United Nations Development Programme

Project Document
Egypt CO

Project Title: **"Transforming Financial Systems for Climate in Egypt" (TFSC Egypt)**

Award Number: **00133761**

Project Number: **00125528**

Implementing Partner: **Egyptian Environmental Affairs Agency (EEAA) Ministry of Environment**

Start Date: **January 2023** End Date: **December 2026** PAC Meeting date: **11 April 2022**

Brief Description
Egypt is highly vulnerable to climate change that poses several numerous threats to its economic, social and environmental sustainability. Furthermore, the rapid population growth and ambitious development and industrialization plans have put a heavy pressure on Egypt's natural and environmental resources. In that respect, the stakeholders have to converge towards a low emission development strategy while increasing resilience of vulnerable sectors and groups to climate change. Among these stakeholders, local Financial Institutions (FIs) play a key role in scaling up climate finance for local private investments. This project aims to scale up and intensify financial investments towards more diversified private sector projects on climate technologies and techniques through enabling both the public and private sectors' borrowing by supporting local FIs with removing financial and technical barriers and reinforcing their capacity.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDAF Outcome 2 - Environmental Sustainability.

Indicative Output(s) with **Gender Marker: 2**

Total resources required:		$1,600,000
Total resources allocated:	**AFD Donor:**	$1,600,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

Government	UNDP	Implementing Partner
H.E. Ambassador Yasser Abed, Assistant Minister and Director Department of International Cooperation and Development Ministry of Foreign Affairs Signature:	**Mr. Alessandro Fracassetti** Resident Representative UNDP Egypt Signature:	**Dr. Ali Abu Sena,** Chief Executive Officer Egyptian Environmental Affairs Agency Ministry of Environment Signature:
Date: 11 April 2023	Date: 11 April 2023	Date: 11 April 2023

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The Arab Republic of Egypt (Egypt) is highly vulnerable to climate change and faces numerous threats to its economic, social and environmental sustainability. Direct economic costs of environmental degradation are estimated about 4.8% of its GDP. Population increased from 36 million in 1973 to approx. 100 million in 2018. The rapid population growth coupled with ambitious development and industrialization plans have put a heavy pressure on Egypt's natural and environmental resources. The scope and magnitude of these environmental and social costs are likely to offset some of the economic growth gains over time.

Meanwhile, Egypt is one of the first countries that joined the global efforts in fighting climate change. Egypt ratified the United Nations Framework Convention on Climate Change (UNFCCC) in 1994 and the Kyoto Protocol in 2005 respectively. Lately Egypt signed the Paris Agreement in April 2015, which was ratified by the Egyptian Parliament in June 2017[1]. In fight against and building resilience to climate change, the National Committee for Climate Change was established in 1997, including members representing a wide range of governmental and non-governmental stakeholders. The committee was later reformed as the National Climate Change Council (NCCC) in 2015 through H.E. Prime Minister Decree No. 1912 with additional mandates and tasks that come to match the rapid transformations on climate change at the national, regional and international levels. It has later been reformulated in 2019 to have the Climate Change National Council chaired by H.E. Prime Minister. The NCCC includes members representing ministries, civil society, and the private sector. The NCCC is responsible for formulating and updating a comprehensive national strategy for climate change, developing and updating sectoral strategies and planning for climate change, and linking national policies, strategies and plans for climate change with the sustainable development strategy.

As a party to the UNFCCC, Egypt released its initial, second and third national communication reports to the UNFCCC in 1999, 2010 and 2016 respectively. Moreover, Egypt released its first Biennial Update Report (BUR) in 2019.The Intended Nationally Determined Contribution (INDC) report was also released in 2015 which has been considered as Egypt's first NDC after ratifying Paris Agreement in 2017, where the updated first NDC report has been submitted in 2022 that provided projections of business as usual (BAU) GHG emissions by 2030 for three sectors (electricity, oil & gas, and transport) and quantification of GHG emissions reductions from the implementation of its mitigation projects/programs in these sectors and the required means of implementation. The national reports emphasized the importance of taking measures to adapt to climate change vulnerabilities and reducing GHGs emissions, including in the energy, transport and Solid Waste Management (SWM) sectors. As stated in NDC, the specific goals of the Government of Egypt (GoE) are to "develop and implement a strong, economically feasible mitigation program which would achieve the mitigation measures for 2030." Egypt's climate change mitigation actions and adaptation priorities were estimated at USD 73 bn over the period 2020-2030. The National Strategy "Egypt Vision 2030" released in February 2016 targeted a 10% reduction of greenhouse gas (GHG) emissions from the energy sector by 2030, the achievement of sustainable management of natural resources, the reduction of environmental pollution, including air pollution and solid waste, and the development of natural reserves. Other previously conducted initiatives include the UNDP Low Emission Capacity Building Project with the Ministry of Environment (MoE) funded by the European Union (EU), Germany, and AusAID, and the capacity building on monitoring, reporting and verification of GHG emissions and mitigation actions in African countries (MRV Africa), funded by the EU. Finally, existing national strategies reveal a remarkable awareness of the value of a "Green Transformation" to Egypt's competitiveness and future development prospects. Egypt has launched its National Climate Change Strategy 2050 (NCCS) that aims to address the impacts of climate change while improving the quality of life for Egyptian citizens, achieving sustainable development and sustainable economic growth, preserving natural resources and ecosystems, and strengthening Egypt's leadership at the international level in the field of climate change. Five main goals were identified in the NCCS. The 5 goals are (1) Achieve sustainable economic growth and low-emission development in various sectors; (2) Build resilience and adaptive capacity to tackle climate change and alleviate the negative impacts associated with climate change; (3) Improve climate action governance; (4) Enhance climate financing infrastructure and (5) Enhance scientific research, technology transfer, knowledge management and awareness to combat climate change. These goals are followed by several objectives and specific directions for achieving the objectives, in addition to performance indicators for each goal, and the proposed enabling policies and tools. The

[1] Egypt's first BUR report (2018)

strategy also includes eight general directions to be adopted by the Egyptian government to promote and underpin the achievement of the strategy's goals.

While efforts from the public sector to address climate change challenges are critical, there is a global recognition that the private sector plays the central role in implementing climate change mitigation and adaptation activities as a driver of green growth, a promoter of green supply chains, a source of investment in low-carbon, and a leader of innovation in clean technologies[2]. The 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change put a significant emphasis on the critical role of the private sector in achieving development outcomes[2]. Given the recognition of private sector's importance, GoE's ambitious economic reform program aims to drive private sector-led growth and stimulate job creation by attracting new investment across different economic sectors. In the meantime, the private sector can be a driver of negative environmental impacts including pollution and habit degradation. It is therefore important that support and advice is provided by the public sector through catalyzing, leveraging and guiding private investment towards investment that support climate action[2].

In this respect, the stakeholders, including public authorities, private sector, financial sector, have to converge towards a common agenda that recognizes the need to implement a Low Emission Development Strategy (LEDS) and increased climate resilience. Despite the dynamism and profitability of some of these sectors, investors nevertheless still face numerous obstacles including but not limited to: a lack of awareness on the potential benefits, overestimation of risks due to a lack of technical knowledge, a lack of access to appropriate funding. Among these stakeholders, local financial institutions (FIs) have a key role to play in scaling up climate finance for local private investments across the country. The challenge for FIs is to identify qualified projects[3] and to integrate investment-related information into their existing procedures[4]. Supporting them to remove these technical and financial barriers therefore would allow FIs to finance transformational change towards climate compatible investments.

The NCCC plays a key role by being the main resource of climate change related information and intelligence. In order to further strengthen the NCCC's capacity on supporting local FIs with scaling up climate finance, it is critical to establish a national Monitoring, Reporting and Verification (MRV) system through enhanced collaboration between line ministries. Such an integrated approach will make development more resilient by reducing climate change negative impacts and identifying development opportunities that may otherwise be overlooked. Establishing a MRV system will also enhance collaboration between the NCCC, line ministries and the FIs through sharing common understanding of challenges and opportunities. Therefore, there is a need to establish focal point units within ministries beyond the MoE. Establishing a climate change unit under relevant ministries and providing them a platform where in-depth expertise, data and plans are brought together, will further strengthen Egypt's capacity to achieve the objectives of the UNFCCC for strong well-supported investments.

The specific objectives are as follows:

- To support Egyptian FIs in adopting a climate finance strategy and tools to include climate change in its current loan appraisal procedures;
- To provide a financial mechanism to support the promotion and the financing of the green sustainable growth in different sectors, leveraging both public and private financing;
- To consolidate the application of market-based instruments and the role of financial institutions in financing environmental / climate-friendly investments;
- To improve the competitiveness and growth of cleaner business opportunities in the environmental field to sustain and grow business operations and linking them to job creation.

