UNICEF

HAGELAMIN Nasredin, FAO Resident Representative

ZOHNEY Sally, Gender Specialist, UNFPA

## ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports, and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Egyptian governmental departments, project management offices and others.

Government of Egypt, Information Technology Industry Development Agency, 'TIEC dashboard', 2021.  
<https://tiec.gov.eg/English/Pages/Dashboard.aspx>

Government of Egypt, Ministry of Planning and Economic development, 'Egypt's 2021 Voluntary National Review', 2021.  
[https://sustainabledevelopment.un.org/content/documents/279512021\\_VNR\\_Report\\_Egypt.pdf](https://sustainabledevelopment.un.org/content/documents/279512021_VNR_Report_Egypt.pdf)

Government of Egypt, Ministry of Social Solidarity, 'MOSS release of Waai Program', 2020.  
<https://www.moss.gov.eg/Sites/MOSA/ar-eg/Pages/news-details.aspx?nid=1603>

Government of Egypt, 'Sustainable Development Strategy: Egypt Vision 2030', May 2016.  
[https://www.arabdevelopmentportal.com/sites/default/files/publication/sds\\_egypt\\_vision\\_2030.pdf](https://www.arabdevelopmentportal.com/sites/default/files/publication/sds_egypt_vision_2030.pdf)

Global Environment Facility & UNDP, 'Third Joint GEF-UNDP Evaluation of the Small Grants Programme', 2021.

Industrial Modernization Centre & UNDP Egypt, 'Egypt-PV Success Stories', 2020.

Knowledge Economy initiative supporting Women economic and social empowerment.  
<http://kenanaonline.com/>

UNDP Egypt & Egyptian Environmental Affairs Agency, 'Egypt's First Biennial Update Report to the United Nations Framework Convention on Climate Change', 2018.

UNDP Egypt, 'The National FGM Abandonment Strategy 2016-2020', 2018.

UNDP Egypt, Organizational Chart.

UNDP Egypt, 'Results Oriented Annual Report (ROAR)', 2018.

UNDP Egypt, 'Results Oriented Annual Report (ROAR)', 2019.

UNDP Egypt, 'Results Oriented Annual Report (ROAR)', 2020.

UNDP, 'Egypt Light Mid Term Review', 2020.

UNDP, 'Human Development Report 2020. The Next Frontier: Human Development and the Anthropocene (Briefing note for countries on the 2020 Human Development Report)', 2020.

UNDP, 'National Human Development Report 2021: Egypt', 2021.

UNDP, 'Strategic Plan 2022-2025', 2021.

UNDP, 'Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Egypt', 2020.

UNDP, 'Sustainable Development Goals – MAPS Engagement for Egypt, 2018-2019', 2020.

UNFCCC, 'Egypt's UNFCCC Biennial Update Report', 2019.

United Nations Egypt, 'Ministry of Social Solidarity, UNDP launch new Programme tackling social protection issues', 2020. <https://egypt.un.org/en/36195-ministry-social-solidarity-undp-launch-new-programme-tackling-social-protection-issues>

United Nations Egypt, 'United Nations Partnership Development Framework 2018 to 2022. United for a Sustainable Future', 2017.

United Nations Executive Board, 'Country Programme Document for Egypt (2018-2022)', 2017

United Nations, 'Egypt COVID-19: Response and Recovery Interventions of the United Nations in Egypt', 2020.

United Nations, 'Innovative Solutions to Improve Livelihoods in Host Communities of Syrian Refugees', 2021.

United Nations, 'One United Nations Egypt Annual Results Report', 2019.

United Nations, 'UN Country Annual Results Report, Egypt', 2020.

United Nations, Sustainable Development Goals Knowledge Platform, Egypt, 2021. <https://sustainabledevelopment.un.org/memberstates/egypt>

World Bank Data, Egypt, Literacy rate, adult female (% of females ages 15 and above). 2021.

World Bank Data, Egypt, Unemployment youth total (% of total labor force ages 15-24) (modeled ILO estimate), 2021.

World Bank, 'Takaful and Karama: A Social Safety Net project that Promotes Egyptian Women Empowerment and Human Capital', Results Briefs, 2020.

## ANNEX 5. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
<b>OUTCOME 1: Inclusive growth, economic empowerment and employment. By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job-creating economic development</b>									
00049150	Social Fund for Development - Phase IV	00059735	SFD Operations Supported	Feb 2008	Dec 2021	\$57,439,244	\$55,751,752	NIM	GEN2
00049150	Social Fund for Development - Phase IV	00085242	Fin&nonFin services for MSEs	Jan 2013	Dec 2021	\$30,280,174	\$28,442,940	NIM	GEN2
00049150	Social Fund for Development - Phase IV	00085243	BusProc,HCD intervent improved	Jan 2013	Dec 2021	\$4,067,259	\$3,901,555	NIM	GEN2
00049150	Social Fund for Development - Phase IV	00085239	M&E for Dev Results	Jan 2013	Dec 2021	\$4,056,211	\$3,640,965	NIM	GEN2
00049150	Social Fund for Development - Phase IV	00120676	Innovative Solutions to Improve Livelihoods in Host Communities of Syrian Refugees	Apr 2020	Dec 2021	\$907,489	\$586,967	NIM	GEN2
00115372	Strength. Nat. Cap. to Support Development Sectors	00113013	Line Ministries are capacitated	Jan 2018	Dec 2022	\$30,070,446	\$25,747,997	NIM	GEN1
00060612	Supporting the Activities of the Technology Innovation and Entrepreneurship Center (TIEC)	00096230	Supporting TIEC Activities II	Jul 2015	Dec 2021	\$9,346,660	\$6,153,160	NIM	GEN0
00106836	Maximizing Egypt's Resources & Capabilities Through ICT	00107378	MERC ICT	Jan 2020	Dec 2027	\$10,799,668	\$8,319,083	NIM	GEN2
00069985	ICT for Comprehensive Community Development	00085935	Integrated Community Developm	Jan 2013	Dec 2021	\$8,263,392	\$2,508,607	NIM	GEN3
00069985	ICT for Comprehensive Community Development	00084235	Growth of SMEs and Social Entr	Jan 2013	Dec 2020	\$287,342	\$85,747	NIM	GEN2
00069985	ICT for Comprehensive Community Development	00105699	Upgrading Informal Areas w/ICT	Feb 2017	Dec 2020	\$132,264	\$65,957	NIM	GEN1
00069985	ICT for Comprehensive Community Development	00085936	PS Employment Opportunities Cr	Jan 2013	Dec 2020	\$300,000	\$0	NIM	GEN2
00060666	Supporting Information Technology Insittute (ITI) Activities- Phase 2	00076490	Supporting ITI activities (II)	Oct 2010	Dec 2019	\$1,096,029	\$30,302	NIM	GEN1
00106279	Support to Public Finance Management	00107095	Supp. to Public Finance Mngmt	Jan 2018	Dec 2021	\$5,155,767	\$3,169,419	NIM	GEN1
00127943	Inclusive COVID-19 Response	00121891	Socio economic Impact COVID-19	Jun 2020	Dec 2021	\$2,061,271	\$951,167	DIM	GEN2

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
00127943	Inclusive COVID-19 Response	00121890	Inc Crisis Manag & Responses	Jun 2020	Dec 2021	\$643,346	\$39,013	DIM	GEN2
00081557	Sustainable Development Solutions (SDS)	00090766	Finan Sust of TF options 4 dev	Jan 2014	Dec 2021	\$1,565,227	\$400,133	NIM	GEN0
00081557	Sustainable Development Solutions (SDS)	00090765	Establishment of the CSSDA	Jan 2014	Dec 2021	\$1,285,908	\$490,179	NIM	GEN1
00081557	Sustainable Development Solutions (SDS)	00090768	Enhance Capac of Civil Srrvant	Jan 2014	Dec 2020	\$99,053	\$97,003	NIM	GEN1
00107093	Participatory Strategic Planning For Balanced Spatial Development (SPAD)	00107493	SPAD 2020	Jan 2018	Dec 2021	\$1,147,539	\$994,296	NIM	GEN1
00094577	Strengthening Inst.&Hum. Resources Capacities of Ministry of Social Solidarity (MoSS)	00121759	Strengthening Inst. Capacities	2021	Dec 2023	\$1,243,457	\$123,331	NIM	GEN3
00094577	Strengthening Inst.&Hum. Resources Capacities of Ministry of Social Solidarity (MoSS)	00117188	Sinai's SitAn	Aug 2019	Dec 2021	\$364,065	\$199,932	NIM	GEN2
00094577	Strengthening Inst.&Hum. Resources Capacities of Ministry of Social Solidarity (MoSS)	00098693	Strength. Inst.&Hum. Resources	Mar 2016	Dec 2020	\$126,874	\$125,122	NIM	GEN2
00080290	Cairo Center for Conflict Resolution and Peacekeeping in Africa (CCCPA) Phase II	00120610	Peace,Sec&Stability n Africa 6	Apr 2020	Mar 2021	\$705,220	\$593,763	NIM	GEN2
00080290	Cairo Center for Conflict Resolution and Peacekeeping in Africa (CCCPA) Phase II	00115374	Peace,Sec&Stability n Africa 5	Apr 2019	Mar 2021	\$2,157,645	\$1,431,915	NIM	GEN2
00080290	Cairo Center for Conflict Resolution and Peacekeeping in Africa (CCCPA) Phase II	00109387	Peace,Sec&Stability n Africa 4	Apr 2018	Mar 2019	\$1,052,353	\$922,267	NIM	GEN2
00120521	The Aswan Forum for Sustainable Peace and Development	00116701	The first Aswan Forum	Aug 2019	Jul 2020	\$1,946,621	\$1,541,733	NIM	GEN2
00119017	Strength HIV & TB response in Egypt	00115586	Strength HIV&TB response in EG	Apr 2019	Mar 2022	\$1,889,540	\$1,342,710	DIM	GEN2
00119017	Strength HIV & TB response in Egypt	00123880	COVID19 Support - C19RM & Flex	Apr 2019	Jun 2021	\$1,129,470	\$1,120,856	DIM	GEN1
Sub Total Outcome 1						\$179,619,535	\$148,777,870		
OUTCOME 2: Resource efficiency, environmental protection and green growth: By 2022 Egypt’s natural resources, including urban environments, are managed in an equitable, sustainable and productive manner to increase incomes, reduce food insecurity and mitigate environmental hazards									

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
00098798	Enhancing Climate Change Adaptation in the North Coast (NC) & Nile Delta (ND)	00101999	Enhancing Climate Change Adapt	Jan 2019	Dec 2025	\$12,018,509	\$9,766,800	NIM	GEN2
00057529	Strengthening Protected Areas Finance&Mgmt Systems	00071131	Protected Areas Fin&Mgmt Syst	May 2009	Mar 2021	\$6,154,809	\$4,563,117	NIM	GEN2
00080742	Grid Connected Small-Scale Photovoltaic Systems (PVs)	00090324	Grid Connected Photovoltaic System	Jan 2016	Dec 2021	\$3,751,514	\$1,697,300	NIM	GEN2
00060162	Improving Energy Efficiency of Lighting & Building Appliances	00075645	Energy Efficiency (FSP)	Jun 2010	Dec 2019	\$1,309,284	\$1,308,147	NIM	GEN0
00083771	Protect Health & Env. from persistent organic pollutants	00092079	Protect Health and Environment	Jan 2015	Dec 2021	\$4,113,243	\$3,579,722	NIM	GEN2
00061637	Phase-out of HydroChloroFluoroCarbons in Egypt Foam Sector	00078164	Phase-out of Ozone Depletants	Mar 2011	Dec 2021	\$2,260,082	\$1,687,907	NIM	GEN0
00098847	GEF - Small Grants Programme (SGP) - FSP	00102044	Small Grants Programme (SGP)	Jan 2017	Dec 2022	\$2,894,158	\$2,130,342	OTHERS	GEN2
00087169	Egypt: Mainstream Biodiversity into Tourism Development	00094274	Mainstream BD into tourism	Jan 2019	Dec 2022	\$3,084,438	\$1,098,758	NIM	GEN1
00091904	Project Preparation Grant Egy-Green Sharm El Sheikh	00096880	Green Sharm Sheikh preparation	Jan 2019	Dec 2021	\$285,167	\$169,411	DIM	GEN2
Sub Total Outcome 2						\$35,871,205	\$26,001,505		
OUTCOME 3: GEWE - By 2022, women are fully contributing to Egypt’s development and all women and girl’s rights set forth in the Constitution, are respected, protected and responded to with no discrimination									
00058179	Abandon Female Genital Mutilation & Empower Families	00080857	Anti Female Genital Mutilation	Dec 2011	Dec 2019	\$117,881	\$(1,715)	NIM	GEN3
00106432	Combatting GBV in Egypt	00107188	Combatting GBV in EGY	Mar 2019	Dec 2020	\$143,388	\$95,843	DIM	GEN3
00094577	Strengthening Inst.&Hum. Resources Capacities of MoSS	00114022	Women and Family Empowerment	Jan 2019	Dec 2021	\$115,649	\$97,828	NIM	GEN3
Sub Total Outcome 3						\$376,917	-\$191,956		
Regional and Global Projects									
00033710	Engagement Facility	00113957	Innovation Development for	Jan 2004	Dec 2020	\$486,126	\$376,858	DIM	GEN1
Grand Total						\$216,353,783	\$175,348,190		

