



Arab Republic of Egypt  
Ministry of Social Solidarity

## Project Document

# Strengthening Institutional and Human Resources Capacities of The Ministry of Social Solidarity (MoSS)

*Joint Project between  
Ministry of Social Solidarity (MoSS) & United Nations Development Programme (UNDP)*

**From March 1<sup>st</sup>, 2016 to December 31<sup>st</sup>, 2018**

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## Glossary of Terms

**Community-based Monitoring (CBM)** is a form of public oversight, ideally driven by local information needs and community values, to increase the accountability and quality of social services and to maintain a sense of public ownership and collective responsibility towards achieving developmental results.

**Conditional Cash Transfer Programs (CCT)** is a government program that provides cash payments to low-income families, conditioned that they later comply with achieving specific health, education, and employment practices.

**Corporate social responsibility (CSR)** refers to a business practice that involves participating in initiatives that benefit the wellbeing of their own corporates, of their society and of the environment at large. CSR claims the private sector as even and complementary partners in generating the welfare of the whole society.

**Gender Mainstreaming** is a strategy to promote gender equality and optimization of opportunities, and that ensures that gender perspectives are central to all activities - policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of programs and projects.

**Gender sensitive** refers to the modification of behavior by raising awareness of gender equality concerns. Thus, it is about changing behavior and instilling empathy into the views that we hold about our own and the other gender.

**Management information system (MIS)** is a computerized database for organizing and analyzing information in such a way that it produces regular reports on operations. MIS is vital for establishing a strong, timely and well analyzed monitoring system that is meant to give feedback about work progress and results, and can also easily correlate between variables.

**Most Vulnerable** relates to people whose capacity is limited to effectively care, protect and provide for their long term development and wellbeing is limited, or who cannot work which could lead to a situations of risk that can endanger their social security.

**National Implementation (NIM) Modality** is the modality where the government takes on the role of implementing partner in a joint project or program with an international partner. The government has full programmatic control and so full accountability for and control over project activities.

**Project Assurance** is to support the Project Board by carrying out objective and independent project oversight and monitoring functions. It is specifically done to ensure appropriate project management milestones are managed and completed.

**Pro-poor policies** are those that directly target poor people, or that are more generally aimed at reducing poverty.

**Social policy** is defined as actions that affect the well-being of members of a society through shaping the distribution of and access to goods and resources in that society. It ultimately aims to

improve human welfare and to meet human needs for education, health, housing and economic security.

**Social protection** is defined as the set of policies and programs designed to reduce poverty and vulnerability by diminishing people's exposure to risks, and enhancing their capacity to manage economic and social risks, such as unemployment, exclusion, sickness, disability and old age.

**Transformative training** involves experiencing a deep, structural shift in the knowledge, skills and behavior that eventually alters the way professional and technical skills towards a new way of thinking and acting in relation to oneself or in relation to the new areas that are explored via training.

**Risk** is a major factor to be considered in designing and managing any project. Risk can be defined as the possibility that an event would occur and affect the achievement of outputs. As such, it can represent a threat or a missed opportunity. Risks must be identified, assessed and prioritized.

**Volunteerism** is generally considered an altruistic activity and is intended to promote goodness and improve human quality of life. In return, this activity can produce a feeling of self-worth and respect. There is no financial gain involved for the individual.

## Preamble

UNDP's relationship with the Governments of programme countries is legally established and governed by the Standard Basic Assistance Agreement or predecessor agreement applicable to UNDP (SBAA).

UNDP projects with Government are either Direct Implementation Modality (DIM) or National Implementation Modality (NIM). DIM is the modality whereby UNDP takes on the role of the Implementing Partner (IP) and accordingly, UNDP must follow all policies and procedures established for its own operations. NIM is the modality where the government takes on the role of implementing partner and UNDP takes the role of the development partner.

*The implementing partner has full programmatic control and so full accountability for and control over project activities.*

The responsibility for the implementation of the NIM projects rests with the government, as reflected in the Standard Basic Assistance Agreement (SBAA) signed by UNDP with the government and with the "Implementing Partner" as agreed to in the Country Programme Action Plan (CPAP) or UNDAF Action Plan and in the respective Annual Work Plan (AWP).