The TFSC Programme in Egypt is structured with three instruments:

(i) Non-sovereign credit facility to Local Financing Partner (LFPs) (max. EUR 100 Mper LFP);

(ii) A technical assistance facility to LFPs (max. EUR 1.5 M per LFP);

(iii) A technical assistance facility to the MoE (max. EUR 1.5 M);

[2] Engaging the Private Sector for Green Growth and Climate Action: An Overview of Development Co-Operation Efforts (OECD, 2017)

[3] https://www.mei.edu/publications/green-financing-egypt

[4] www.ifc.org/wps/wcm/connect/fe18be47-a0cc-4b5d-a134-078a995ce8bd/ClimateRisk_FinancialInstitutions.pdf?MOD=AJPERES&CVID=n48iBMz

As an institutional component of the TFSC Programme in Egypt, the project will support the MoE in the implementation of several activities and in the monitoring of the TFSC Programme.

Project Objective:

The main objective of the project is to scale up financial investments into climate actions in Egypt and strengthen Egypt's capacity to achieve the objectives of the UNFCCC through establishing a MRV system in the Ministry of Environment, the NCCC and line ministries, and developing focal point units within ministries to share common understanding of challenges and opportunities and maintaining the efficient and sustainable operation of the MRV system. The project will also aim to support local Financial Institutions to develop their capacity in assessing opportunities and challenges of potential climate projects.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Theory of Change

The theory of change (ToC) for this project is that **IF** the foundation within the GoE is established for an enhanced national monitoring, reporting and verification (MRV) capacity, and local Financial Institutions (FIs) are equipped with appropriate tools to include climate change in their current loan appraisal procedures **THEN** climate finance will be scaled up and financial investments will be densified towards more diversified private sector projects on climate technologies through providing improved information for local FIs necessary to make their investment decisions. For the change pathways and outcomes through which barriers will be addressed, please see the ToC diagram below.

This project will provide tailor-made technical assistance for:

i. The Ministry of Environment, the NCCC and the climate change units at the line ministries to build, operate and maintain the MRV system
ii. The local FIs to scale-up climate finance through developing capacity to assess eligible investments origination and bankability, climate finance strategy, E&S risks management
iii. The GoE and Egyptian civil society to raise awareness of climate change and increase engagement in COP conferences

Project outcomes

The project has been designed to address the existing barriers described in the previous section and involves a series of three interdependent outcomes which are detailed in the Results Framework and described below. Together, the project will positively contribute to creating the foundation of private climate finance in Egypt, and the approach will work on the critical barriers with a focus on capacity building.

1. **Outcome 1: National Climate Policy monitored and strengthened through Climate Change Units**

   This outcome will focus on establishing sustainable coordinating and managing unit at the Ministry of Environment and establishing climate change units within the line ministries and agencies, which will together set up, operationalize and maintain MRV systems databases for climate change GHGs inventory, mitigation measures, adaptation measures and support needed and received. The climate change units' staff within those ministries and agencies will receive trainings to get familiarized with MRV tools. The outcome will also establish a National Climate Change Information Center who will accumulate climate change information and provide technical support and capacity building to climate change units and the national council on climate change.

2. **Outcome 2: Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability**

   This outcome will focus on promoting private sector investments into climate change mitigation and adaptation measures by conducting techno-financial assessments on the sectors of priority identified by

the MoE. The assessments will be conducted with a focus on how to make projects on those sectors bankable with maximum climate impact. Additionally, the assessment reports will be created for specific projects aiming at supporting project developers. An integrated framework for Private Public Partnership will be also developed by the MoE to enhance PPP collaborations in climate actions, conserving biodiversity and the related cultural diversity which will enhance local NGOs and private sector contribution to the establishment of eco-assets to support local communities.

3. **Outcome 3: Project managed, monitored, evaluated and communicated for effective project operations, and sharing accumulated knowledges and lessons learned**

This outcome will ensure that the project is implemented effectively to deliver expected results and the maximum impacts. This will be done by managing, monitoring and evaluating the project progress through the project management unit and independent evaluation consultants on both everyday basis and periodically as determined in this document. Additionally, this outcome will increase national awareness about COP 27 outcomes and encourage civil society participation while communicating the project outputs to the wider audience, allow government officials participation in COP conferences. The project will also provide educational and awareness raising opportunities to school students on global and national environmental challenges, including climate change and biodiversity, through developing educational materials and games.

Rationale behind the project design

Generally speaking, private investors could be attracted to climate technologies and projects where an attractive return on investment (RoI) is predicted based on project income flows or low-risk government debt repayments. Bankability and creditworthiness are thus prerequisites to drawing private finance[5]. In addition, as the nature of climate finance, an invested project should add positive impacts to climate change mitigation or adaptation. However, determining effectiveness of a climate change project is complex due to the long-term nature of both mitigation and adaptation project impacts and the uncertainty associated with climate change impacts[6]. This project therefore will provide critical support for local FIs in their investment appraisal procedures. Potential projects will also be assessed on their aspects of gender equity and other social impacts as well as following the UN "Do No Harm" principles. Since private climate finance is a new concept to the local Egyptian FIs, knowledge and tools to assess "bankability" and effectiveness of investments, which ensure proper and efficient on-lending, will be provided by the Consultant. It is expected that selected FIs will develop knowledge and capacity in bankability and effectiveness assessment while working alongside the Consultant.

The project promotes sustainable development through fostering climate finance into the private sector's projects which have positive impacts on climate change. Other direct and indirect benefits include creation of job opportunities, improvement of human welfare, enhancement of national security, etc.

Considerations to specific areas of priorities

- **Solid Waste Management (SWM) Institutional Framework.** Institutional responsibilities for different aspects of SWM are dispersed among different ministries, governorates, and agencies. The MoE, through its Waste Management Regulatory Authority (WMRA), is responsible for: (i) establishing the overall direction of waste management policy, including tariff policies and enhancement of the role of the private sector; (ii) overseeing the preparation and provision of guidance for the implementation of the National SWM Strategy and the Governorate SWM Master Plans in collaboration with the Ministry of Local Development (MoLD) and the concerned governorates; and (iii) playing a regulatory enforcement role (handled through the Waste Management Regulatory Authority (WMRA)). The MoLD works directly with the governorates responsible for the implementation of these policies on the ground.

5 A background paper for "mobilizing climate finance", a report prepared at the request of G20 finance ministers (2011, IFC)

6 Indicators to Assess the effectiveness of Climate Change Projects (IDB, 2012)

- **SWM Strategic and Regulatory Framework.** The Ministry of Environment (MoE) led in 2017 the preparation of a National Solid Waste Management Strategy and twenty-seven SWM Master Plans, covering all the Governorates of Egypt, and which lay down the necessary actions and investments needed for each governorate to improve solid waste management services in accordance with its specificity. On the regulatory side, the Egyptian Parliament approved in August 2020, a draft law to regulate waste management in Egypt. The new law sets the general framework for planning and preparing strategies and management of all types of waste and ensuring that planning is linked to financing. The proposed law has specific provisions to attract the private sector to invest in solid waste management, and it is entitled to all the benefits, exemptions and guarantees granted to the private sector under the Investment Law N0. 72 of 2017. The law also defines clearer roles and responsibilities for all stakeholders, as well as the licensing procedures. However, the law is being now promulgated.

- **The MoE launched "Go Green" Initiative (3 year)– under the patronage of President Abdel Fattah El Sisi – during the 2020 celebrations of the national environment day.** The objective of the initiative is to increase public awareness about the importance of changing behaviours to save the environment. The several-stage initiative is meant to address 36 environmental issues. It will raise a different slogan every month according to the issue it is addressing, like ditching plastic waste, deforestation and cutting greenhouse gas emissions. It also aims to incentivize youths to protect the environment and natural resources, especially curbing air pollution in order to attain Egypt's strategic goal to reduce air pollution caused by solid particles by 50 percent in 2030. Meanwhile, the initiative also aims at promoting the Egyptian economy, boosting competitiveness and creating jobs in addition to supporting Egypt to fulfil its regional and international undertakings under international conventions in order to achieve sustainability in using natural resources.

- **ECO EGYPT Experiences under the umbrella of "Go Green"** which is a campaign that aims to reconnect adventurous travellers with Egypt's countless ecological sites and protected areas. With the goal of prompting natural rediscovery and boosting the importance of ecological conservation, the ECO EGYPT Experiences campaign sheds light on all the wildlife, plant diversity, and natural landscapes on offer throughout Egypt. The campaign encourages sustainable, responsible tourism for travellers seeking unique, out-of the-box experiences. By centring the voices, experiences, and customs of local tribespeople, from Nubians to Bedouins, ECO EGYPT advocates support for local livelihoods by giving a platform for the unique practices, traditions, and crafts of local communities. From camping to diving, stargazing to birdwatching, Egypt's ecological sites promise unparalleled experiences for the curious, young and old.