Source: Data from Power BI as of September 28, 2021

## ANNEX 6. STATUS OF COUNTRY PROGRAMME OUTCOME & OUTPUT INDICATORS

\*As reported by the Country Office

Indicator	Indicator Description	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
Outcome 1: Inclusive growth, economic empowerment and employment. By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job-creating economic development						
Indicator 1.1. Labour force size and participation disaggregated by sex, age and governorate	Indicator 1.1.1. Total (as % of 15-64) <sup>22</sup>	47.99%	50% <sup>23</sup>	No data	29% (Regression)	43.3% (Progress)
	Indicator 1.1.2. Women <sup>24</sup>	23.07%	35% <sup>25</sup>	No data	25% (Slight progress)	18% (Regression)
Indicator 1.2. Coverage of	Indicator 1.2.1. All <sup>26</sup>	12.9%	No data	No data	12.9% (No change)	12.9% (No change) <sup>27</sup>

<sup>22</sup> Definition: Labor force comprises people ages 15 and older who supply labor for the production of goods and services during a specified period. It includes people who are currently employed and people who are unemployed but seeking work as well as first-time job-seekers. Not everyone who works is included, however. Unpaid workers, family workers, and students are often omitted, and some countries do not count members of the armed forces. Labor force size tends to vary during the year as seasonal workers enter and leave. World Bank data as accessible here: [https://www.theglobaleconomy.com/Egypt/Male\\_labor\\_force\\_participation/](https://www.theglobaleconomy.com/Egypt/Male_labor_force_participation/) 2019: CAPMAS It includes all individuals (15 years and over) who actually contribute to their physical or mental efforts in any economic activity related to the production of goods and services (workers) as well as those who are able to perform such economic activity and desire it and search for it, but they do not find it (the unemployed). The work force estimate is calculated on the basis of the population 15 years and over in the period 2008-2014 unlike previous years. The calculation is made on the basis of the population to 64 years (number of work force in 2018 is 28.9 Million)

<sup>23</sup> No set target in the CPD document. Set here at 50%.

<sup>24</sup> Definition: Female labor force as a percentage of the total show the extent to which women are active in the labor force. Labor force comprises people ages 15 and older who supply labor for the production of goods and services during a specified period. World Bank data as accessible here: [https://www.theglobaleconomy.com/Egypt/Labor\\_force\\_percent\\_female/](https://www.theglobaleconomy.com/Egypt/Labor_force_percent_female/) 2020: <https://ilostat.ilo.org/data/country-profiles/>

<sup>25</sup> Target in CPD is also GoY target as set in SDS: 35%

<sup>26</sup> CPD: 1.11 Coverage of social protection systems, disaggregated by at-risk groups (B: 12.9% targeted poor 2009, T: TBD)

<sup>27</sup> Source World Bank, 2020. The Takaful and Karama program has 3.11 million households currently enrolled:

- 75 percent female card holders; 25 percent male card holders

Of the total number of enrolled direct beneficiaries:

Indicator	Indicator Description	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
social protection systems, disaggregated by at-risk groups						
<b>Indicator 1.3.</b> Percentage of population with connection to electricity	<b>Indicator 1.3.1.</b> Percentage of population with connection to electricity	99.8%	No data <sup>28</sup>	No data	99.8% (No change)	99.8% (No change)
<b>Outcome 2: Resource efficiency, environmental protection and green growth: By 2022 Egypt's natural resources, including urban environments, are managed in an equitable, sustainable and productive manner to increase incomes, reduce food insecurity and mitigate environmental hazards</b>						
<b>Indicator 2.1.</b> Percentage of population at risk of natural disasters or climate change induced hazards/ IRRF 5.2 (B: 37%, T: 0%)	<b>Indicator 2.1.1.</b> Population of risk	37% <sup>29</sup>	0%	37% (No change)	37% (No change)	37% (No change)

- 1.95 million (63 percent) are under Takaful; and 1.16 million (37 percent) are under Karama

Of Karama beneficiaries:

- 838,921 are disabled (72 percent), 319,766 are elderly (27 percent), and 8,147 are orphans (less than 1 percent)

<sup>28</sup> CPD describes the baseline, but not a set target

<sup>29</sup> Baseline source to be clarified



Indicator	Indicator Description	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
<b>Indicator 2.2.</b> Total annual emissions of carbon dioxide (IRRF 1.3)	<b>Indicator 2.2.1.</b> Total annual emissions of carbon dioxide (Kt) <sup>30</sup>	272,000,000 <sup>31</sup>	269,000,000	No data <sup>32</sup>	325,614,000 (Regression)	325,614,000 (No change)
<b>Indicator 2.3.</b> Number of hectares of land that are managed sustainably under an in-situ conservation regime, sustainable use regime, and/or Access and Benefits Sharing (ABS) regime (IRRF 1.4) <sup>33</sup>	<b>Indicator 2.3.1.</b> Hectares <sup>34</sup>	No data	No data	No data	1,700,000	1,700,000 (No change)
<b>Outcome 3: By 2022, women are fully contributing to Egypt's development and all women and girl's rights set forth in the Constitution, are respected, protected and responded to with no discrimination</b>						

<sup>30</sup> Set ambiguously by reference to SPD Outcome2: UNDPDF indicator 3.6 Reduction of the expected increasing of Green House Gasses (GHG) emissions (B: 272 million tons CO2 equivalent (2013), T: 269 millions ton Co2 equivalent (2022)). World Bank has a slightly different baseline for Co2: 2013: 213,412,066 / 2014: 201,894,019

<sup>31</sup> According to most recent national publication (Biennial Update Report - BUR) published in 2019: As of 2015, emission stand at 325,614,000 tons. This should be considered as an updated baseline.

<sup>32</sup> Measurement or projections for 2018 and 2019 not available yet. Measures and projections beyond 2015 are not available yet but work in ongoing on the Fourth National Communication Report

<sup>33</sup> For CPD indicator, no source identified yet. Data source: 6th National Report on Biodiversity.

<sup>34</sup> Protected Area Coverage of Key Biodiversity Areas: 39.86% as of 2018 (no new measurement in 2019) <http://bipdashboard.natureserve.org/bip/map.html?iso=EGY&ind=PAKBA>  
Definition: mean percentage of each Key Biodiversity Area (KBA) that is covered by Protected Areas, based on data on the date of establishment of Protected Areas in the World Database on Protected Areas, and spatial overlaps between digital polygons for Protected Areas and those for KBAs from the World Database of Key Biodiversity Areas

Indicator	Indicator Description	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
<b>Indicator 3.1.</b> Percentage of women in senior management posts in the public sectors (disaggregated by age and profession)/ IRRF 4.4 (B: 22.4, T: 27)	<b>Indicator 3.1.1.</b> Percentage of women in senior management posts in the public sector <sup>35</sup>	22.4%	No data	No data	24% (Progress)	7.1% <sup>36</sup> (Regression)
<b>Indicator 3.2.</b> Wage gap between men and women (B: TBD, T: TBD) - IRRF 4.1	<b>Indicator 3.2.1.</b> Wage gap <sup>37</sup>	25%	No data	No data	25% (No change)	36.5% <sup>38</sup> (Regression)
<b>Indicator 3.3.</b> Gender Gap in	<b>Indicator 3.3.1.</b> Gender Gap Credit	No data	No data	No data	77%	27% <sup>41</sup> (Regression)

<sup>35</sup> Global Gender Gap Report. Although there has never been a woman in a head of state position, and only 14.9% of parliamentarians are women, there are now significantly more women in ministerial positions(24%) than in 2018 (11.8%).

<sup>36</sup> According to the Gender Global Gap Report 2020 (World Economic Forum), very few women are in managerial roles; Legislators, senior officials and managers, consist of only 7.1% women. In addition, 14.9% of parliamentarians are women, Firms with female top managers are 4.90%, and Firms with female majority ownership are 2.40%.

<sup>37</sup> <http://meea.sites.luc.edu/volume16/pdfs/Biltagy.pdf>  
<https://ecommons.luc.edu/meea/188/>

<sup>38</sup> According to the Global Gender Gap Report 2020, It is estimated that the income of an average man is about 3.8 times that of an average woman. In addition, the wage equality for similar work, 1-7 (best), Egypt ranks as the 22nd, with a score of 0.741. As for the estimated earned income, int'l \$ 1,000, Egypt ranks as 139th, with a score of 0.263, women making \$ 4.8 and males \$18.4.To date, Egypt has closed only 62.9% of its gender gap, yet the literacy rate is still as low as 65% among women, which translates into a 15% gender gap yet to bridge.

<sup>41</sup> Global Gender Gap Report 2020. The literacy rate is still as low as 65% among women, which translates into a 15% gender gap yet to bridge. Political empowerment is also low yet improving. Although there has never been a woman in a head of state position, and only 14.9% of parliamentarians are women, there are now significantly more women in ministerial positions (24%) than

Indicator	Indicator Description	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
Access to Credit (B: TBD, T: TBD) <sup>3940</sup>						

Output	Output Indicator	Baseline	Target 2022	Status (Progress/Regression)		
				2018	2019	2020
<b>Output 1.1.</b> National institutions supported for data collection measurement analytical systems and monitoring on the SDGs and SDS.	<b>Indicator 1.1.1.</b> Existence of a policy and system for data sharing across government institutions/IRRF 7.4	No <sup>42</sup>	Yes <sup>43</sup>	No (No change)	No (No change)	No (No change)
	<b>Indicator 1.1.2.</b> Agreement to develop an overall (SDG-based) monitoring and analytical framework which will enable gender sensitive measurements	No <sup>44</sup>	Yes <sup>45</sup>	No (No change)	No (No change)	No (No change)

in 2018 (11.8%). This progress can hopefully stimulate further the involvement of women in politics as well as in the workplace. When it comes to economic opportunities, Egypt has a long way to go yet (140th). Only 24.7% of women are in the labour force, out of which about 20% are on a part-time contract. Further, very few women are in managerial roles (7.1%) and their presence among firms' owners and top managers is also extremely limited (2.4% and 4.9%, respectively). These facts reflect the barriers that still prevent women to access finance and assets. By law, there are still significant limitations for women (at least for some social groups) to own land, capital and financial products. As a result, differences in income (which include wage and non-wage revenues) between men and women are large. It is estimated that the income of an average man is about 3.8 times that of an average woman.

<sup>39</sup> United Nations Foundations: Closing the gender gap in women's access to financial products and services. Women influence or control roughly 25 to 30 percent of global wealth – or more than \$20 trillion in assets. However, women still only have 77 percent of the access to fundamental financial services that men do, such as checking and savings; payments; credit, loans, and capital; insurance; and investment

<sup>40</sup> TBD: Only imperfect estimate can be derived from "% households receiving microcredit by gender of household head" in 2012: 16%. Source: <https://erf.org.eg/wp-content/uploads/2016/06/1017.pdf>

<sup>42</sup> Baseline: No policy or system deployed for M&E

<sup>43</sup> Target: Policy adopted by 2019, system operational in Ministries and Governorates by 2022

<sup>44</sup> Baseline: Framework does not exist

<sup>45</sup> Target: Data published in publicly available format to enable monitoring of SDG targets by civil society.

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
<b>Output 1.2.</b> Evidence based integrated national development solutions developed using sustainable development frameworks	<b>Indicator 1.2.1.</b> Enhanced integrated gender sensitive planning systems and consultation processes enacted that include representatives of affected communities	1. Revised and activated integrated systems fully in force are operational	No <sup>46</sup>	Yes <sup>47</sup>	Yes <sup>48</sup> (Target achieved)	Yes (No change)	Yes (No change)
	<b>Indicator 1.2.2.</b> Number of administrative reform implemented to improve transparency, accountability, and improve quality of services		0	No data <sup>49</sup>	1 (Progress)	1 (No change)	1 <sup>50</sup> (No change)
	<b>Indicator 1.2.3.</b> Since April 2018, UNDP supported the Ministry of Finance to improve efficiency of public finance management system, including establishment of Internal Audit Unit, through capacity building and institutional reform.	1. Regular data on targeting and protection schemes is produced by region/area level	No <sup>51</sup>	Yes <sup>52</sup>	Yes (Target achieved)	Yes (No change)	Yes (No change)
<b>Output 1.3.</b> Strategies promoting entrepreneurship	<b>Indicator 1.3.1.</b> Number of pro-poor operational mechanisms specifically targeting the poor in	1. Number of UNDP supported mechanisms	45	50	45 (No change)	45 (No change)	45 (No change)
		2. Percentage of women in mechanism supported	0%	80%	No data	75% (Progress)	72% (Regression)

<sup>46</sup> Baseline (2018): systems not fully enforced.