- **The MoE's plan/vision concerning the transportation sector, especially the plan to replace the microbuses is highly prioritized.**

- **The e-mobility strategy of the Ministry of Environment argues for prioritizing the high-usage and high-occupancy vehicles, for maximizing the benefits of emission reductions**. Public transport is considered a suitable entry point for e-mobility in Egypt due to high mileage and possible energy savings and tank-to-wheel consumption savings. Moreover, diesel consumption by the Cairo Transport Authority (CTA) fleet –using inferior quality diesel fuel, with a Sulphur content more than 100 times international standards –has doubled over the last ten years. Analogously, buses with cleaner internal combustion engines, even with filters, will not reduce emissions. E-buses become a particularly convincing choice. Expectations in Egypt are high on e-mobility for reducing both air pollution and the carbon footprint**.** The GoE announced plans to launch an electric vehicle industry master plan, this plan works on all phases of handling electric cars starting from production and ending by management of batteries disposal. A high level committee composed of all relevant sectors is responsible of setting a strategy and a clear vision with local market needs and converting

public transportation to be running using natural gas, encourage national companies to work on manufacturing electric buses, working on distributing charging stations.

- **Lessons learned from Pilot projects should be studied to encourage the use of non-motorized means of transportation (walking, cycling) in Fayoum city by Sustainable Transport Project for Egypt under the Ministry of Environment.** (These projects included establishing safe hubs for pedestrians and cyclists in main streets and implementing bike sharing system**)**

Links with the Egypt's national development priorities

The project will contribute to achieving the national development priorities, and the relevant the United Nations Partnership Development Framework (UNDAF) and UNDP Country Programme Document (CPD) outcomes which the project aims to promote are listed below.

UNPDF
Outcome 1: 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
Outcome 3: By 2022 Egypt's natural resources and its urban environments, are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society
UNDP Country Programme Document
Output 1.4: New forms of partnership with private sector, government, and bilateral agencies to provide inclusive, sustainable and innovative financing
Volume of targeted financial services delivered
Output 2.1: Expanded use of energy efficiency and renewable energy solutions in key sectors
Output 2.2 : Climate adaptation measures in place to protect vulnerable communities from rising sea-levels and other forms of climate risk

Theory of Change

Impact: Climate finance will be scaled up and financial investments will be densified towards more diversified private sector projects on climate technologies through providing improved information for local FIs necessary to make their investment decisions

Outcome

1. National Climate Policy monitored and strengthened through Climate Change Units

Outputs

1.1: The climate change units at the line ministries and agencies, and its expected institutional structure and role established aligned with the national climate change governance framework decided by the National Climate Change Council
1.2: The sustainable coordinating unit established at the MoE and linked to climate change units at the line ministries and agencies, with staff capacity developed to mainstream climate change related initiatives into national planning
1.3: Output 1.3: MRV systems and databases for climate change GHGs inventory, adaptation, mitigation are established and support provided to feed information into NDC reports
1.4: Climate change units staff familiarized with MRV tools, and updated as needed

2. Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability

2.1: In-depth sectorial studies conducted on the sectors of priority identified by the MoE, which include tourism, waste management, wastewater / sanitation and transportation, with a focus on how to make projects on those sectors bankable with a maximum climate impact (mitigation / adaptation)
2.2: Technical studies, including feasibility studies, conducted for specific projects aiming at supporting project developers with projects eligible to the TFSC program
2.3: Capacity building deployed for related entities under the MoE including EEAA/WMRA, especially to support the development of sustainable tourism and waste management sectors in a more climate friendly mode (development and implementation of relevant technologies)
2.4: An integrated framework for Private Public Partnership (PPP) developed by the MoE to enhance PPP collaborations in conserving biodiversity and the related cultural diversity, which will enhance local NGOs and private sector contribution to the establishment of eco-assets to support local communities

3. Project managed, monitored, evaluated and communicated for effective project operations, and accumulation of knowledges and lessons learned

3.1: The modus operandi defined by AFD jointly with the MoE including the establishment of a project management unit (PMU) within the MoE, or a similar supporting set-up, including staff, equipment, expertise/ consultants and operation, provided based on the needs under the this technical assistance
3.2: Project monitored and evaluated against the project plan
3.3: The needed visibility, communication and marketing activities implemented in order to support the promotion of the TFSC program at the national level, including and not limited to awareness workshops and communication materials with focus on climate change related actions such as climate resilience, and ensure the coordination with the related marketing and communications activities for the LFPs for the coordination within the program
3.4: Government of Egypt junior officials participate in Conference of Parties meetings related to UNFCCC and CBD
3.5: Educational and awareness games on global and national environment issues for school students is designed and implemented in protected areas

Barriers

Institutional barriers

- Local Egyptian financial institutions (FIs)', knowledge and tools to assess "bankability" and effectiveness of investments are limited
- There is not a platform within the government which consolidates climate change related activities and information across different ministries, which is resulting in difficulties to monitor Egypt's progress towards achieving NDC

Policy & Regulatory barriers

- Public authorities, private sector, financial sector do not have a common agenda that recognizes the need to develop Low Emission Development Strategy and increase climate resilience

Finance barriers

- Despite the dynamism and profitability of climate projects/assets in some industrial areas, investors face numerous obstacles including but not limited to: a lack of awareness on the potential benefits, overestimation of risks due to a lack of technical knowledge, a lack of access to appropriate funding
- Egyptian FIs face challenges to identify qualified projects and to integrate investment-related information into their existing procedures
- Egyptian FIs do not have tools to include climate change in is current loan appraisal procedure, or have not adopted a climate finance strategy

Tech & Info barriers

- Determining effectiveness of a climate change project is complex due to the long-term nature of both mitigation and adaptation project impacts and the uncertainty associated with climate change impacts

Socio-Economic & Environmental barriers

- The rapid population growth coupled with ambitious development and industrialization policies have put a heavy pressure on Egypt's natural resources in the form of severe air, water, and soil pollution
- The private sector can be a driver of negative environmental impacts including pollution and habit degradation while the private sector plays the central role in implementing climate change mitigation and adaptation activities
- Less visibility of Egyptian civil society organisations in the field of climate actions

Problem: The private finance into climate actions is the key driver to building low carbon and climate resilient society in Egypt, but local financial institutions do not have a technical capacity to identify qualified projects to invest in and integrate climate investment into their existing procedures. Additionally the government does not have a consolidated platform where climate change related activities and information across different relevant ministries are shared, resulting in a lack of information/data of progress towards low carbon and climate resilient society.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results and Outputs

As per the strategy described above, a project has been designed over a period of 4 years in consultation with key stakeholders. A set of expected results has been identified is described below.

1. Outcome 1: National Climate Policy monitored and strengthened through Climate Change Units:

Outputs:

- Output 1.1: The climate change units at the line ministries and agencies, and its expected institutional structure and role established aligned with the national climate change governance framework decided by the National Climate Change Council
- Output 1.2: The sustainable coordinating unit established at the MoE and linked to climate change units at the line ministries and agencies, with staff capacity developed to mainstream climate change related initiatives into national planning
- Output 1.3: MRV systems and databases for climate change GHGs inventory, adaptation, mitigation are established and support provided to feed information into NDC reports
- Output 1.4: Climate change units staff familiarized with MRV tools and updated as needed.

Expected results:

- Climate change units in the line ministries are established and operationalized with suitable basic physical capacity
- Assessment of the current capabilities conducted, the needs in light of the tasks required of them to activate the units determined, and the job description and QA/QC for sustainability of units developed
- Climate change GHGs inventory, mitigation, adaptation MRV systems for each relevant Ministry is operational
- Staff in climate change units in the line ministries trained on management of MRV systems, integration of environmental consideration into national planning and management process of Environmental Impact Assessments
- Climate Change Units staff is able to use MRV tools to monitor implementation of climate change strategy, Low Emission Development Strategy (LEDS)
- The climate change mitigation database completed and populated by the MoE with available information from NAMA documents and National MRV system developed and operationalized
- At least one NAMA/MRV document developed by the MoE in each of the following sectors: waste management, transport, tourism, water supply and sanitation, energy, and industry
- A National Climate Change Information Center is established to coordinate all climate change information including climate change database and provide technical support and capacity building to climate change units and the National Council on Climate Change.