<sup>47</sup> Target (2022): revised and activated integrated systems are operational

<sup>48</sup> 2018: 1) first phase of Giza Urban Strategic Plan, 2) Master plan and urban design for development of Al-Dahab & Al-Bekbasy, Orssaya and Dissany islands, 3) first phase of detailed Plans for Al-Warraq Island, 4) reviewed and updated the national strategic plan, 5) final stages for finalizing the National Strategic Plan for Alexandria City.

<sup>49</sup> In approved CPD, Baseline: TBD, Target: TBD

<sup>50</sup> Since April 2018, UNDP supported the Ministry of Finance to improve efficiency of public finance management system, including establishment of Internal Audit Unit, through capacity building and institutional reform.

<sup>51</sup> Baseline: Monitoring systems are appraised and established

<sup>52</sup> Target: Regular data on targeting and protection schemes is produced by region/area level

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
and job creation in selected governorates	Egypt taking into account gender-differentiated needs. <sup>53</sup>						
	<b>Indicator 1.3.2.</b> Number of entrepreneurs and jobs created in Upper Egypt broken down by gender, geography and age	1. Number of entrepreneurs and jobs created in Upper Egypt broken down by gender, geography and age/ IRRF 1.1.1	500,000 <sup>54</sup>	700,000 <sup>55</sup>	301,075 (Regression)	305,112 (Progress)	160,819 <sup>56</sup> (Regression)
		2. Number of entrepreneurs and jobs created (women) in Upper Egypt broken down by gender, geography and age/ IRRF 1.1.1	200,000	350,000	60,295 (Regression)	158,659 (Progress)	58,287 <sup>57</sup> (Regression)
<b>Output 1.4:</b> New forms of partnership with private sector	<b>Indicator 1.4.1.</b> Volume of innovative targeted financial services delivered to citizens (US dollars)		0 <sup>58</sup>	50,000 <sup>59</sup>	0 (No change)	0 (No change)	0 (No change)
	<b>Indicator 1.4.2.</b> Number of knowledge products	1. Number of new reports/publications	11 <sup>60</sup>	14 <sup>61</sup>	11 <sup>62</sup> (No change)	0 (Regression)	8 <sup>63</sup> (Progress)

<sup>53</sup> Source: ENID report

<sup>54</sup> Baseline: 500,000 jobs created through UNDP (2016) (200,000 for women and 300,000 for men)

<sup>55</sup> Target: 700,000 new jobs created by 2022 (non cumulative)

<sup>56</sup> In 2019, through the dedicated programmes, below designed for employability, freelancing and entrepreneurship, UNDP directly supported employment and entrepreneurship creating approximately 257,582 jobs for vulnerable population across all Governorates (at least 97,660 women and at least 4,037 in Upper Egypt),

<sup>57</sup> 2020: MSMEDA: 57,658, ENID: 424, TIEC: 205

<sup>58</sup> Baseline: Social Impact investment initiated (2017)

<sup>59</sup> Target: \$50 million mobilized for Impact investment

<sup>60</sup> Baseline: 11 NHDRs

<sup>61</sup> Target: 2 new reports/publications issued during the next CPD cycle on key development issues that are high on the national agenda

<sup>62</sup> In 2018 UNDP supported directly the production of these knowledge tools i) 2018 VNR, ii) International Futures Forecasting publication on SDG Accelerators, iii) 10 SDG thematic briefs (internal), iv) Study on SDG data ecosystem in Egypt, v) Mapping Egypt Vision 2030 alignment to SDGs

<sup>63</sup> 2020: Policy team: i) Policy Note on SDGs-MAPS Engagement, ii) SDGs Awareness Booklets (Q&A and Kids), iii) Development Finance Assessment Study

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
government and bilateral agencies to provide inclusive sustainable and innovative financing	produced by UNDP to inform decision making	issued during the next CPD cycle on key development issues that are high on the national agenda (Target: 2, Baseline: 11 NHDRs)					
	<b>Indicator 1.4.3.</b> Number of partnerships and exchange modalities emerging from South-South Academy		0 <sup>64</sup>	10 <sup>65</sup>	10 <sup>66</sup> (Target achieved)	10 (No change)	10 (No change)
<b>Output 1.5.</b> Egypt's global and regional contributions to best practices in Conflict Resolution, Peacekeeping and preventing	<b>Indicator 1.5.1.</b> Number and geographical location of peace keeping operations and peace building	1. Number of peacekeeping missions (also location and size)	37 <sup>67</sup>	47 <sup>68</sup>	6 <sup>69</sup> (Regression)	7 <sup>70</sup> (Progression)	7 (No change)
	<b>Indicator 1.5.2.</b> Number of countries and percentage of women benefiting from trainings/workshops on	1. Number of countries and percentage of women benefiting from trainings/workshops on Preventing Radicalization	0 <sup>71</sup>	No data <sup>72</sup>	1 (No change)	1 (No change)	1 (No change)

Social Inclusion: iv) Situation Analysis for North Sinai; v) A study on Violence against Women with Disability

Inclusive Growth: vi) Policy Recommendations for Supporting Economic Resilience and Recovery from COVID 19 Egypt through Digitalization; vii) Foresight: working after the pandemic in UNDP Egypt; viii) Rapid Assessment of the Impact of COVID-19 on Micro, Small and Medium Enterprises (MSMEs) in Egypt report

<sup>64</sup> Baseline: none (initiate baseline)

<sup>65</sup> Target: 10 partnership and exchange modalities (by theme)

<sup>66</sup> 2018 actual: SDG Impact Initiative; Impact Investment was held at Egypt's annual RiseUp Summit with approx. 7000 participants; Gender Smart Investing was also delivered at the AmCham; A coalition of approximately 7 development partners, incubators and business development

<sup>67</sup> Baseline: 37 peacekeeping missions with more than 30 thousand troops in 24 countries

<sup>68</sup> Target: 10 additional peacekeeping operations by region

<sup>69</sup> In 2018, CCCPA conducted 9 trainings, trained 2,937 Egyptian peacekeepers dispatched to 4 missions (Darfur, Central Africa Republic, Mali, Democratic Republic of Congo). covering topics such as preventing sexual exploitation and abuse

<sup>70</sup> 2019 Actual: 11 trainings for 2,047 Egyptian peacekeepers being deployed to Africa; to the same 4 missions of 2018 (Darfur, CAR, Mali and DRC) covering topics such as preventing sexual exploitation and abuse. Positively reflecting on CPD indicator 1.5.1 'Number of peace keeping operations', Egypt currently ranks 7th contributor with 3,095 Police, Military Experts, Officers and Troops

<sup>71</sup> Baseline: information not available (TBC)

<sup>72</sup> Target: 4 governorates and 60% of youth

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
violent extremism.	Preventing Radicalization and Extremism Leading to Terrorism and Combating Human Trafficking and Smuggling of Migrants	and Extremism Leading to Terrorism and Combating Human Trafficking and Smuggling of Migrants					
		2. Number of benefited countries	0	50	23 <sup>73</sup> (Progress)	14 (Regression)	18 (Progress)
		3. Number of Female Participation	0	150	24 (Progress)	17 (Regression)	17 (No change)
<b>Output 1.6:</b> Support institutional frameworks and capacities addressing local governance and basic service delivery, social protection floors and urban development to ensure leaving no one behind	<b>Indicator 1.6.1.</b> Systems introduced to combat anti-corruption in national cash transfer programs		0	1	No data	No data	1 <sup>74</sup> (Target achieved)
	<b>Indicator 1.6.2.</b> Number of Central and local authorities utilizing LED methodologies in the planning process, and inclusive and gender sectoral planning and budgeting process		0	5	No data	No data	0 (No change)
	<b>Indicator 1.6.3.</b> Digitalization of systems at the Mistry of Social Solidarity to better support the furthest left behind		1	4	No data	No data	0 <sup>75</sup> (Regression)
	<b>Indicator 1.6.4.</b> National strategic land use plan (NSLUP) produced, activated and in process of implementation		0	1	No data	No data	0 <sup>76</sup> (No change)
<b>Output 1.7.</b> National capacities are strengthened for quality inclusive health, and	<b>Indicator 1.7.1.</b> Number of people who have accessed HIV related services disaggregated by key population groups in different governorates	1. Number of people who have accessed HIV related services disaggregated by key population groups in	818	8,727	No data	No data	3,864 (Exceeded target)

<sup>73</sup> 2018 actuals: 11 trainings on PRELT (Preventing Radicalization and Extremism Leading to Terrorism); Combating Human Trafficking and Smuggling of Migrants, for 257 beneficiaries (34% women). No changes in 2019

<sup>74</sup> corruption risk mission to Ministry of Social Solidarity has been finalized

<sup>75</sup> We were planning to achieve progress on both indicators, however the projects related to this effort will be operational in 2021 as there are delays in Government clearances.

<sup>76</sup> The plan is in the final stages of verification and will be launched before the end of 2021.

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
enhance capacities to improve treatment coverage, care and support services for people living with HIV and TB patients to live a dignified life and access stigma-free services		Cairo, Alexandria and Minya. <sup>77</sup>					
	<b>Indicator 1.7.2.</b> Number of cases with RR-TB and/or MDR-TB that began second-line treatment. <sup>78</sup>		125	475	No data	No data	43 (Regression)
	<b>Indicator 1.7.3.</b> Number of TB cases with RR-TB and/or MDR-TB notified <sup>79</sup>		152	425	No data	No data	40 (Regression)
<b>Output 2.1.</b> Expanded use of energy efficiency and renewable energy solutions in key sectors Reduction in carbon dioxide emission	<b>Indicator 2.1.1.</b> Reduction in carbon dioxide emissions		0 <sup>80</sup>	300,000 <sup>81</sup>	70,000 <sup>82</sup> (Progress)	142,000 <sup>83</sup> (Progress)	220,000 <sup>84</sup> (Progress)
	<b>Indicator 2.1.2.</b> Hazardous and chemical waste management systems established and operating	1. Number of hazardous and chemical waste management systems established and operating	0 <sup>85</sup>	10 <sup>86</sup>	10 (Target achieved)	10 (No change)	10 (No change)

<sup>77</sup> NAP-MoHP and NGOs reports

<sup>78</sup> NTP-MoHP Reports

<sup>79</sup> NTP-MoHP Reports

<sup>80</sup> Baseline: 272 million tons CO2 equivalent (2013)

<sup>81</sup> Target: 60,000 tons of CO2 reduction by 2021 -UNDP project contribution

<sup>82</sup> 2018 actual: 10 Small-Scale Roof Top PV project achieved almost 25% of the targeted GHG emission reductions. The pilot projects included different types of factories, school, residential compound, hotel, government building and a supermarket. The project is currently documenting the results of these pilot projects. Estimated reduction to follow

<sup>83</sup> 2019 actual: From 25 medium size PV installations

<sup>84</sup> 2018 2019 2020 PROJECT. Egypt PV 0 2000 10000. STP 70,000 140000 210000. Total 70,000 142,000 220,000. Email from M. Bayoumi dated 28 October 2020.