2. Outcome 2: Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability

Outputs:

- Output 2.1: In-depth sectorial studies conducted on the sectors of priority identified by the MoE, which include tourism, waste management, wastewater / sanitation and transportation, with a focus on how to make projects on those sectors bankable with a maximum climate impact (mitigation / adaptation)
- Output 2.2: Technical studies, including feasibility studies, conducted for specific projects aiming at supporting project developers with projects eligible to the TFSC program
- Output 2.3: Capacity building deployed for related entities under the MoE including EEAA/WMRA, especially to support the development of sustainable tourism and waste

management sectors in a more climate friendly mode (development and implementation of relevant technologies)

- Output 2.4: An integrated framework for Private Public Partnership developed by the MoE to enhance PPP collaborations in climate actions, conserving biodiversity and the related cultural diversity, which will enhance local NGOs and private sector contribution to the establishment of eco-assets to support local communities

Expected Results:

- At least five policy documents prepared including techno-financial assessments to promote private sector investment in climate change mitigation measures such E-mobility, fuel switching in transport sector, waste to energy facilities, medical waste treatment facilities, and eco-tourism
- Consultation workshops organized to discuss policy papers to develop recommendations for government actions to incentivize private sector investment
- At least four climate change mitigation project documents developed, which have attractive bankability for local FIs, to upscale successful demonstration initiatives in sustainable transport, eco-tourism, waste to energy, and funding is mobilized from national and international funding sources
- An integrated framework for Private Public Partnership (PPP) by the MoE in protected areas developed in order to enhance PPP collaborations in conserving biodiversity and the related cultural diversity. This partnership can replicate successful stories that have been implemented in different areas such as Wadi El Gemal and Fayoum, where local NGOs and private sector contributed to the establishment of eco-assets to support local communities
- Awareness through the in place eco-Egypt campaign to local and international tourists raised on how to understand the concept of protected areas what are the eco sound activities and get to know more about local culture
- Training workshops organized for the MoE and the Ministry of Tourism and Antiquities (M0TA) staff on management of the tourism flows and managing natural resources
- Green technologies are integrated in community-based natural resource management (CBNRM) agreements which includes but is not limited to (the enhancement of sustainable farming and fishing).
- Eco-investment guidelines developed and implemented to promote sustainable investment opportunities/models; all success stories will be well documented.

3. Outcome 3: Project managed, monitored, evaluated and communicated for effective project operations, and sharing accumulated knowledges and lessons learned

Outputs

- Output 3.1: The modus operandi defined by the AFD jointly with the MoE including the establishment of a project management unit (PMU) within the MoE, or a similar supporting set-up, including staff, equipment, travel, and operation provided based on the needs under this technical assistance
- Output 3.2: Project monitored and evaluated against the project plan
- Output 3.3: The needed visibility, communication and marketing activities implemented in order to support the promotion of the TFSC program at the national level, including and not limited to awareness workshops and communication materials with focus on climate change related actions such as climate resilience, and ensure the coordination with the related marketing and communications activities for the LFPs for the coordination within the program
- Output 3.4: Government of Egypt junior officials participate in Conference of Parties meetings related to UNFCCC and CBD
- Output 3.5: Educational and awareness games on global and national environment issues for school students is designed and implemented in protected areas.

Expected results:

- Project's progress monitored, documented and evaluated against the project plan

- Mid-term and terminal reports submitted by the PMU, which will be evaluated by the project committee against validation criteria for deliverables including:
  - Clarity and readability of the deliverable,
  - Compliance with deadlines,
  - Compliance with the scope of the requested service,
  - The operational nature of the conclusions of the deliverables,
  - The ability to be synthetic
- Monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP, UNDP Results based Management Manual and UNDP Evaluation Policy.
- Knowledge accumulated and documented by PMU, and shared with the wider audience to support the scaling up and replication of project results.
- The needed visibility, communication and marketing activities implemented, in order to support the promotion of the TFSC programme at the national level, including - and not limited to - awareness workshops and communication materials with focus on climate change related actions such as climate adaptation & resilience, and ensure the coordination with the related marketing and communications activities for the LFPs for the coordination within the program
- Success stories documented and eco-investment guidelines developed to introduce and promote eco-tourism investment opportunities/model
- Egyptian government officials are supported to participate in the COP related activities for CBD and UNFCCC.
- Science club in El-Hassana Dome Protectorate is operational and receives school trips and replication of the model in other protected areas is promoted.

Resources Required to Achieve the Expected Results

The following resources are required to achieve the expected results described above. Details of each role of personnel are described in the. Governance and Management Arrangements.

Personnel:

- One Project Manager
- Two Technical Officers
- Government Coordinator,
- Communication Officer
- One Project Accountant/ Admin
- Mid-Term Review and Terminal Evaluation Consultants
- UNDP oversight and Quality Assurance staff at country office or HQ

Purchases:

- IT equipment for PMU
- IT services to build database and MRV systems

Venue:

- Venues for workshops and capacity buildings to government officials

Required qualifications in the staff working in the climate change units

- Understand concepts related to climate change such as mitigation, emissions and adaptation
- The ability to deal with computer programs, and software of the Intergovernmental Panel on Climate Change (IPCC) Software
- Filling out forms and collecting data

Project Partners

The project will be implemented in a partnership of multiple parties to deliver planned outcomes in the most effective manner. The main project partners are:

- AFD
- Ministry of Foreign Affairs
- Ministry of Environment/Egyptian Environmental Affairs Agency

Stakeholder Engagement

The project **main stakeholders** who are directly involved in the execution of the project activates are represented in five government entities:

- Ministry of Tourism and Antiquities (MoTA)
- Ministry of International Cooperation (MoIC)
- Ministry of Local Development (MoLD)
- Waste Management Regulatory (WMRA), Ministry of Environment
- Central Authority for Public Mobilization And Statistics (CAPMAS)

Knowledge

Sharing knowledge between projects implemented in different countries will help achieve and sustain outcomes under this project. This includes:

- Evaluation and progress reports
- Audit reports
- Flyers on the achievement of the project
- A documentary capturing project results and impact
- Project web site

Sustainability and Scaling Up

In Egypt, the main objectives of the TFSC is to scale-up climate finance, to densify financial flows sustainability towards more diversified private sector projects to better serve the energy and ecological transition, and to reinforce capacity of local partners."

Mainstreaming gender

The empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. Egypt has witnessed major strides in women empowerment and gender equality, mainly owing to a supportive political administration and commitment to constitutional rights and to strategies and executive programmes carried out by governmental and non-governmental organizations. The Constitution (2014) affirms the values of justice and equality, with over 20 articles securing the rights of women in all aspects of life.
In addition, Egypt launched the 2030 National *Strategy* for Women in line with the SDGs, which contains 34 indicators of sustainable development goals and is made up of 4 pillars: political empowerment and leadership, economic and social empowerment, protection, legislation and culture as cross-cutting pillars of those four chapters. In parallel, the National Council for Women (NCW) established the Egyptian National Observatory for Women (ENOW) to monitor the implementation of the strategy. However, according to The Global Gender Gap Report (2014), the Gender Inequality Index, which has been developed to quantify the concept of gender inequality and includes the Gender Inequality Index (GII) and Gender Development Index (GDI)[7], place Egypt at a GII of 0.565 and ranks Egypt at a GDI of 111 out of 159 countries assessed. These figures continue to perpetuate owning to a set of challenges that include the following:

- Persisting negative social and cultural traditions that prevent women from accessing and practicing their rights, especially in rural communities and regions, partially due to lack of women's awareness of their rights and partially due to social constraints.
- Lack of training and capacity building.
- The reluctance of some private sector operators to uphold women's rights.

[7] United Nations Development Reports: Table 5. Gender Inequality Index http://hdr.undp.org/en/composite/GII

- Despite the increasing participation of women in civil society organizations, their percentage in decision-making positions remains low, and new generations are reluctant to volunteer.
- Addressing women's needs and concerns and supporting their participation in all fields are insufficient.
- Lack of awareness of society, especially women, about the environmental risks posed by climate change and environmental pollution.
- Underutilized potential in entrepreneurship opportunities and access to finance.
- Under representation in STEM academically and professionally.

The project will ensure equal opportunities for men and women in acquiring project positions as well as capacity building opportunities

IV. RESULTS FRAMEWORK[8]

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: **Outcome 1:** 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 **Outcome 3:** By 2022 Egypt's natural resources and its urban environments, are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: **Output 1.4**: New forms of partnership with private sector, government, and bilateral agencies to provide inclusive, sustainable and innovative financing Volume of targeted financial services delivered **Output 2.1:** Expanded use of energy efficiency and renewable energy solutions in key sectors **Output 2.2** : Climate adaptation measures in place to protect vulnerable communities from rising sea-levels and other forms of climate risk
Project title and Atlas Project Number: 'Transforming Financial Systems for Climate in Egypt

[8] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTCOMES	EXPECTED OUTPUTS	OUTPUT INDICATORS[9]	DATA SOURCE	BASELINE		TARGETS (by data collection frequency)					DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Outcome 1 *National Climate Policy monitored and strengthened through Climate Change Units*	***Output 1.1*** *The climate change units at the line ministries and agencies, and its expected institutional structure and role established aligned with the national climate change governance framework decided by the National Climate Change Council*	***Indicator 1.1.1*** *Assessment report of the current capabilities created, with the needs in light of the tasks required of them to activate the units determined, and the job description and QA/QC for sustainability of units developed*		None	2020	1	0	0	0	1	*Assessment report*
		Indicator 1.1.2 *Document clarifying responsibilities, required structure, qualifications of the team and equipment of climate change units developed*		None	2020	1	0	0	0	1	*A dedicated report, i.e. Assessment report of current capabilities, will be created*
	Output 1.2: *The sustainable coordinating unit established at the MoE and linked to climate change units at the line ministries and agencies, with staff capacity developed to mainstream climate change related initiatives into national planning*	***Indicator 1.2.1*** *The sustainable coordinating unit established at the MoE and its responsibilities, operation, capabilities are determined*		None	2020	1	0	0	0	1	*Project progress reports*
		Indicator 1.2.2 At least one capacity development workshop for the staff of the sustainable coordinating unit conducted on how to mainstream climate change related initiatives into national planning		None	2020	0	1	0	0	1	*Project progress reports*
	Output 1.3: *MRV systems and databases for climate change GHGs inventory, adaptation, mitigation are established and support provided to feed information into NDC reports*	***Indicator 1.3.1*** *National climate MRV system for selected mitigation sectors developed in collaboration with the sustainable coordinating unit, CAPMAS, climate change units in the line ministries.*		None	2020	0	0	1	0	1	*Project progress reports*
		Indicator 1.3.2 *A National Climate Change Information Center established to coordinate all climate change information including the climate change database i*		None	2020	0	1	0	0	1	*Project progress reports*

[9] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	Output 1.4: *Climate change units staff familiarized with MRV tools, and updated as needed*	***Indicator 1.4.1*** *Staff in climate change units in the line ministries trained on management of MRV systems, integration of environmental consideration into national planning and management process of Environmental Impact Assessments*		None	2020	0	0	4	0	4	*Project progress reports*
		Indicator 1.4.2 *At least one NAMA/MRV document developed in each of the following sectors: waste management, transport, tourism, water supply and sanitation, energy, and industry*		None	2020	0	2	2	0	4	*A NAMA/MRV document*
Outcome 2 *Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability*	***Output 2.1*** *In-depth sectorial studies conducted on the sectors of priority identified by the MoE, which include tourism, waste management, wastewater / sanitation and transportation, with a focus on how to make projects on those sectors bankable with a maximum climate impact (mitigation / adaptation)*	***Indicator 2.1.1*** *At least four climate change mitigation projects developed to upscale successful demonstration initiatives in sustainable transport, eco-tourism, waste to energy, and funding is mobilized from national and international funding sources*		None	2020	0	2	2	0	4	*Each project will have its project document*
	Output 2.2 *Technical studies, including feasibility studies, conducted for specific projects aiming at supporting project developers with projects eligible to the TFSC program*	***Indicator 2.2.1*** *At least five policy documents prepared including techno-financial assessments to promote private sector investment in climate change mitigation measures such E-mobility, fuel switching in transport sector, waste to energy facilities, medical waste treatment facilities, eco-tourism*		None	2020	0	2	3	0	5	*Five policy documents*

	Output 2.3 *Capacity building deployed for related entities under the MoE including EEAA/WMRA, especially to support the development of sustainable tourism and waste management sectors in a more climate friendly mode (development and implementation of relevant technologies)*	***Indicator 2.3.2*** *At least two capacity building workshops conducted for the MoE and the Ministry of Tourism and Antique (MoTA) staff including one on sustainable tourism & managing natural resources and one on waste management*		None	2020	0	0	2	0	2	*Project progress reports*
		Indicator 2.3.3 *Eco-investment guidelines, including integration of green technologies in community-based natural resource management (CBNRM) agreements, developed to promote sustainable investment opportunities/models and success stories documented*		None	2020	0	1	0	0	1	
	Output 2.4 *An integrated framework for Private Public Partnership (PPP) developed by the MoE to enhance PPP collaborations in conserving biodiversity and the related cultural diversity, which will enhance local NGOs and private sector contribution to the establishment of eco-assets to support local communities*	***Indicator 2.4.1*** *A framework for PPP on biodiversity and cultural diversity conservation developed by the MoE which describes benefits, strategy, and actionable steps to improve collaborations between local NGOs, the private sector parties, and the local public organizations*		None	2020	0	0	1	0	1	*Framework will be detailed in a dedicated framework document*
		Indicator 2.4.2 Conduct *at least one workshop to discuss policy papers to develop recommendations for government actions to incentivize private sector investment*		None	2020	1	0	0	0	1	

Outcome 3 *Project managed, monitored, evaluated and communicated for effective project operations, and accumulation of knowledges and lessons learned*	***Output 3.1*** *The modus operandi defined by AFD jointly with the MoE including the establishment of a project management unit (PMU) within the MoE, or a similar supporting set-up, including staff, equipment, expertise/ consultants and operation, provided based on the needs under the this technical assistance*	***Indicator 3.1.1*** *PMU is set up and made operational, including staff recruitment, equipment purchase, and daily operation..*		None	2020	1	0	0	0	1	*Quarterly report*
	Output 3.2 *Project monitored and evaluated against the project plan*	***Indicator 3.2.1*** *Terminal reports submitted by the Consultant and PMU, which will be evaluated by an independent evaluator*		N.A.	N.A.	0	0	1	0	1	*final reports*
	Output 3.3 *The needed visibility, communication and marketing activities implemented in order to support the promotion of the TFSC program at the national level, including and not limited to awareness workshops and communication materials with focus on climate change related actions such as climate resilience, and ensure the coordination with the related marketing and communications activities for the LFPs for the coordination within the program*	***Indicator 3.3.1*** *Knowledge accumulated and documented by the project, and shared with the wider audience to support the scaling up and replication of project results*		N.A.	N.A.	0	0	1	0	1	*The final report*

	***Output 3.4**: Government of Egypt junior officials participate in Conference of Parties meetings related to UNFCCC and CBD*	***Indicator 3.4.1** At least six government officials are able to participate COP meetings*		None	2020	2	2	2	0	6	*Quarterly reports*
	***Output 3.5** Educational and awareness games on global and national environment issues for school students is designed and implemented in protected areas*	***Indicator 3.5.1** At least one educational and awareness raising material is developed including games on global and national environmental issues for school students*		None	2020	1	0	0	0	1	*The final report*
		***Indicator 3.5.2** One science club in El-Hassana Dome Protectorate is made operational*		None	2020	0	1	0	0	1	*Quarterly reports*

V. MONITORING AND EVALUATION

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component/Outcome three: Documented and communicated/shared knowledge accumulated by the project, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[10]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	AFD	Outcome	UNDAF outcome	December 2025	EEAA	20,000 USD

[10] Optional, if needed

VI. MULTI-YEAR WORK PLAN [11][12]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTCOMES	EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
			Y1	Y2	Y3			Funding Source	Budget Description	Amount (USD)
OUTCOME 1: *National Climate Policy monitored and strengthened through Climate Change Units* *Gender marker: GEN2*	**Output 1.1** The climate change units at the line ministries and agencies, and its expected institutional structure and role established aligned with the national climate change governance framework decided by the National Climate Change Council	Activity 1.1.1 Support the establishment of the sustainable coordinating unit at the MoE including providing profile for staff, IT equipment, etc.	x	x			EEAA	AFD		10,000
		Activity 1.1.2 Develop the institutional setup for climate change units including responsibilities, structure, qualifications of the team and equipment at each line ministry		x	x		EEAA	AFD		10,000
	Output 1.2 The sustainable coordinating unit established at the MoE and linked to climate change units at the line ministries and agencies, with staff capacity developed	Activity 1.2.1 Support the establishment of the sustainable coordinating unit at the MoE including providing profile for staff, IT equipment, etc.	x	x			EEAA	AFD		100,000

[11] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[12] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	to mainstream climate change related initiatives into national planning	Activity 1.2.2 Conduct capacity development workshops for the staff of the sustainable coordinating unit on how to mainstream climate change related initiatives into national planning		x	x		EEAA	AFD		25,000
	Output 1.3: MRV systems and databases for climate change GHGs inventory, adaptation, mitigation are established and support provided to feed information into NDC reports	Activity 1.3.1 Design and implement National MRV system with CAPMAS and the sustainable coordinating unit and climate change units in the line ministries including an operation guidelines which cover the sustainable unit and climate change units.	x	x	x		EEAA	AFD		250,000
		Activity 1.3.2 Establish National Climate Change Information Center including climate change GHGs inventory, mitigation, adaptation and support related data and documents	x	x			EEAA	AFD		`10,000
		Activity 1.3.3 Complete and populate the climate change database in the information center with available information from NAMA documents		x	x		EEAA	AFD		40,000