<sup>85</sup> Baseline: none (initiate baseline)

<sup>86</sup> Target: 10 management systems established and operating



Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
<b>Output 2.2.</b> Climate adaptation measures in place to protect vulnerable communities from rising sea-levels and other forms of climate risk	<b>Indicator 2.2.1.</b> Development of an integrated coastal Zone Management Plan for the North Coast and establishing shore protection measures	1. Integrated coastal Zone Management Plan developed	No <sup>87</sup>	Yes <sup>88</sup>	No (No change)	No (No change)	No <sup>89</sup> (No change)
	<b>Indicator 2.2.2.</b> Number of buoys and other oceanographic monitoring devices deployed to support early warning systems	1. Number of buoys and other oceanographic monitoring devices <sup>90</sup>	0 <sup>91</sup>	3 <sup>92</sup>	3 (Target reached)	3 <sup>93</sup> (No change)	3 (No change)
<b>Output 2.3.</b> Compliance and reporting to international conventions	<b>Indicator 2.3.1.</b> Government reports periodically and comply to the International Environmental Conventions on biodiversity and climate change	1. Number of Government reports to the International Environmental Conventions	8 <sup>94</sup>	11 <sup>95</sup>	8 <sup>96</sup> (No change)	10 <sup>97</sup> (Progress)	12 (Target exceeded)

<sup>87</sup> Baseline: 0 (initiate baseline)

<sup>88</sup> Target: 1 plan

<sup>89</sup> Will start in 2020. The contract for the international consulting firm to deliver the ICZM Plan has been awarded through a lengthy competitive bidding process that took longer than expected because of COVID-19 crisis

<sup>90</sup> Source: Project Reports

<sup>91</sup> Baseline: 0 (initiate baseline)

<sup>92</sup> Target: 1 buoy and monitoring system

<sup>93</sup> 2019: No new system established- No change from last year

<sup>94</sup> Baseline: 3 national communication reports and 5 biodiversity reports

<sup>95</sup> Target: 2 reports to UNFCCC and 1 for Biodiversity

<sup>96</sup> 2018: 2 major reports (Biennial Update Report and 6th Biodiversity Report) ready but not yet published and more to come

<sup>97</sup> 2019: 6BR issued in August and BUR in December at COP 25

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
	<b>Indicator 2.3.2.</b> Phase out of level of ODS emissions' in Egypt	1. Level of ODS emissions' in Egypt (ODP tonnes)	386 <sup>98</sup>	481 <sup>99</sup>	378 (Regression)	320 <sup>100</sup> (Regression)	1,947 (Progress)
<b>Output 2.4.</b> Community livelihoods enhanced around protected areas	<b>Indicator 2.4.1.</b> Number of protected areas using CBNRM (Community Based Natural Resource Management) approach.	1. Number of PAs using CBNRM approach	1 <sup>101</sup>	7 <sup>102</sup>	2 <sup>103</sup> (Progress)	5 <sup>104</sup> (Progress)	7 (Target achieved)
	<b>Indicator 2.4.2.</b> Number of jobs and livelihoods created through management of natural resources and ecosystems services, at least 40% are for women.	1. Number of jobs and livelihoods created	10,000 <sup>105</sup>	50,000 <sup>106</sup>	96 <sup>107</sup> (Regression)	500 <sup>108</sup> (Progress)	12,996 <sup>109</sup> (Progress)

<sup>98</sup> Baseline:386.27 ODP tonnes

<sup>99</sup> 60.89 ODP tonnes - contribution of UNDP projects

<sup>100</sup> Under this CPD output, UNDP has successfully supported the Government of Egypt to meet its obligation towards the Montreal Protocol to phase out ozone depleting substances. Two system houses have discontinued use of HCFC-141b; and permanently discontinue the use of HCFCs for 24 customers. Phasing-out of HCFC-141 (ODP 17.53 tonnes). In 2019, a total of 57.2 tonnes ODP were phased out

<sup>101</sup> Baseline: 1 PA

<sup>102</sup> Target: CBNRM adopted in 5 PAs

<sup>103</sup> 2018 actual: 2 (Fayoum and Wadi El Gemmal).

<sup>104</sup> 2019 actual: promoting sustainable development in 4 protected areas: Wadi Rayan, Wadi El Gemmal, Siwa, Qatrani (3 new ones, 5 cumulative)

<sup>105</sup> Baseline: 10,000 (4,000 women and 6,000 men)

<sup>106</sup> Target: 50,000 (20,000 women)

<sup>107</sup> 2018 actual: 96 women benefited from CBNRM training, production and marketing of local products.

<sup>108</sup> 2019 actual: 400 women and 100 men provided with skills needed to develop and implement a memorable tourism itinerary that focuses on the marketing of a unique multiple intangible experience

<sup>109</sup> In 2020 UNDP were able to create 2400 jobs

Output	Output Indicator		Baseline	Target 2022	Status (Progress/Regression)		
					2018	2019	2020
<b>Output 3.1.</b> Support the implementation of women economic pillar under the National Women Strategy	<b>Indicator 3.1.1.</b> Labour force participation of women	1. Women labour force participation	25% <sup>110</sup>	35% <sup>111</sup>	25% (No change)	25% (No change)	25% (No change)
	<b>Indicator 3.1.2.</b> Number of systems in place strengthening women livelihood and economic wellbeing	1. Number of systems strengthening women livelihood and economic wellbeing	0 <sup>112</sup>	5 <sup>113</sup>	1 <sup>114</sup> (Progress)	2 <sup>115</sup> (Progress)	2 (No change)
<b>Output 3.2.</b> System to combat violence against women strengthened	<b>Indicator 3.2.1.</b> Prevalence of FGM reduced by age bracket (age between 0-19)	1. Prevalence of FGM	61%	50%	61% <sup>116</sup> (No change)	61% <sup>117</sup> (No change)	61% (No change)
	<b>Indicator 3.2.2.</b> System in place to address VAW with disability (Joint Programme)	1. System in place to address VAW with disability?	No <sup>118</sup>	Yes <sup>119</sup>	No (No change)	No <sup>120</sup> (No change)	No (No change)

Data Source:

CPD\_SP\_Indicators

Outcomes

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutcomelndicators.aspx?ou=EGY&cycle\\_id=94](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutcomelndicators.aspx?ou=EGY&cycle_id=94)

Outputs

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutputIndicators.aspx?ou=EGY&cycle\\_id=94](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutputIndicators.aspx?ou=EGY&cycle_id=94)

<sup>110</sup> Baseline differs according to source: 23.8% in 2017 (CAPMAS 2018 statistical abstract), 23.7% in 2016 (WB/ILO). No newer data to UNDP's knowledge

<sup>111</sup> Baseline: 25%, Target: TBD

<sup>112</sup> Baseline: System to be assessed

<sup>113</sup> Target: 5 systems in place and rolled out

<sup>114</sup> One system introduced at MSMEDA in 2018

<sup>115</sup> Another one (Wa'ay) supported at MoSS in 2019

<sup>116</sup> DHS (Demographic Health Survey) - Not available in 2018

<sup>117</sup> DHS (Demographic Health Survey) of 2014 - Not new survey in 2019

<sup>118</sup> Baseline: none (initiate baseline)

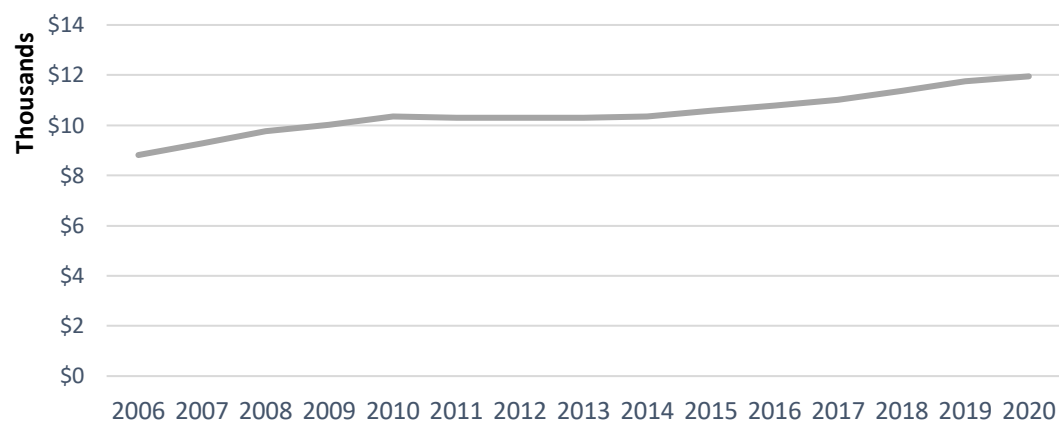
<sup>119</sup> Target: system in place and functional)

<sup>120</sup> Progress made in 2019 toward a system to address VAW with disability