	Output 1.4: Climate change units staff familiarized with MRV tools, and updated as needed	Activity 1.4.1 Conduct training workshops to Staff in climate change units in the line ministries on management of MRV systems, integration of environmental consideration into national planning and management process of Environmental Impact Assessments		x	x		EEAA	AFD		25,000
		Activity 1.4.2 Develop at least one NAMA/MRV document in each of the following sectors: waste management, transport, tourism, water supply and sanitation, energy, and industry		x	x					50,000
		MONITORING								59,000
		Sub-Total for Outcome 1								579,000
OUTCOME 2: *Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability* *Gender marker: GEN2*	**Output 2.1:** In-depth sectorial studies conducted on the sectors of priority identified by the MoE, which include tourism, waste management, wastewater / sanitation and transportation, with a focus on how to make projects on those sectors bankable with a maximum climate impact (mitigation / adaptation)	Activity 2.1.1 Develop at least four climate change mitigation projects to upscale successful demonstration initiatives in sustainable transport, waste to energy, and which have attractive bankability for local IFIs		x	x					20,000
		Activity 2.1.2: Organize meetings with local IFIs and banking sector to present the bankable project proposals		x	x					5,000

		Activity 2.1.3: Provide technical support for bankable projects that will receive funding, to develop the required technical setup, technologies involved, operational and management mechanisms and institutional agreements etc.		x	x					5,000
	Output 2.2: Technical studies, including feasibility studies, conducted for specific projects aiming at supporting project developers with projects eligible to the TFSC program	Activity 2.2.1 Prepare at least five policy documents including techno-financial assessments to promote private sector investment in climate change mitigation measures such E-mobility, fuel switching in transport sector, waste to energy facilities, medical waste treatment facilities, eco-tourism		x	x					20,000
		Activity 2.2.2: Organize Policy development workshops involving all stakeholders in sustainable tourism sector including IFIs		x						7,000
		Activity 2.2.3: Prepare a technical study on means of Integrating green technologies in community-based natural resource management which includes but is not limited to the enhancement of sustainable farming and fishing.		x						10,000
	Output 2.3: Output 2.3: Capacity building deployed for related entities under the MoE including EEAA/WMRA, especially to support the	Activity 2.3.1 Identify capacity gaps in related entities under the MoE on sustainable tourism and waste management	x							5,000

	development of sustainable tourism and waste management sectors in a more climate friendly mode (development and implementation of relevant technologies)	Activity 2.3.2 Conduct at least two capacity building workshops for the MoE and the Ministry of Tourism and Antique (MoTA) staff including at last one on sustainable tourism & natural resource management and one on waste management with a focus on shifting them to a more climate friendly mode to enhance the increased use of green		x	x					8,000
		Activity 2.3.3: Awareness through the in place eco-Egypt campaign to local and international tourists to raise awareness and understanding about the efforts put in place across the PAs of Egypt in order to make the whole tourism value chain greener and more sustainable.	x	x	x					30,000
	Output 2.4: An integrated framework for Private Public Partnership (PPP) developed by the MoE to enhance PPP collaborations in conserving biodiversity and the related cultural diversity, which will enhance local NGOs and private sector contribution to eco-tourism and the establishment of eco-assets to support local communities	Activity 2.4.1: Prepare two strategies reflecting climate change mitigation and adaptation of eco-tourism that identify services and products that can be managed/operated through PPPs or concessions and capable to deliver meaningful benefits in relation to natural assets sustainability and local communities.	x	x						20,000

		Activity 2.4.2: Initiate a call for proposal framework with all related documentations needed to collect valuable project proposals submitted from the private sector, NGOs, Community Organizations and Municipalities and related to the identified sustainable strategies	x							5,000
		Activity 2.4.3: Develop and publish one framework for PPP on biodiversity and cultural diversity conservation which describes benefits, strategy, and actionable steps to improve collaborations between local NGOs, the private sector parties, and the local public organizations		x	x					20,000
		Activity 2.4.4: Develop and implement eco-investment guidelines including integration of green technologies in community-based natural resource management (CBNRM) agreements, developed to promote sustainable investment opportunities/ models to promote sustainable investment opportunities/models; documentation of success stories		x	x					15,000

		Activity 2.4.5: Organize meetings with local IFIs and banking sector to inform about guidelines for investments in protected areas and market project proposals for funding		x	x					5,000
		MONITORING								79,000
		Sub-Total for Outcome 2								254,000
OUTCOME 3: Project managed, monitored, evaluated and communicated for effective project operations, and accumulation of knowledges and lessons learned	**Output 3.1:** The modus operandi defined by AFD jointly with the MoE including the establishment of a project management unit (PMU) within the MoE, or a similar supporting set-up, including staff, equipment, expertise/ consultants and operation, provided based on the needs under this technical assistance	Activity 3.1.1 PMU costs including staff, equipment, furniture, rent, operational costs, travel, DPC, Misc, etc.	x	x	x					446,930
	Output 3.2: Project monitored and evaluated against the project plan	Activity 3.2.1 Conduct annual financial audit, Mid Term and Final Evaluation	x	x	x					20,000

	Output 3.3: The needed visibility, communication and marketing activities implemented in order to support the promotion of the TFSC program at the national level, including and not limited to awareness workshops and communication materials with focus on climate change related actions such as climate resilience, and ensure the coordination with the related marketing and communications activities for the LFPs for the coordination within the program	Activity 3.3.1 Document knowledge accumulated through the project, and share it with the wider audience to support the scaling up and replication of project results		x	x					18,000
	Output 3.4: Government of Egypt junior officials participate in Conference of Parties meetings related to UNFCCC and CBD	Activity 3.4.1: Provide travel cost for government officials missions related to Conference of Partiers for UNFCCC and CBDs.	x	x						50,000
	Output 3.5: Educational and awareness games on global and national environment issues for school students is designed and implemented in protected areas	Activity 3.5.1 Develop educational and awareness materials including games on global and national environment issues for school students	x	x						35,000
		Activity 3.5.2 Initiate operation of El-Hassana Dome Protectorate, and disseminate materials and conduct games to school students who visit the science club	x	x						64,960
		Sub-Total for Outcome 3								634,890
UN Levy 1%										14,679
General Management Support										117,431

TOTAL				1600,000

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented following UNDP's National Implementation Modality (NIM) in accordance with terms of conditions of the Standard Basic Assistance Agreement signed between the Government of Egypt and UNDP in 1989. The National Implementing Partner for the project is the Egyptian Environmental Affairs Agency (EEAA), Ministry of Environment. EEAA. EEAA will chair the Project Board and will host the Project Management Unit (PMU). The PMU will implement the project under the overall guidance and supervision of the Project Board. The PMU will be led by a Project Manager that is jointly selected by EEAA and UNDP and will be responsible for the day-to-day management of the project activities. The PMU will include two technical staff members and one accountant/admin staff member.

The Project Board (PB) will be chaired by Egyptian Environmental Affairs Agency (EEAA), Ministry of Environment as Senior Beneficiary, AFD as Senior Supplier and UNDP as Senior Executive. The PB will include at least MoFA as the government counterpart for UNDP programmes, WMRA, CAPMAS, and MOIC. The PB takes corrective action as needed to ensure the project achieves the desired results. The Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the PB will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response. Annex VIII includes the role of the PB

Senior Beneficiary: Ministry of Environment is the senior beneficiary of the project. The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests.

Project Implementing Partner: EEAA will be the Implementing Partner for this project following UNDP National Implementation Modality (NIM), and is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used by and generated by the project supports national systems.

Senior Supplier/ Executive: The Senior Supplier/Executive of the project will be AFD who will represent the interests of the parties, which provide funding to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.

UNDP Country Office: The UNDP Country Office will act as a delivery partner and will support the Project Manager as needed. UNDP provides oversight and quality assurance role involving UNDP staff in Country Office. The quality assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance must be independent of the Project Management function; the Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. As the Project Assurance function, UNDP will provide 1) day to day oversight supervision, 2) oversight of project completion, and 3) oversight of project reporting. The UNDP Country Office will initiate and organize key M&E activities including the annual progress reports and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP M&E requirements are fulfilled to the highest quality.

Project Management Unit (PMU**):** The PMU will carry out project implementation under the overall guidance and supervision of the Project Board, and it will consist of one Project Manager, two Technical Officers, and one Project Accountant/ Admin. The PMU will be located within EEAA for the day-to-day management of the project. Responsibilities of each role within the PMU are described in Annex VIII.