*Date: September 16, 2021*

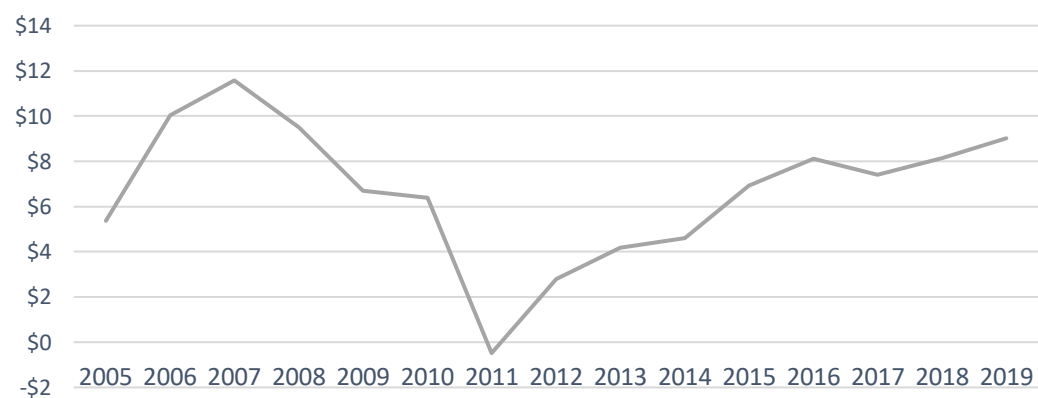
## ANNEX 7. COUNTRY AT A GLANCE

**GDP per capita – Egypt (2006-2020), PPP (constant 2017 international dollar)**



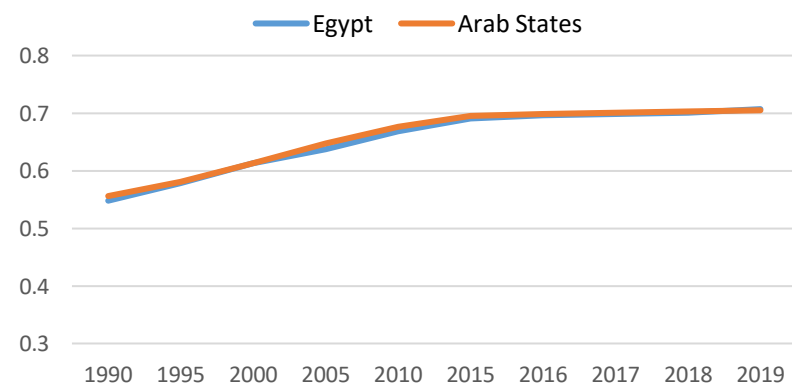
Source: World Bank

**Foreign Direct Investment – Egypt (2005-2019), Net inflows, Billion (current US\$)**



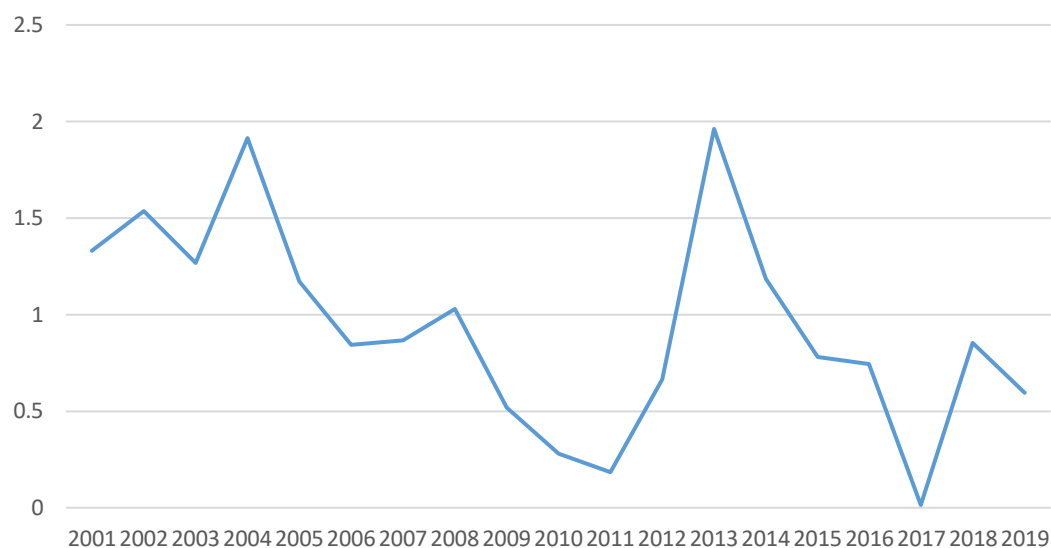
Source: World Bank

**Human Development Index Trends (1990-2019) - Egypt & Arab States**



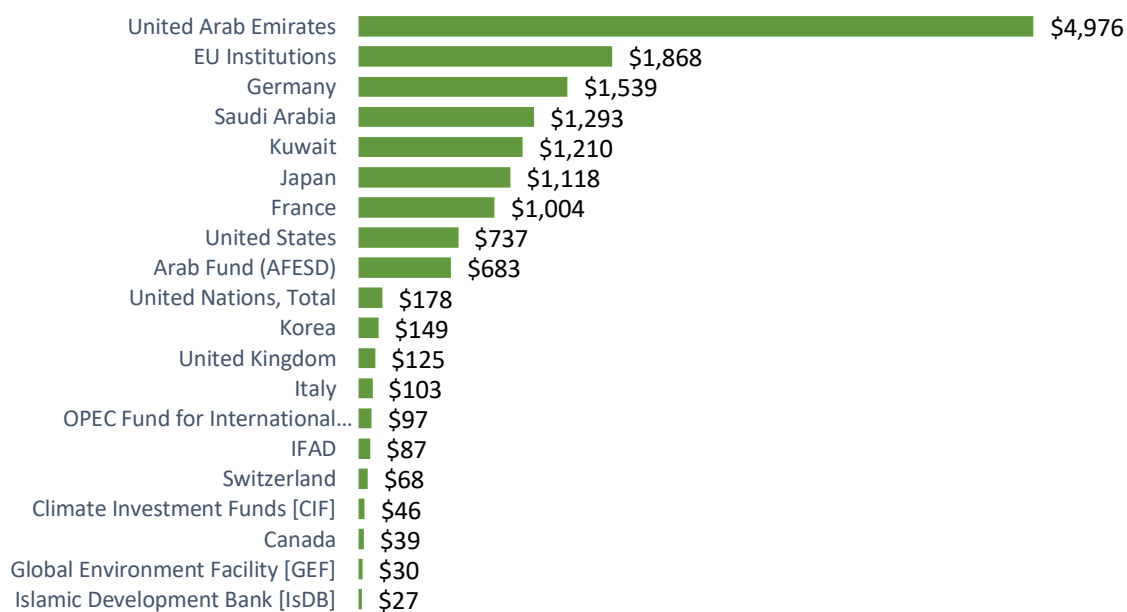
Source: UNDP Human Development Report

### Net ODA received - Egypt (2001-2019), % of GNI



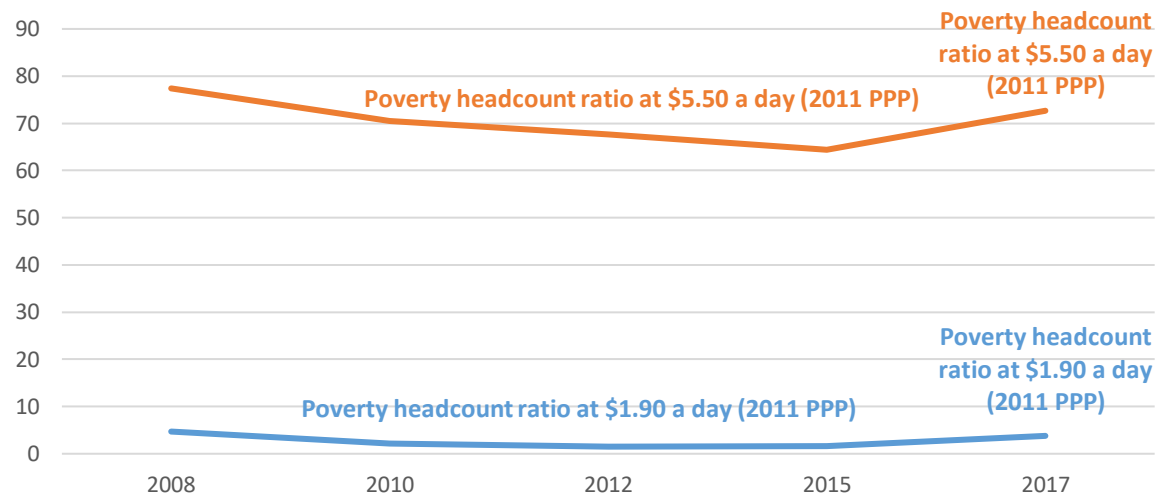
Source: World Bank

### Official Development Assistance Disbursements: Egypt (2015-2019), Millions USD



Source: OECD Query Wizard for International Development Statistics

Poverty headcount ratio at \$1.90 a day & \$5.50 a day - Egypt (2008-2017), % of the population



Source: World Bank

## ANNEX 8. DETAILED RATING SCORES

Independent Country Programme Evaluation of Egypt 2021 - UNDP Independent Evaluation Office (IEO)				
Consolidated Rating Table	Outcome 1 Rating	Outcome 2 Rating	Outcome 3 Rating	Overall
<b>1. Relevance</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>
1.A. Adherence to national development priorities	3	3	2	3
1.B. Alignment with UN/UNDP goals	4	4	4	4
1.C. Relevance of programme logic	4	3	3	3
<b>2. Coherence</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>
2.A. Internal programme coherence	2	3	2	2
2.B. External programme coherence	2	3	2	2
<b>3. Efficiency</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
3.A. Timeliness and management efficiency	3	3	3	3
3.B. Management efficiency	4	3	3	3
<b>4. Effectiveness</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
4.A. Achieving stated outputs and outcomes	4	3	2	3
4.B. Programme inclusiveness (especially those at risk of being left behind)	2	2	4	3
4.C. Prioritizing gender equality and women's empowerment	2	2	4	3
4.D. Programming processes adhered to sustainable development principles	3	0	3	2
<b>5. Sustainability</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
5.A. Sustainable capacity	4	3	1	3
5.B. Financing for development	2	4	1	2

### Rating Scale

- 4 = Excellent/Achieved/Satisfactory. A rating of this level means that outcomes exceed expectations/ All intended programme outputs and outcomes have been delivered, and results have been (or likely to be) achieved time of evaluation.
- 3 = Good/Mostly achieved/Moderately Satisfactory. A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Many of the planned programme outputs/outcomes have been delivered and expected results (likely to be) achieved. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.
- 2 = Modest/partially achieved/Moderately Unsatisfactory. A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Only some of the intended outputs and outcomes have been completed/achieved. Overall, the assessment is less positive.
- 1 = Poor/not achieved/Unsatisfactory. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes.



CPD Outcome 1: Inclusive growth, economic empowerment and employment. By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job-creating economic development								
Criteria 1: Relevance. The extent to which the programme objectives and design respond to country, beneficiaries’ needs, and continue to do so if circumstances change; Degree of alignment with human development needs, UNDP’s mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices		Outcome 1 Relevance rating		3.68				
		Outcome 1.1	Outcome 1.2	Outcome 1.3	Outcome 1.4	Outcome 1.5	Outcome 1.6	Outcome 1.7
		3.92	3.58	3.92	3.08	3.67	3.58	3.00
Key Parameter 1.A. Adherence to national development priorities		4.00	3.00	4.00	2.00	3.00	3.00	4.00
Indicator 1.A.1. Country programme addresses major development priorities in the country as defined in the country’s development plan, SDGs, or sector policies (level of programme alignment)	Questions/Qualifiers: 1. Is the context complex from the programming perspective? 2. Are there significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? 3. Are there are the key issues that needed immediate programme response? 4. Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps?	4	3	4	2	3	3	4
Key Parameter 1.B. Alignment with UN/UNDP goals		4.00	4.00	4.00	4.00	4.00	4.00	4.00
Indicator 1.B.1. Country programme addresses UN’s priority areas for the country, guided by UNDP’s Signature Solutions	Questions/Qualifiers: 1. Does the choice of UNDP programme correspond with critical areas where comprehensive development /peace solutions are needed? 2. Does the UNDPs programme approach reflect efforts to identify areas for comprehensive solutions? 3. Was UNDP’s Programme appropriate to the country’s efforts to address the consolidation of development /peace efforts or stabilization of the economy? 4. How critical are the areas of UNDP support for achieving national development outcomes?	4	4	4	4	4	4	4
Key Parameter 1.C. Relevance of programme logic: UNDP's programme priorities are a value addition to national policy and programme process		3.75	3.75	3.75	3.25	4.00	3.75	4.00
Indicator 1.C.1. Programme has identified and addressed gaps in external support	Questions/Qualifiers: 1. Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps? 2. Check Who is the key development/peace actors, and broadly their scale of engagement? 3. Are there	4	4	3	2	4	3	4

	significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? 4. Did UNDP prioritize critical gaps in development /peace support? 5. Do UNDP interventions reflect its organizational comparative advantage to support medium to longer-term development /peace efforts?							
<b>indicator 1.C.2.</b> Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	<b>Questions/Qualifiers:</b> 1. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support? 2. Did the programme respond to national priorities were strengthening of national capacities and policy processes are needed? 3. Are UNDP programme tools appropriate for responding to evolving development priorities? 4. Are UNDP programme tools appropriate for responding to national priorities?	4	4	4	3	4	4	4
<b>Indicator 1.C.3.</b> UNDP programme is responsive to gender-specific development concerns	<b>Questions/Qualifiers:</b> 1. Did UNDP identify critical gender-specific development/peace concerns? 2. Did UNDP prioritize critical gender-specific development/peace concerns?	3	3	4	4	4	4	4
<b>Indicator 1.C.4.</b> Programme is responsive to LNOB [1] concerns, promoting inclusive development/peace	<b>Questions/Qualifiers:</b> 1. Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? 2. Did UNDP identify LNOB areas for development/peace support? 3. Did UNDP prioritize LNOB concerns and assign resources?	4	4	4	4	4	4	4
<b>Criteria 2: Coherence.</b> The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.		<b>Outcome 1 Coherence Rating</b> 1.94						
		<b>Outcome 1.1</b>	<b>Outcome 1.2</b>	<b>Outcome 1.3</b>	<b>Outcome 1.4</b>	<b>Outcome 1.5</b>	<b>Outcome 1.6</b>	<b>Outcome 1.7</b>
		2.00	2.00	2.25	1.42	1.75	1.75	2.42
<b>Key Parameter 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		1.00	1.00	2.33	1.33	1.67	1.67	2.33
<b>Indicator 2.A.1.</b> Linkages exist between projects implemented, outputs produced, and outcomes contributed	<b>Questions/Qualifiers:</b> 1. Did UNDP map cross-cutting thematic programme areas within its support? 2. Did UNDP map synergies between thematic areas within its support? 3. Did the programme /project design take into consideration complementary areas of UNDP support? 4. Were joint outcomes identified and	1	1	3	1	2	2	4

	common approaches applied? 5. Were resources optimized?							
<b>Indicator 2.A.2.</b> An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	<b>Questions/Qualifiers:</b> 1. Did UNDP map synergies between thematic areas within its support? 2. Did the programme /project design take into consideration complementary areas of UNDP support? Were joint outcomes identified and applied? 3. Was the team structure amenable for integrated programming? 4. Was there any identified synergy between UNDP interventions that promoted sustainable development/ peace	1	1	3	2	2	2	2
<b>Indicator 2.A.3.</b> Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	<b>Questions/Qualifiers:</b> 1. Were joint outcomes identified and applied? 2. Was the team structure amenable for integrated programming? 3. Are resources aggregated for a more consolidated response? 4. Are there staff incentives for joint initiatives?	1	1	1	1	1	1	1
<b>Key Parameter 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas</b>		<b>3.00</b>	<b>3.00</b>	<b>2.17</b>	<b>1.50</b>	<b>1.83</b>	<b>1.83</b>	<b>2.50</b>
<b>Indicator 2.B.1</b> UNDP established strategic partnerships with the <b>government</b>	<b>Questions/Qualifiers:</b> 1. Did UNDP's programme choices and programme approaches improve cooperation enhance strategic partnership with the government? 2. Were UNDP's programme choices and programme approaches appropriate for promoting longer-term development /peace efforts? 3. Were UNDP's programme choices and programme approaches appropriate for promoting institutional capacities? 4. Are UNDP programme approaches appropriate for enabling development financing?	4	4	4	4	4	4	4
<b>Indicator 2.B.2.</b> UNDP established strategic partnerships with <b>UN agencies</b>	<b>Questions/Qualifiers:</b> 1. To what extent were UN agency partnerships forged to enable a coherent programme response? 2. Did UNDP's programme approaches improve cooperation with UN agencies? 3. Did partnerships with UN agencies contribute to the consolidation of contribution to development outcomes? 4. Did partnerships with UN agencies enable providing sector programme models/improve the sustainability of outputs/outcomes achieved?	4	4	2	1	2	2	3
<b>Indicator 2.B.3.</b> UNDP articulated its unique role within the UNDS at the	<b>Questions/Qualifiers:</b> 1. Did the UNDPs integrator role manifest within the UNDS?	4	4	2	1	2	2	3

country level in the 'post delink' era, demonstrating its 'integrator role'	2. Did UNDP rearticulate its role within the UNDS / UN Mission/Peace operations (where applicable) post delink? 3. Did UNDP reposition itself in key areas of its support? 4. Is UNDP successful in proactively facilitating signature solutions that would bring together different sector actors?							
<b>Indicator 2.B.4</b> UNDP established strategic partnerships with <b>bilateral actors/IFIs</b>	<b>Questions/Qualifiers:</b> 1. Were opportunities for programmatic partnerships with bilateral actors/IFIs leveraged?	4	4	1	1	1	1	1
<b>Indicator 2.B.5.</b> UNDP established strategic partnerships with <b>non-state actors</b> (e.g. the media, CSOs, academia, think tanks)	<b>Questions/Qualifiers:</b> 1. Did UNDP establish partnerships with non-state actors, beyond programme implementation? 2. What did such partnerships aim for (advocacy/coordination)? 3. How critical were such partnerships? 4. Did such partnership enable coherent contribution to national development /peace efforts?	1	1	1	1	1	1	3
<b>Indicator 2.B.6.</b> UNDP established partnerships with the <b>private sector</b> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	<b>Questions/Qualifiers:</b> 1. Does UNDP have a strategy for private sector engagement? 2. Are UNDP tools appropriate for supporting private sector engagement in the country? 3. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? 4. Are there efforts by UNDP to facilitate private sector engagement at the national /local levels?	1	1	3	1	1	1	1
<b>Criteria 3: Efficiency.</b> The extent to which programme and management efficiency was achieved		<b>Outcome 1 Efficiency Rating</b>		<b>3.10</b>				
		<b>Outcome 1.1</b>	<b>Outcome 1.2</b>	<b>Outcome 1.3</b>	<b>Outcome 1.4</b>	<b>Outcome 1.5</b>	<b>Outcome 1.6</b>	<b>Outcome 1.7</b>
		<b>2.83</b>	<b>2.83</b>	<b>3.50</b>	<b>2.67</b>	<b>3.33</b>	<b>3.00</b>	<b>3.50</b>
<b>Key Parameter 3.A. Timeliness</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Indicator 3.A.1</b> Projects have a timely start and activities are implemented and completed according to established plans.	<b>Questions/Qualifiers:</b> 1. Did the project implementation and completion timeline is in accordance with the work plan? 2. Were there delays that impacted the contribution of UNDP? 3. Were there delays that increased the cost of the project? 4. Were there delays that resulted in lost opportunities to link with national development efforts?	3	3	3	3	3	3	3
<b>Key Parameter 3.B. Management efficiency</b>		<b>2.67</b>	<b>2.67</b>	<b>4.00</b>	<b>2.33</b>	<b>3.67</b>	<b>3.00</b>	<b>4.00</b>
<b>Indicator 3.B.1.</b> Country programme has necessary technical capacities and	<b>Questions/Qualifiers:</b> 1. Did the project implementation and completion timeline is in accordance with the work plan? 2.	4	4	4	3	3	3	4

adequate staffing at senior management level to achieve programme results	Were there delays that impacted the contribution of UNDP? <b>3.</b> Were there delays that increased the cost of the project? <b>4.</b> Were there delays that resulted in lost opportunities to link with national development efforts?							
Indicator 3.B.2. Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	<b>Questions/Qualifiers:</b> <b>1.</b> What are the sources of funding? <b>2.</b> How sustainable are these sources? <b>3.</b> Is there cost-sharing with other actors? <b>4.</b> Are resources been efficiently and strategically allocated? <b>5.</b> Does the programme expenditure align with annual budget allocations? <b>6.</b> Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions)	2	2	4	2	4	3	4
Indicator 3.B.3. Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.		2	2	4	2	4	3	4
<b>Criteria 4: Effectiveness.</b> The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.		<b>Outcome 1 Effectiveness Rating</b>		<b>3.13</b>				
		<b>Outcome 1.1</b>	<b>Outcome 1.2</b>	<b>Outcome 1.3</b>	<b>Outcome 1.4</b>	<b>Outcome 1.5</b>	<b>Outcome 1.6</b>	<b>Outcome 1.7</b>
		<b>2.88</b>	<b>2.88</b>	<b>4.00</b>	<b>2.00</b>	<b>2.63</b>	<b>3.88</b>	<b>3.63</b>
<b>Key Parameter 4.A. Achieving stated outputs and outcomes</b>		<b>2.50</b>	<b>2.50</b>	<b>4.00</b>	<b>2.00</b>	<b>4.00</b>	<b>3.50</b>	<b>3.50</b>
<b>Indicator 4.A.1.</b> Programme outputs were achieved	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP achieve the programme outputs outlined in the results framework/work plan/CPD? <b>2.</b> Are the outputs located within/linked to the institutional processes? <b>3.</b> Are measures taken to link the outputs with the other longer-term initiatives (by UN or IFIs)? <b>4.</b> Did programme outputs include benefits for marginalized groups?	2	2	4	2	4	4	4
<b>Indicator 4.A.2.</b> UNDP has influenced (or is likely to influence) outcome level results	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP contribute to development outcomes and processes? <b>2.</b> Did UNDP achieve intended objectives in the areas of its support? <b>3.</b> Did UNDP interventions strengthen institutional capacities and related processes? <b>4.</b> Did UNDP take measures to ensure the sustainability of the outcomes achieved?	3	3	4	2	4	3	3
<b>Key Parameter 4.B. Programme inclusiveness, especially those at risk of being left behind</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>

<b>Indicator 4.B.1.</b> Results have been beneficial for those at risk of being left behind	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise support for LNOB? Where issues of those who are at risk of being left behind factored into programme design and implementation? 2. What was the contribution to addressing issues of those who are at risk of being left behind? 3. What was the contribution of UNDP to youth empowerment development processes? 4. Was there balancing support to national and local development processes and linking the two?	3	3	4	2	2	4	4
<b>Key Parameter 4.C. Prioritizing gender equality and women's empowerment</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Indicator 4.C.1.</b> Results have contributed to enhancing the processes for gender equality and women's empowerment	<b>Questions/Qualifiers:</b> 1. What was the contribution of UNDP to gender-inclusive development processes? 2. Did UNDP effectively respond to national priorities and pay adequate attention to promoting gender equality and women's empowerment in development? 3. Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and populations? 4. Did UNDP establish partnerships to enhance contribution to gender equality and women's empowerment in development?	3	3	4	2	2	4	4
<b>Key Parameter 4.D. Programming processes adhered to sustainable development principles</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>2.00</b>	<b>2.50</b>	<b>4.00</b>	<b>3.00</b>
<b>Indicator 4.D.1.</b> Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	<b>Questions/Qualifiers:</b> 1. Did UNDP programmes and projects have the potential to impact negatively social justice/economic performance/political stability/gender equality, promoting adaptation? 2. If yes, were the risks factored in programme design and implementation? 3. Were the negative consequences appropriately addressed by UNDP? 4. Were the negative consequences eliminated/reduced?	3	3	4	2	4	4	4
<b>Indicator 4.D.2.</b> Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	<b>Questions/Qualifiers:</b> 1. Did UNDP programmes and projects have the potential to impact negatively the environment? 2. If yes, were the risks factored in programme design and implementation? 3. Were the negative consequences appropriately addressed by UNDP? 4. Were the negative consequences eliminated/reduced?	3	3	4	2	1	4	2

Criteria 5: Sustainability. The extent to which the results of UNDP interventions are likely to sustain and carried forward		Outcome 1 Sustainability Rating		3.10				
		Outcome 1.1	Outcome 1.2	Outcome 1.3	Outcome 1.4	Outcome 1.5	Outcome 1.6	Outcome 1.7
		3.00	3.00	4.00	1.50	4.00	2.50	3.67
<b>Key Parameter 5.A. Sustainable capacity: Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory</b>		4.00	4.00	4.00	2.00	4.00	4.00	3.33
<b>Indicator 5.A.1.</b> Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion	<b>Questions/Qualifiers:</b> 1. What is the extent to which positive changes enabled by UNDP programme support could be pursued within the development trajectory in the country (this includes scaling up successful programme models)? 2. Did the intended individual beneficiary groups and/or institutions are equipped with knowledge/skills/partnerships to continue with programme/ project related efforts after their completion? 3. Did UNDP take measures to ensure the capacities achieved can be sustained? 4. Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	4	4	2	4	4	3
<b>Indicator 5.A.2.</b> Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	<b>Questions/Qualifiers:</b> 1. Did UNDP take measures were taken ensure linkages with national policies and programmes? 2. Did the programme implementation process enable national ownership? 3. Did UNDP ensure the participation of non-state actors (CSOs and other non-state actors)? 4. Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	4	4	3	4	4	4
<b>Indicator 5.A.3.</b> Measures are taken to promote scaling up	<b>Questions/Qualifiers:</b> 1. Are measures taken to establish linkages with national programmes /policies? 2. Did UNDP support efforts towards mobilizing private sector funding for development? 3. Are programmatic partnerships established with agencies with complementary initiatives? 4. Where possible are arrangements made at the planning stage for consolidation of programme outcomes?	4	4	4	1	4	4	3
<b>Key parameter 5.B. Financing for development</b>		2.00	2.00	4.00	1.00	4.00	1.00	4.00
<b>Indicator 5.B.1.</b> Financial and human resource needs for sustaining/scaling results achieved are addressed	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise development financing? 2. Did UNDP use appropriate tools for facilitating	2	2	4	1	4	1	4

	development financing? 3. Was UNDP successful in facilitating development financing? 4. Did UNDP support efforts to address institutional bottlenecks in development financing?							
--	---	--	--	--	--	--	--	--

CPD Outcome 2: Resource efficiency, environmental protection and green growth: By 2022 Egypt’s natural resources, including urban environments, are managed in an equitable, sustainable and productive manner to increase incomes, reduce food insecurity and mitigate environmental hazards					
Criteria 1: Relevance. The extent to which the programme objectives and design respond to country, beneficiaries’ needs, and continue to do so if circumstances change; Degree of alignment with human development needs, UNDP’s mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices		Outcome 2 Relevance Rating		3.50	
		Output 2.1	Output 2.2	Output 2.3	Output 2.4
		3.50	3.67	3.50	3.33
Key Parameter 1.A. Adherence to national development priorities		4.00	4.00	4.00	3.00
Indicator 1.A.1. Country programme addresses major development priorities in the country as defined in the country’s development plan, SDGs, or sector policies (level of programme alignment)	Questions/Qualifiers: 1. Is the context complex from the programming perspective? 2. Are there significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? 3. Are there are the key issues that needed immediate programme response? 4. Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps?"	4	4	4	3
Key Parameter 1.B. Alignment with UN/UNDP goals		4.00	4.00	4.00	4.00
Indicator 1.B.1. Country programme addresses UN’s priority areas for the country, guided by UNDP’s Signature Solutions	Questions/Qualifiers: 1. Does the choice of UNDP programme correspond with critical areas where comprehensive development /peace solutions are needed? 2. Does the UNDPs programme approach reflect efforts to identify areas for comprehensive solutions? 3. Was UNDP’s Programme appropriate to the country’s efforts to address the consolidation of development /peace efforts or stabilization of the economy? 4. How critical are the areas of UNDP support for achieving national development outcomes?"	4	4	4	4
Key Parameter 1.C. Relevance of programme logic : UNDP’s programme priorities are a value addition to national policy and programme process		2.50	3.00	2.50	3.00
Indicator 1.C.1. Programme has identified and addressed gaps in external support	Questions/Qualifiers: 1. Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps? 2. Check Who is the key development/peace actors, and broadly their scale of engagement? 3. Are there significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? 4. Did UNDP prioritize critical gaps in development /peace support? 5. Do UNDP interventions reflect its	3	4	4	3



	organizational comparative advantage to support medium to longer-term development /peace efforts?				
<b>Indicator 1.C.2.</b> Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	<b>Questions/Qualifiers:</b> 1. Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support? 2. Did the programme respond to national priorities where strengthening of national capacities and policy processes are needed? 3. Are UNDP programme tools appropriate for responding to evolving development priorities? 4. Are UNDP programme tools appropriate for responding to national priorities?	4	3	3	3
<b>Indicator 1.C.3.</b> UNDP programme is responsive to gender-specific development concerns	<b>Questions/Qualifiers:</b> 1. Did UNDP identify critical gender-specific development/peace concerns? 2. Did UNDP prioritize critical gender-specific development/peace concerns?	2	3	2	3
<b>Indicator 1.C.4.</b> Programme is responsive to LNOB [1] concerns, promoting inclusive development/peace	<b>Questions/Qualifiers:</b> 1. Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? 2. Did UNDP identify LNOB areas for development/peace support? 3. Did UNDP prioritize LNOB concerns and assign resources?	1	2	1	3
<b>Criteria 2: Coherence.</b> The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.		<b>Outcome 2 Coherence Rating</b>		<b>2.19</b>	
		<b>Output 2.1</b>	<b>Output 2.2</b>	<b>Output 2.3</b>	<b>Output 2.4</b>
		<b>2.33</b>	<b>1.50</b>	<b>2.00</b>	<b>2.92</b>
<b>Key Parameter 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		<b>2.00</b>	<b>1.33</b>	<b>2.00</b>	<b>3.00</b>
<b>Indicator 2.A.1.</b> Linkages exist between projects implemented, outputs produced, and outcomes contributed	<b>Questions/Qualifiers:</b> 1. Did UNDP map cross-cutting thematic programme areas within its support? 2. Did UNDP map synergies between thematic areas within its support? 3. Did the programme /project design take into consideration complementary areas of UNDP support? 4. Were joint outcomes identified and common approaches applied? 5. Were resources optimized?	2	1	2	3
<b>Indicator 2.A.2.</b> An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	<b>Questions/Qualifiers:</b> 1. Did UNDP map synergies between thematic areas within its support? 2. Did the programme /project design take into consideration complementary areas of UNDP support? Were joint outcomes identified and applied? 3. Was the team structure amenable for integrated programming? 4. Was there any identified synergy between UNDP interventions that promoted sustainable development/ peace	2	2	2	3
<b>Indicator 2.A.3.</b> Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	<b>Questions/Qualifiers:</b> 1. Were joint outcomes identified and applied? 2. Was the team structure amenable for integrated programming? 3. Are resources aggregated for a more consolidated response? 4. Are there staff incentives for joint initiatives?	2	1	2	3
<b>Key Parameter 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas</b>		<b>2.67</b>	<b>1.67</b>	<b>2.00</b>	<b>2.83</b>
<b>Indicator 2.B.1</b> UNDP established strategic partnerships with the government	<b>Questions/Qualifiers:</b> 1. Did UNDP's programme choices and programme approaches improve cooperation enhance strategic partnership with the government? 2. Were	4	3	3	4