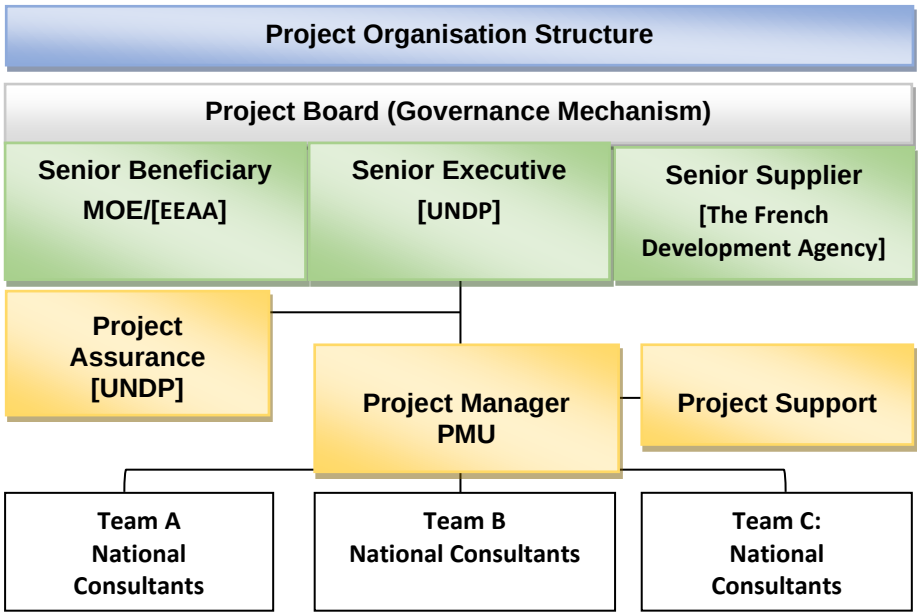
The Project Manager: The Project Manager will develop annual work plans and budget revisions based on the multi-year workplan included in Annex VI, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, Knowledge Management (KM) strategy etc..) occur on a regular basis.

Technical Officers: Two Technical Officers will be appointed for this project, and they will assist the Project Manager in day-to-day management. Their primary responsibilities will be to provide input and oversight on technical aspects of the project activities.

Project Accountant/ Admin**:** Under the guidance and supervision of the Project Manager, the Project Accountant/Admin will have the following specific responsibilities:

Financial audits will be conducted in accordance with the UNDP's audit policy.

Project Organisation Structure



VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Arab Republic of Egypt and UNDP, signed on 19 January 1987. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Egyptian Environmental Affairs Agency ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

IX. RISK MANAGEMENT

Consistent with the Article III of the SBAA (or the Supplemental Provisions to the Project Document), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

ANNEX I. Social and environmental safeguards
ANNEX II. Project Quality Assurance Report
ANNEX III. Risk Analysis
ANNEX IV. Stakeholder analysis
ANNEX V. Capacity Assessment including HACT Micro Assessment
ANNEX VI. Workplan Budget sheet
ANNEX VII. TORs of key management positions

ANNEX I. SOCIAL AND ENVIRONMENTAL SAFEGUARDS:

The UNDP Social and Environmental Screening was completed, and no risks were identified. A project categorization is based on the highest level of significance of identified risks. Since there are no risks in this project, the overall risk categorization of the project is low. See the UNDP Social and Environmental Screening Review in a separate document. As a Low Risk project, no further social and environmental assessments are required.

ANNEX II. PROJECT QUALITY ASSURANCE REPORT

ANNEX III. RISK ANALYSIS

The following potential risks of the proposed project, and mitigation measures for them have been identified.

OFFLINE RISK LOG

#	Description	Risk Category	Impact & Likelihood = Risk Level 1-5	Management Measures	Risk Owner and Background Assessment
1	Eligible consultant not found	Operational	This would result in delay in initiating the project I = 3 L = 1	Advertise the TOR via a wide variety of channels in different countries	AFD/UNDP
2	No climate technology found to be bankable or effective on climate change mitigation or adaptation	Technical	This could result in reduced impacts of the project, i.e. less investment diverted to climate projects. I = 2 L = 2	Provide advice to the local private businesses with climate technologies on how they can improve bankability and effectiveness of their technologies	PMU
3	Selected projects cause unexpected negative impacts to the environment, human health or economy	Environmental	This could result in damaging environment, human health or economy in addition to harming reputations of EEAA, AFD and UNDP. I = 4 L = 1	A set of selection criteria should include environmental and social impact assessment. In case the potential negative impacts were not identified before initiating a project but identified during implementation, then the project and financial investment will be put on pause	PMU
4	Insufficient finance available to be invested in selected climate technologies	Financial	This could result in reduced impacts of the project, less GHGs emission reduction, less resilient economy against climate change, etc. I = 3 L = 2	Conduct quarterly monitoring of progress and budget spent, which will give a prediction of budget spending for planned activities. In addition, calling for third party private investors may be effective.	AFD
5	Unexpected environmental changes or spread of a novel virus which prevent planned activities	Environmental	This could cause health and safety challenges to staff and participants in the project I = 3 L = 1	Consider delaying activities or changing a location office.	PMU

ANNEX IV. STAKEHOLDER ANALYSIS

Name	Role
The Ministry of Environment (MOE)/Egyptian Environmental Affairs Agency (EEAA)	The MOE/EEAA is the project Implementing Partner and will lead on the high-level coordination EEAA is the executive arm of the Ministry of Environment. The main functions of EEAA include formulating environmental policies and regulations; preparing the necessary plans for environmental protection and environmental development projects, following up on their implementation; and undertaking pilot projects. EEAA will chair the Project Board to ensure coordination of project activities with all the stakeholders.
Waste Management Regulatory Agency	Waste Management Regulatory Agency was established in 2015 under the Ministry of Environment. The main objective of the agency is setting the rules and responsibilities for all entities working on Solid Waste as well as developing adequate legislation and strategic plans to improve all aspects of waste management in Egypt. The agency will be responsible for supporting, coordinating and monitoring the work.
The French Development Agency (AFD)	The French Development Agency (AFD) as a sponsor: The 'Transforming Financial Systems for Climate' (TFSC) Programme has been structured by the Agence Française de Développement (AFD) Group with co-financing from the Green Climate Fund (GCF). Based on the AFD Group's 15 years of experience in implementing natural resources and energy finance programmes (more than 60 projects implemented in 30 countries with a total commitment of more EUR 2.6 bn disbursed), the Programme supports the greening of the financial system and the development of climate-friendly investments in 17 countries in Africa and Latina America. Implemented in Egypt with local banks (NBE and QNBE) and the MoE, the Programme aims at supporting the GoE and local FIs in the low carbon and resilient transition through financing climate-related adaptation and mitigation investments and providing technical assistance to public institutions. Proparco, an AFD's subsidiary focused on private sector development, as a sponsor
Ministry of Foreign Affairs (MOFA)	International Cooperation for Development is UNDP main counterpart for development projects
United Nations Development Programme	UNDP Egypt as a delivery partner has been the partner of MoE in developing and delivering several climate change mitigation and adaptation strategies and projects in Egypt. This includes three national communication reports, one Biennial Update Report (BUR), one Nationally Determined Contribution Report (NDC) and the climate change strategy. Building on this successful track record of collaborative efforts with the MoE, UNDP has been selected as a senior supplier for this TFSC Egypt project by the GoE
Ministry of International Cooperation	

ANNEX V. CAPACITY ASSESSMENT INCLUDING HACT MICRO ASSESSMENT

ANNEX VI. WORKPLAN BUDGET SHEET

Project Component	Donor Name	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total	See Budget Note:
Output 1: National Climate Policy monitored and strengthened through Climate Change Units	AFD	Contractual services - Individuals	16,000	18,000	20,000	54,000	1
		Equipment	15,000	75,000	10,000	100,000	2
		Contractual services - Companies	50,000	100,000	100,000	250,000	3
		Local Consultants	20,000	40,000	40,000	100,000	4
		Travel	2,000	3,500	4,500	10,000	5
		Training, workshops and conferences	15,000	20,000	15,000	50,000	6
		Audio Visual & Print Prod Costs	2,000	3,500	4,500	10,000	7
		Miscellaneous	1,000	2,000	2,000	5,000	8
		Total Output 1	121,000	262,000	196,000	579,000	
Output 2: Institutional support provided to conduct technical and feasibility studies on the sectors of priority to assess and improve its bankability	AFD	Contractual services - Individuals	16,000	18,000	20,000	54,000	9
		Local Consultants	25,000	25,000		50,000	10
		Contractual services - Companies	20,000	20,000	35,000	75,000	11
		Training, workshops and conferences	10,000	10,000	10,000	30,000	12
		Travel	5,000	10,000	5,000	20,000	13
		Audio Visual & Print Prod Costs	5,000	10,000	5,000	20,000	14
		Miscellaneous	1,000	2,000	2,000	5,000	15
		Total Output 2	82,000	95,000	77,000	254,000	
Output 3: Project managed, monitored, evaluated and communicated for effective project operations, and accumulation of knowledges and lessons learned	AFD	Contractual services - Individuals	50,000	85,000	93,000	228,000	16
		Contractual services - Companies		50,000	49,960	99,960	17
		Office IT Equipment and furniture	8,000	3,000	3,000	14,000	18
		Office Space	8,000	9,000	10,000	27,000	19
		Office supplies	7,000	7,000	8,930	22,930	20
		Meetings	1,000	1,000	1,000	3,000	21
		Professional Services (audit)	1,500	1,500	17,000	20,000	22
		Audio Visual & Print Prod Costs	1,000	1,000	1,000	3,000	23
		Individual Consultants			15,000	15,000	24
		Travel	20,000	20,000	30,000	70,000	25
		DPC	15,000	22,000	25,000	62,000	26
		Miscellaneous	15,000	25,000	30,000	70,000	27
		Total Output 3	126,500	224,500	283,890	634,890	
TOTAL without GMS			329,500	581,500	556,890	1,467,890	
UN Levy 1%			3,295	5,815	5,569	14,679	

GMS			26,360	46,520	44,551	117,431	
TOTAL BUDGET			359,155	633,835	607,010	1,600,000	

Budget Notes:

Budget Note	Detailed Description
1	Salary for Climate Change Technical Officer for 3 years.
2	Furniture and IT equipment for MOE Information Center and CC Units in the Ministries Activities 1.2.1, 1.3.2
3	Consulting firms to support Activities 1.3.1, 1.4.1 on design MRV system for Climate Change Mitigation sectors, and training government officials in CC units in line ministries on management of the MRV system
4	Individual Consultants to support the following: Assessment and design assignments in Activities 1.1.1, 1.1.2, Training in Activity 1.2.2 Complete climate change database Activity 1.3.3 Develop NAMA documents in Activity 1.4.2
5	Travel costs associated with training workshops
6	Cost of training Workshops for climate change staff in MoE and line Ministries in Activities 1.2.2 and 1.4.1
7	Printing materials for training workshops in Activities 1.2.2 and 1.4.1
8	Miscellaneous expenses
9	Salary for Biodiversity Technical Officer for 3 years.
10	Individual Consultants to support the following: Develop project proposals for climate change mitigation covering waste, tourism, sustainable transport, waste to energy, etc. Activity 2.1.1, 2.1.2 and 2.1.3 Policy documents for climate change mitigation sectors including climate change mitigation and adaptation strategies for tourism sector. Activity 2.2.1. 2.2.2 and 2.2.3 Identify capacity gaps in sustainable tourism and waste management in MoE in Activity 2.3.1 A study on means of Integrating green technologies in community-based natural resource management which includes but is not limited to the enhancement of sustainable farming and fishing. Activity 24.4 Prepare climate change strategies for eco-tourism .2.4.1
11	Consulting Firm to support the following: Develop eco-investment guidelines: Activity 2.4.4 Compilation of proposed interventions in protected areas from private sector, NGOs, and municipalities and identification of institutional setups and financial mechanisms for selected projects with high potential of implementation that have attractive bankability for local FIs. Activity 2.2.3 Develop and issue one model for PPP Framework on biodiversity and cultural diversity conservation Activity 2.4.1 Awareness through Eco-Egypt campaign 2.3.3
12	Cost of training workshops on: • Sustainable Tourism for MoE and Ministry of Tourism Activity 2.3.2 • Climate friendly waste management techniques form MoE Activity 2.3.2 Cost of consultation workshops on Activities 2.1.1, 2.1.2 on climate change mitigation and adaptation project proposals as well as policy for sustainable tourism
13	Travel costs associated with workshops and activities in the protected areas
14	Audio/Visual materials for Eco-Egypt
15	Miscellaneous expenses
16	Salary for Project Manager, Government Coordinator, Communication Officer and Accountant/Admin staff
17	Contractual Services Companies for: • Support to Science Club in El-Hassana Dome Protected Area Activity 3.51 • Documentation Activity 3.3.1
18	Office furniture and IT equipment
19	Office space rental and maintenance
20	Office Supplies including stationary and bills
21	Project Board meetings
22	Fees for annual financial audit
23	Printed materials
24	Independent project evaluator
25	Travel cost for PMU staff (USD 20,000) Travel cost of government officials to participate in Conference of Parties related events to CBD and UNFCCC (USD (50,000)

Budget Note	Detailed Description
26	Direct Project Services
27	Miscellaneous expenses including contingency for exchange rate fluctuations

ANNEX VII. TORS OF KEY MANAGEMENT POSITIONS

Project Board

Specific responsibilities of the PB include:

1. Provides overall guidance and direction to the project, ensuring it remains within any specified constraints;
2. Addresses project issues as raised by the project manager;
3. Provides guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
4. Agrees on project manager's tolerances as required;
5. Reviews the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
6. Appraises the annual project implementation report, including the quality assessment rating report; make recommendations for the work-plan;
7. Provides ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
8. Assesses and decide to proceed on project changes through appropriate revisions.

The Project Manager: The Project Manager will develop annual work plans and budget revisions based on the multi-year workplan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.

Specific responsibilities include:

1. Provide direction and guidance to project team(s)/ responsible party (ies);
2. Liaise with the PB to assure the overall direction and integrity of the project;
3. Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
4. Provide technical and operational support to the PMU
5. Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
6. Identify and obtain any support and advice required for the management, planning and control of the project;
7. Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
8. Manage and monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
9. Manage and monitor the project risks initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
10. Capture lessons learned during project implementation;
11. Prepare and submit financial reports to UNDP and the donor on regular basis;
12. Prepare the annual workplan for the following year; and update the Atlas Project Management module if access is made available.
13. Ensure the final evaluation process is undertaken as per the UNDP guidance, and submit the final evaluation report to the PB;
14. Identify follow-on actions and submit them for consideration to the PB.

Expected Qualifications:

- Advanced university degree in engineering, economics, environment, or related discipline

- At least 10 years of professional work experience including 7 years in climate change related areas.
- Experience in managing projects of similar complexity and nature, including demonstrated capacity to actively explore new, innovative implementation and financing mechanisms to achieve the project objective;
- Previous work experience in development partners funded projects and with banking sector in Egypt is an asset
- Demonstrated experience and success in the engagement of and working with the private sector and banking system, creating partnerships and leveraging financing for activities of common interest;
- Good analytical and problem-solving skills and the related ability to adaptive management with prompt action on the conclusion and recommendations coming out from the project's regular monitoring and self-assessment activities as well as from periodical external evaluations;
- Ability and demonstrated success to work in a multi-disciplinary teams of energy, economics, financing, biodiversity, education and/or communication specialists, to effectively organize and lead experts to effectively work towards the project's objective and expected outcomes;.
- Good communication skills and competence in handling project's external relations at all levels; and
- Fluency in English and Arabic languages

Technical Officers: Two Technical Officers will be appointed for this project, and they will assist the Project Manager in day-to-day management. Their primary responsibilities will be to provide input and oversight on technical aspects of the project activities.

Specific responsibilities include:

1. Assist the Project Manager in day-to-day management and oversee project activities;
2. Oversee/develop/coordinate the implementation of the stakeholder engagement plan;
3. Oversee/develop/coordinate implementation of all safeguard related plans;
4. Oversee and ensure the implementation of the project's M&E plan;
5. Oversee procurement, project finance, accounting, and other administrative work;
6. Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards;
7. Oversee/develop/coordinate implementation of all gender-related work;
8. Manage risks at the local level and inform Project Manager about any issues that would impede implementation;
9. Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by the Project Board, Executive and UNDP, project consultants and other PMU staff.

Expected Qualifications:

- University degree in engineering, economics, environment, or related discipline
- At least 5 years of professional work experience in at least climate change or biodiversity related areas.
- Previous work experience in development partners funded projects and with banking sector in Egypt is an asset
- Good analytical and problem-solving skills and the related ability to adaptive management with prompt action on the conclusion and recommendations coming out from the project's regular monitoring and self-assessment activities as well as from periodical external evaluations;
- Good communication skills and competence in handling project's external relations at all levels; and
- Fluency in English and Arabic languages

Project Accountant/ Admin**:** Under the guidance and supervision of the Project Manager, the Project Accountant/Admin will have the following specific responsibilities:

1. Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager;
2. Review project expenditures and ensure that project funds are used in compliance with the Project Document and GoE financial rules and procedures;
3. Provide necessary financial information as and when required for project management decisions;
4. Provide necessary financial information during project audit(s);
5. Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues;
6. Consolidate financial progress reports submitted by the responsible parties for implementation of project activities.
7. Responsible for management of project procurement processes as per UNDP rules and regulations
8. Responsible for all project logistics and administrative work related to the project including organizing events, booking venues, arrangement for travel, maintenance of premises, etc.

Expected Qualifications:

- University degree in accounting, business administration or related discipline
- At least 3 years of professional experience in accounting
- Previous work experience with similar projects, in particular with international agencies, is strongly recommended
- Fluency in English and Arabic languages
- Excellent communication skills
- Computer proficiency (MS Office package, Internet) is a must coupled with strong IT background
- Self-starting, independent and responsible personality.
- Knowledge of change management and institutions at national and local levels would be an advantage;