	UNDP's programme choices and programme approaches appropriate for promoting longer-term development /peace efforts? <b>3.</b> Were UNDP's programme choices and programme approaches appropriate for promoting institutional capacities? <b>4.</b> Are UNDP programme approaches appropriate for enabling development financing?				
<b>Indicator 2.B.2.</b> UNDP established strategic partnerships with <b>UN agencies</b>	<b>Questions/Qualifiers:</b> <b>1.</b> To what extent were UN agency partnerships forged to enable a coherent programme response? <b>2.</b> Did UNDP's programme approaches improve cooperation with UN agencies? <b>3.</b> Did partnerships with UN agencies contribute to the consolidation of contribution to development outcomes? <b>4.</b> Did partnerships with UN agencies enable providing sector programme models/improve the sustainability of outputs/outcomes achieved?	2	1	1	1
<b>Indicator 2.B.3.</b> UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	<b>Questions/Qualifiers:</b> <b>1.</b> Did the UNDPs integrator role manifest within the UNDS? <b>2.</b> Did UNDP rearticulate its role within the UNDS / UN Mission/Peace operations (where applicable) post delink? <b>3.</b> Did UNDP reposition itself in key areas of its support? <b>4.</b> Is UNDP successful in proactively facilitating signature solutions that would bring together different sector actors?	2	2	1	2
<b>Indicator 2.B.4</b> UNDP established strategic partnerships with <b>bilateral actors/IFIs</b>	<b>Questions/Qualifiers:</b> <b>1.</b> Were opportunities for programmatic partnerships with bilateral actors/IFIs leveraged?	1	1	1	2
<b>Indicator 2.B.5.</b> UNDP established strategic partnerships with <b>non-state actors</b> (e.g. the media, CSOs, academia, think tanks)	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP establish partnerships with non-state actors, beyond programme implementation? <b>2.</b> What did such partnerships aim for (advocacy/ coordination)? <b>3.</b> How critical were such partnerships? <b>4.</b> Did such partnership enable coherent contribution to national development /peace efforts?	3	2	2	4
<b>Indicator 2.B.6.</b> UNDP established partnerships with the <b>private sector</b> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	<b>Questions/Qualifiers:</b> <b>1.</b> Does UNDP have a strategy for private sector engagement? <b>2.</b> Are UNDP tools appropriate for supporting private sector engagement in the country? <b>3.</b> Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? <b>4.</b> Are there efforts by UNDP to facilitate private sector engagement at the national /local levels?	4	1	4	4
<b>Criteria 3: Efficiency.</b> The extent to which programme and management efficiency was achieved		<b>Outcome 2 Efficiency Rating</b>		<b>2.96</b>	
		<b>Output 2.1</b>	<b>Output 2.2</b>	<b>Output 2.3</b>	<b>Output 2.4</b>
		<b>3.00</b>	<b>2.83</b>	<b>3.17</b>	<b>2.83</b>
<b>Key Parameter 3.A. Timeliness</b>		<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>
<b>Indicator 3.A.1</b> Projects have a timely start and activities are implemented and completed according to established plans.	<b>Questions/Qualifiers:</b> <b>1.</b> Did the project implementation and completion timeline is in accordance with the work plan? <b>2.</b> Were there delays that impacted the contribution of UNDP? <b>3.</b> Were there delays that increased the cost of the project? <b>4.</b> Were there delays that resulted in lost opportunities to link with national development efforts?	3	2	3	2

Key Parameter 3.B. Management efficiency		3.00	3.67	3.33	3.67
<b>Indicator 3.B.1.</b> Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	<b>Questions/Qualifiers:</b> 1. Was the country office efficient in allocating human resources to deliver programme results? 2. Did the country Office make use of available corporate technical support where possible? 3. Did the country office team structure enable joint programme efforts? 4. Was the country office successful in mobilizing programme resources? 5. check for country office staffing, structure, Vacancies/gaps, Staff perceptions on workload and human resource capacity, Partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ)	3	3	3	3
<b>Indicator 3.B.2.</b> Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	<b>Questions/Qualifiers:</b> 1. What are the sources of funding? 2. How sustainable are these sources? 3. Is there cost-sharing with other actors? 4. Are resources been efficiently and strategically allocated? 5. Does the programme expenditure align with annual budget allocations? 6. Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions)	3	4	4	4
<b>Indicator 3.B.3.</b> Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.		3	4	3	4
<b>Criteria 4: Effectiveness.</b> The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.		<b>Outcome 2 Effectiveness Rating</b>		<b>2.21</b>	
		<b>Output 2.1</b>	<b>Output 2.2</b>	<b>Output 2.3</b>	<b>Output 2.4</b>
		<b>1.83</b>	<b>2.33</b>	<b>1.67</b>	<b>3.00</b>
Key Parameter 4.A. Achieving stated outputs and outcomes		3.50	2.00	3.00	3.00
<b>Indicator 4.A.1.</b> Programme outputs were achieved	<b>Questions/Qualifiers:</b> 1. Did UNDP achieve the programme outputs outlined in the results framework/work plan/CPD? 2. Are the outputs located within/linked to the institutional processes? 3. Are measures taken to link the outputs with the other longer-term initiatives (by UN or IFIs)? 4. Did programme outputs include benefits for marginalized groups?	4	2	3	3
<b>Indicator 4.A.2.</b> UNDP has influenced (or is likely to influence) outcome level results	<b>Questions/Qualifiers:</b> 1. Did UNDP contribute to development outcomes and processes? 2. Did UNDP achieve intended objectives in the areas of its support? 3. Did UNDP interventions strengthen institutional capacities and related processes? 4. Did UNDP take measures to ensure the sustainability of the outcomes achieved?	3	2	3	3
Key Parameter 4.B. Programme inclusiveness, especially those at risk of being left behind		1.00	3.00	1.00	3.00
<b>Indicator 4.B.1.</b> Results have been beneficial for those at risk of being left behind	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise support for LNOB? Where issues of those who are at risk of being left behind factored into programme design and	1	3	1	3

	implementation? <b>2.</b> What was the contribution to addressing issues of those who are at risk of being left behind? <b>3.</b> What was the contribution of UNDP to youth empowerment development processes? <b>4.</b> Was there balancing support to national and local development processes and linking the two?				
<b>Key Parameter 4.C. Prioritizing gender equality and women's empowerment</b>		<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>3.00</b>
<b>Indicator 4.C.1.</b> Results have contributed to enhancing the processes for gender equality and women's empowerment	<b>Questions/Qualifiers:</b> <b>1.</b> What was the contribution of UNDP to gender-inclusive development processes? <b>2.</b> Did UNDP effectively respond to national priorities and pay adequate attention to promoting gender equality and women's empowerment in development? <b>3.</b> Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and populations? <b>4.</b> Did UNDP establish partnerships to enhance contribution to gender equality and women's empowerment in development?	1	2	1	3
<b>Key Parameter 4.D. Programming processes adhered to sustainable development principles</b>		<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Indicator 4.D.1.</b> Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP programmes and projects have the potential to impact negatively social justice/economic performance/political stability/gender equality, promoting adaptation? <b>2.</b> If yes, were the risks factored in programme design and implementation? <b>3.</b> Were the negative consequences appropriately addressed by UNDP? <b>4.</b> Were the negative consequences eliminated/reduced?	N/A	N/A	N/A	N/A
<b>Indicator 4.D.2.</b> Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP programmes and projects have the potential to impact negatively the environment? <b>2.</b> If yes, were the risks factored in programme design and implementation? <b>3.</b> Were the negative consequences appropriately addressed by UNDP? <b>4.</b> Were the negative consequences eliminated/reduced?	N/A	N/A	N/A	N/A
<b>Criteria 5: Sustainability.</b> The extent to which the results of UNDP interventions are likely to sustain and carried forward		<b>Outcome 2 Sustainability Rating</b>		<b>3.42</b>	
		<b>Output 2.1</b>	<b>Output 2.2</b>	<b>Output 2.3</b>	<b>Output 2.4</b>
		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.67</b>
<b>Key Parameter 5.A. Sustainable capacity: Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.33</b>
<b>Indicator 5.A.1.</b> Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion	<b>Questions/Qualifiers:</b> <b>1.</b> What is the extent to which positive changes enabled by UNDP programme support could be pursued within the development trajectory in the country (this includes scaling up successful programme models)? <b>2.</b> Did the intended individual beneficiary groups and/or institutions are equipped with knowledge/skills/partnerships to continue with programme/ project related efforts after their completion? <b>3.</b> Did UNDP take measures to ensure the capacities achieved can be sustained? <b>4.</b> Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	3	3	3

<b>Indicator 5.A.2.</b> Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	<b>Questions/Qualifiers:</b> 1. Did UNDP take measures were taken ensure linkages with national policies and programmes? 2. Did the programme implementation process enable national ownership? 3. Did UNDP ensure the participation of non-state actors (CSOs and other non-state actors)? 4. Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	4	4	4
<b>Indicator 5.A.3.</b> Measures are taken to promote scaling up	<b>Questions/Qualifiers:</b> 1. Are measures taken to establish linkages with national programmes /policies? 2. Did UNDP support efforts towards mobilizing private sector funding for development? 3. Are programmatic partnerships established with agencies with complementary initiatives? 4. Where possible are arrangements made at the planning stage for consolidation of programme outcomes?	4	2	2	3
<b>Key parameter 5.B. Financing for development</b>		<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Indicator 5.B.1.</b> Financial and human resource needs for sustaining/scaling results achieved are addressed	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise development financing? 2. Did UNDP use appropriate tools for facilitating development financing? 3. Was UNDP successful in facilitating development financing? 4. Did UNDP support efforts to address institutional bottlenecks in development financing?	4	3	3	4

<b>CPD Outcome 3: By 2022, women are fully contributing to Egypt's development and all women and girl's rights set forth in the Constitution, are respected, protected and responded to with no discrimination</b>				
<b>Criteria 1: Relevance.</b> The extent to which the programme objectives and design respond to country, beneficiaries' needs, and continue to do so if circumstances change; Degree of alignment with human development needs, UNDP's mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices	<b>Outcome 3 Relevance Rating</b>			<b>2.89</b>
	<b>Output 3.1</b>	<b>Output 3.2</b>	<b>Output 3.3</b>	
	<b>1.50</b>	<b>4.00</b>	<b>3.17</b>	
<b>Key Parameter 1.A. Adherence to national development priorities</b>		<b>1.00</b>	<b>4.00</b>	<b>2.00</b>
<b>Indicator 1.A.1.</b> Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	<b>Questions/Qualifiers:</b> 1. Is the context complex from the programming perspective? 2. Are there significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? 3. Are there are the key issues that needed immediate programme response? 4. Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps?	1	4	2
<b>Key Parameter 1.B. Alignment with UN/UNDP goals</b>		<b>1.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Indicator 1.B.1.</b> Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	<b>Questions/Qualifiers:</b> 1. Does the choice of UNDP programme correspond with critical areas where comprehensive development /peace solutions are needed? 2. Does the UNDPs programme approach reflect efforts to	1	4	4

	identify areas for comprehensive solutions? <b>3.</b> Was UNDP's Programme appropriate to the country's efforts to address the consolidation of development /peace efforts or stabilization of the economy? <b>4.</b> How critical are the areas of UNDP support for achieving national development outcomes?			
<b>Key Parameter 1.C. Relevance of programme logic : UNDP's programme priorities are a value addition to national policy and programme process</b>		<b>2.50</b>	<b>4.00</b>	<b>3.50</b>
<b>Indicator 1.C.1.</b> Programme has identified and addressed gaps in external support	<b>Questions/Qualifiers:</b> <b>1.</b> Is UNDP a key development/peace actor in the area assessed/ or did UNDP respond to the development gaps? <b>2.</b> Check Who is the key development/peace actors, and broadly their scale of engagement? <b>3.</b> Are there significant gaps in the government and international cooperation response in the area of assessment (in terms of already existing policies and institutional mechanisms)? <b>4.</b> Did UNDP prioritize critical gaps in development /peace support? <b>5.</b> Do UNDP interventions reflect its organizational comparative advantage to support medium to longer-term development /peace efforts?	1	4	4
<b>Indicator 1.C.2.</b> Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP respond to the evolving country situation by adapting its role and approaches in each of the areas of support? <b>2.</b> Did the programme respond to national priorities where strengthening of national capacities and policy processes are needed? <b>3.</b> Are UNDP programme tools appropriate for responding to evolving development priorities? <b>4.</b> Are UNDP programme tools appropriate for responding to national priorities?	1	4	2
<b>Indicator 1.C.3.</b> UNDP programme is responsive to gender-specific development concerns	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP identify critical gender-specific development/peace concerns? <b>2.</b> Did UNDP prioritize critical gender-specific development/peace concerns?	4	4	4
<b>Indicator 1.C.4.</b> Programme is responsive to LNOB[1] concerns, promoting inclusive development/peace	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? <b>2.</b> Did UNDP identify LNOB areas for development/peace support? <b>3.</b> Did UNDP prioritize LNOB concerns and assign resources?	4	4	4
<b>Criteria 2: Coherence.</b> The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.		<b>Outcome 3 Coherence Rating</b>		<b>2.11</b>
		<b>Output 3.1</b>	<b>Output 3.2</b>	<b>Output 3.3</b>
		<b>1.00</b>	<b>3.08</b>	<b>2.25</b>
<b>Key Parameter 2.A. Internal programme coherence: UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem</b>		<b>1.00</b>	<b>4.00</b>	<b>3.00</b>
<b>Indicator 2.A.1.</b> Linkages exist between projects implemented, outputs produced, and outcomes contributed	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP map cross-cutting thematic programme areas within its support? <b>2.</b> Did UNDP map synergies between thematic areas within its support? <b>3.</b> Did the programme /project design take into consideration complementary areas of UNDP support? <b>4.</b> Were joint outcomes identified and common approaches applied? <b>5.</b> Were resources optimized?	1	4	3
<b>Indicator 2.A.2.</b> An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP map synergies between thematic areas within its support? <b>2.</b> Did the programme /project design take into consideration complementary areas of	1	4	3

and environment; climate change adaptation and sustainable livelihood)	UNDP support? Were joint outcomes identified and applied? <b>3.</b> Was the team structure amenable for integrated programming? <b>4.</b> Was there any identified synergy between UNDP interventions that promoted sustainable development/ peace			
<b>Indicator 2.A.3.</b> Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	<b>Questions/Qualifiers:</b> <b>1.</b> Were joint outcomes identified and applied? <b>2.</b> Was the team structure amenable for integrated programming? <b>3.</b> Are resources aggregated for a more consolidated response? <b>4.</b> Are there staff incentives for joint initiatives?	1	4	3
<b>Key Parameter 2.B. External programme coherence; UNDP proactively pursued the New Way of Working in Select areas</b>		<b>1.00</b>	<b>2.17</b>	<b>1.50</b>
<b>Indicator 2.B.1</b> UNDP established strategic partnerships with the government	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP's programme choices and programme approaches improve cooperation enhance strategic partnership with the government? <b>2.</b> Were UNDP's programme choices and programme approaches appropriate for promoting longer-term development /peace efforts? <b>3.</b> Were UNDP's programme choices and programme approaches appropriate for promoting institutional capacities? <b>4.</b> Are UNDP programme approaches appropriate for enabling development financing?	1	4	3
<b>Indicator 2.B.2.</b> UNDP established strategic partnerships with UN agencies	<b>Questions/Qualifiers:</b> <b>1.</b> To what extent were UN agency partnerships forged to enable a coherent programme response? <b>2.</b> Did UNDP's programme approaches improve cooperation with UN agencies? <b>3.</b> Did partnerships with UN agencies contribute to the consolidation of contribution to development outcomes? <b>4.</b> Did partnerships with UN agencies enable providing sector programme models/improve the sustainability of outputs/outcomes achieved?	1	2	2
<b>Indicator 2.B.3.</b> UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	<b>Questions/Qualifiers:</b> <b>1.</b> Did the UNDPs integrator role manifest within the UNDS? <b>2.</b> Did UNDP rearticulate its role within the UNDS / UN Mission/Peace operations (where applicable) post delink? <b>3.</b> Did UNDP reposition itself in key areas of its support? <b>4.</b> Is UNDP successful in proactively facilitating signature solutions that would bring together different sector actors?	1	1	1
<b>Indicator 2.B.4</b> UNDP established strategic partnerships with bilateral actors/IFIs	<b>Questions/Qualifiers:</b> <b>1.</b> Were opportunities for programmatic partnerships with bilateral actors/IFIs leveraged?	1	1	1
<b>Indicator 2.B.5.</b> UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	<b>Questions/Qualifiers:</b> <b>1.</b> Did UNDP establish partnerships with non-state actors, beyond programme implementation? <b>2.</b> What did such partnerships aim for (advocacy/ coordination)? <b>3.</b> How critical were such partnerships? <b>4.</b> Did such partnership enable coherent contribution to national development /peace efforts?	1	1	1
<b>Indicator 2.B.6.</b> UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	<b>Questions/Qualifiers:</b> <b>1.</b> Does UNDP have a strategy for private sector engagement? <b>2.</b> Are UNDP tools appropriate for supporting private sector engagement in the country? <b>3.</b> Did UNDP support efforts to improve the enabling environment for private sector engagement in the country? <b>4.</b> Are there efforts by UNDP to facilitate private sector engagement at the national /local levels?	1	4	1
<b>Criteria 3: Efficiency.</b> The extent to which programme and management efficiency was achieved		<b>Outcome 3 Efficiency Rating</b>		<b>2.61</b>

		Output 3.1	Output 3.2	Output 3.3
		1.00	4.00	2.83
Key Parameter 3.A. Timeliness		1.00	4.00	3.00
Indicator 3.A.1 Projects have a timely start and activities are implemented and completed according to established plans.	Questions/Qualifiers: 1. Did the project implementation and completion timeline is in accordance with the work plan? 2. Were there delays that impacted the contribution of UNDP? 3. Were there delays that increased the cost of the project? 4. Were there delays that resulted in lost opportunities to link with national development efforts?	1	4	3
Key Parameter 3.B. Management efficiency		1.00	4.00	2.67
Indicator 3.B.1. Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	Questions/Qualifiers: 1. Was the country office efficient in allocating human resources to deliver programme results? 2. Did the country Office make use of available corporate technical support where possible? 3. Did the country office team structure enable joint programme efforts? 4. Was the country office successful in mobilizing programme resources? 5. check for country office staffing, structure, Vacancies/gaps, Staff perceptions on workload and human resource capacity, Partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ)	1	4	3
Indicator 3.B.2. Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	Questions/Qualifiers: 1. What are the sources of funding? 2. How sustainable are these sources? 3. Is there cost-sharing with other actors? 4. Are resources been efficiently and strategically allocated? 5. Does the programme expenditure align with annual budget allocations? 6. Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions)	1	4	1
Indicator 3.B.3. Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.		1	4	4
Criteria 4: Effectiveness. The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.		Outcome 3 Effectiveness Rating		2.71
		Output 3.1	Output 3.2	Output 3.3
		1.00	4.00	3.13
Key Parameter 4.A. Achieving stated outputs and outcomes		1.00	4.00	2.00
Indicator 4.A.1. Programme outputs were achieved	Questions/Qualifiers: 1. Did UNDP achieve the programme outputs outlined in the results framework/work plan/CPD? 2. Are the outputs located within/linked to the institutional processes? 3. Are measures taken to link the outputs with the other longer-term initiatives (by UN or IFIs)? 4. Did programme outputs include benefits for marginalized groups?	1	4	2
Indicator 4.A.2. UNDP has influenced (or is likely to influence) outcome level results	Questions/Qualifiers: 1. Did UNDP contribute to development outcomes and processes? 2. Did UNDP achieve intended objectives in the areas of its support? 3. Did UNDP interventions strengthen institutional capacities and related processes? 4. Did UNDP take measures to ensure the sustainability of the outcomes achieved?	1	4	2
Key Parameter 4.B. Programme inclusiveness, especially those at risk of being left behind		1.00	4.00	4.00



<b>Indicator 4.B.1.</b> Results have been beneficial for those at risk of being left behind	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise support for LNOB? Where issues of those who are at risk of being left behind factored into programme design and implementation? 2. What was the contribution to addressing issues of those who are at risk of being left behind? 3. What was the contribution of UNDP to youth empowerment development processes? 4. Was there balancing support to national and local development processes and linking the two?	1	4	4
<b>Key Parameter 4.C. Prioritizing gender equality and women's empowerment</b>		<b>1.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Indicator 4.C.1.</b> Results have contributed to enhancing the processes for gender equality and women's empowerment	<b>Questions/Qualifiers:</b> 1. What was the contribution of UNDP to gender-inclusive development processes? 2. Did UNDP effectively respond to national priorities and pay adequate attention to promoting gender equality and women's empowerment in development? 3. Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and populations? 4. Did UNDP establish partnerships to enhance contribution to gender equality and women's empowerment in development?	1	4	4
<b>Key Parameter 4.D. Programming processes adhered to sustainable development principles</b>		<b>1.00</b>	<b>4.00</b>	<b>2.50</b>
<b>Indicator 4.D.1.</b> Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	<b>Questions/Qualifiers:</b> 1. Did UNDP programmes and projects have the potential to impact negatively social justice/economic performance/political stability/gender equality, promoting adaptation? 2. If yes, were the risks factored in programme design and implementation? 3. Were the negative consequences appropriately addressed by UNDP? 4. Were the negative consequences eliminated/reduced?	1	4	4
<b>Indicator 4.D.2.</b> Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	<b>Questions/Qualifiers:</b> 1. Did UNDP programmes and projects have the potential to impact negatively the environment? 2. If yes, were the risks factored in programme design and implementation? 3. Were the negative consequences appropriately addressed by UNDP? 4. Were the negative consequences eliminated/reduced?	1	4	1
<b>Criteria 5: Sustainability.</b> The extent to which the results of UNDP interventions are likely to sustain and carried forward		<b>Outcome 3 Sustainability Rating</b>		<b>2.72</b>
		<b>Output 3.1</b>	<b>Output 3.2</b>	<b>Output 3.3</b>
		<b>3.0</b>	<b>4.00</b>	<b>1.17</b>
<b>Key Parameter 5.A. Sustainable capacity: Extent to which positive changes enabled by the UNDP programme can be pursued within the country's development trajectory</b>		<b>3.00</b>	<b>4.00</b>	<b>1.33</b>
<b>Indicator 5.A.1.</b> Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project related efforts after their completion	<b>Questions/Qualifiers:</b> 1. What is the extent to which positive changes enabled by UNDP programme support could be pursued within the development trajectory in the country (this includes scaling up successful programme models)? 2. Did the intended individual beneficiary groups and/or institutions are equipped with knowledge/skills/partnerships to continue with programme/ project related efforts after their completion? 3. Did UNDP take measures to ensure the capacities achieved can be sustained? 4. Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	4	2

<b>Indicator 5.A.2.</b> Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	<b>Questions/Qualifiers:</b> 1. Did UNDP take measures were taken ensure linkages with national policies and programmes? 2. Did the programme implementation process enable national ownership? 3. Did UNDP ensure the participation of non-state actors (CSOs and other non-state actors)? 4. Were positive changes achieved institutionalised at local/national level policy processes/institutional practices?	4	4	1
<b>Indicator 5.A.3.</b> Measures are taken to promote scaling up	<b>Questions/Qualifiers:</b> 1. Are measures taken to establish linkages with national programmes /policies? 2. Did UNDP support efforts towards mobilizing private sector funding for development? 3. Are programmatic partnerships established with agencies with complementary initiatives? 4. Where possible are arrangements made at the planning stage for consolidation of programme outcomes?	1	4	1
<b>Key parameter 5.B. Financing for development</b>		<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<b>Indicator 5.B.1.</b> Financial and human resource needs for sustaining/scaling results achieved are addressed	<b>Questions/Qualifiers:</b> 1. Did UNDP prioritise development financing? 2. Did UNDP use appropriate tools for facilitating development financing? 3. Was UNDP successful in facilitating development financing? 4. Did UNDP support efforts to address institutional bottlenecks in development financing?	3	4	1



Independent  
Evaluation  
Office

United Nations Development Programme

Independent Evaluation Office  
United Nations Development Programme  
One UN Plaza, DC1-20<sup>th</sup> Floor  
New York, NY 10017, USA  
Tel. +1(646) 781 4200



/ [www.undp.org/evaluation](http://www.undp.org/evaluation)



/ [UNDP\\_Evaluation](https://twitter.com/UNDP_Evaluation)



/ [ieoundp](https://www.facebook.com/ieoundp)



/ [evaluationoffice](https://www.youtube.com/evaluationoffice)

Evaluations for a #strongerUNDP