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Arab Republic of Egypt  
Ministry of Social Solidarity

United Nations Development Programme  
Country: Egypt

## Strengthening Institutional and Human Resources Capacities of The Ministry of Social Solidarity (MoSS)

**UNDAF Outcome(s): Outcome 1.1:** Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing, for children, young people, rural women, the elderly and other vulnerable groups.

**Expected Country Program Document/ Country program Action Plan (CPD/CPAP Outcome(s):** Strengthen the Ministry of Social Solidarity (MoSS) capacities for social protection as part of the implementation of new law on social protection

### Expected Project Output(s):

1. MoSS technical unit established supporting the formulation of integrated and coordinated social policies;
2. Newly established institutional units and existing units strengthened to enhance MoSS functions and service delivery;
3. MoSS staff and social workers have strong understanding of social protection and are supported by a modern Management Information System;
4. Reformed and upgraded MoSS capacity to provide social services for people living with disabilities.

**Implementing Partner:** Ministry of Social Solidarity

### 1. Brief Project Description

The project builds on the successful partnership between UNDP and MoSS since 2006 aiming to strengthen MoSS capacity to better deliver social protection services to the poor, women and the people living with disabilities. This objective will be achieved by undertaking activities as follows:

- (a) **Establish a MoSS technical unit** to strengthen the Ministry's capacities to integrate and coordinate social policies within MoSS and across other ministries and to formulate and analyze relevant information, to.
- (b) **Provide institutional support** by strengthening the existing or newly established units at MoSS to enhance service delivery and support MoSS in the following functions: CSR and volunteerism, handling complaints, M&E, external and internal communication, gender mainstreaming, NGO management and support;
- (c) **Enhance the capacity of Ministry staff and social workers** on social protection and pro-poor programs, and policies **to modernize Management Information Systems** for better delivery of social services; and;
- (d) **Reform and upgrade** MoSS capacity to provide social services **to people living with disabilities**.

Programme Period:	2016 – 2018
CPAP Programme Component:	Poverty Reduction
Project Title:	Strengthening the Capacity of MoSS
Atlas Award ID:	
LPAC Date:	23 April 2015
Start date:	March 2016
End Date:	December 2018

Total resources required	\$ 2,000,000
Total allocated resources:	\$ 455,754
• Regular	_____
• Other:	
o Gov. C/S:	\$ 255,754*
o UNDP (DAS funds)	\$ 200,000
Unfunded budget:	\$1,544,246

\*Government cost sharing: 2 million EGP = \$255,754 as per the USD exchange rate of March 2016, 1 USD = 7.82 EGP

# Signature of Partners



## For the Implementing Partner:

**H.E. Minister Ghada Waly**  
Minister of Social Solidarity  
Ministry of Social Solidarity

*Ghada Waly*

Date:

٢٠١٦/١٠/٣١

## For the Government Coordinating Agency:

**H.E. Ambassador Sherif Refaat**  
Assistant to the Minister of Foreign Affairs  
Director of International Cooperation Department  
Ministry of Foreign Affairs

*Sherif Refaat*

Date:

10/31/2016



## For the United Nations Development Programme:

**Ms. Anita Nirody**  
Resident Representative  
United Nations Development Programme - Egypt

*Anita Nirody*

Date:

*Witnessed by*  
*[Signature]*



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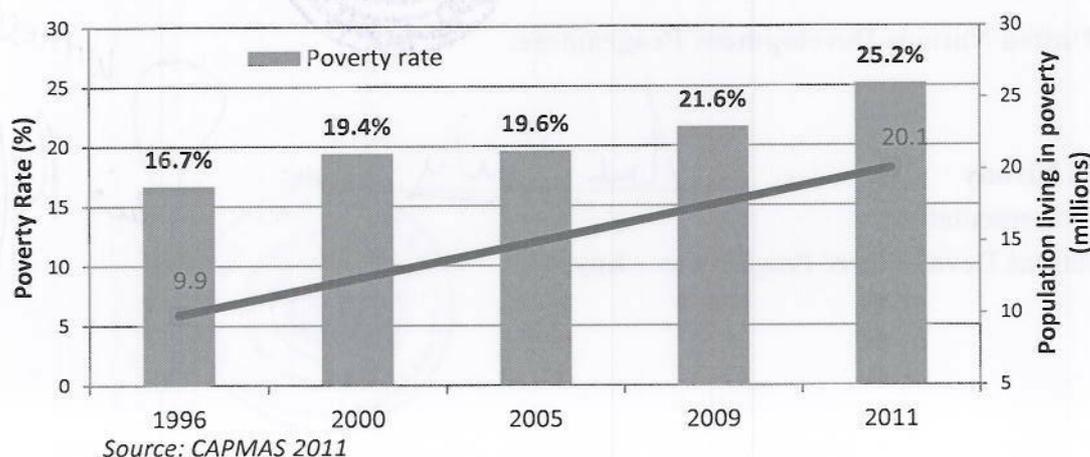
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## 1. Background

Egypt has been experiencing a severe economic downturn since 2011 and tourism and foreign direct investment have dropped sharply during the recent political transition. Being one of the main sources of hard currency, this drop has resulted in the depreciation of the Egyptian pound to a historic low. With Egypt's heavy reliance on food and fuel imports, the drop of the Egyptian pound has increased the price of necessity products including bread (21.3%) and cereal (16.3%), which disproportionately affect the poor.

In the meantime, the number of people living below the national poverty line has doubled since 1996. The poverty rate has increased from 16.7% in 1996 to 26.3% in 2013 (CAPMAS 2014). In line with increasing poverty, the unemployment rate has also increased to reach 13.5% at the end of 2013. Youth bear an uneven share of the jobless rate constituting 70.8% of the unemployed.

Women's participation in the economy has traditionally been low, being between 20 to 25 percent in the past 10 years and female unemployment at 24.1% was more than double the rate for men (9.3%) in 2012. People living with disabilities in Egypt, which compose up to some 10% of the population according to WHO measures, have been undertrained, unemployed or underemployed for their qualifications or trainings.



Confronted with such economic difficulties, there is a growing demand for strong governmental social protection policies. The new Constitution explicitly recognizes the 'rights to social security' for all and the government's obligation to provide social protection. However, non-subsidy social protection programmes (e.g. cash transfers, micro-credits, health care, etc.) accounted for only 0.11% of GDP (World Bank 2012). This rate is far lower compared to investments for fuel (6%) and food (2%) subsidies and even compared to other countries in the Arab region. Furthermore, the World Bank (2012) estimates that only 15% of the poorest income quintile benefits from these non-subsidy social protection schemes. Therefore, there is a strong demand and necessity to restructure Egypt's social protection policies to reach those that are most in need.

Evidence shows that social protection is crucial for inclusive development; therefore extending it is an urgent priority for Egypt's post revolution transition. However, social protection has been constrained by poverty.

The Ministry of Social Solidarity (MoSS) – the primary government office mandated to provide social protection is exerting major efforts to upgrade its social protection systems and mechanisms. Since 2006, UNDP has been collaborating with MoSS to increase the efficiency of its social protection programmes by providing capacity building and technical support. This collaboration led to the restructuring of the social affairs sector at MoSS and improved service delivery of its various

social protection programmes. This includes, capacity development of MoSS staff on social policies, introduction and adoption of global best practices for poverty alleviation, including Conditional Cash Transfers (CCTs) pilots and Productive Families Associations as well as a thorough assessment of the Nasser Social Bank.

Moreover, the project proposed a new organisational structure for the Ministry following the merger between the Ministry of Social Affairs and Ministry of Supply in 2005, which laid down the foundation for the development of an NGO accrediting system for the Ministry.<sup>1</sup> The achievements of the previous project will serve as a sound basis for this future partnership between MoSS and UNDP.

Therefore, UNDP will be able to build upon this partnership to further support MoSS in providing better social protection for the poorest population. This would include areas of social assistance, social services, social insurance, and social equity. Moreover, MoSS has been recently working to upgrade all their services in the area of social protection and has received support from the World Bank to launch Takaful and Karama, two important cash transfer programs. The UNDP project will also be working in close coordination and complementarily with the these two programs.

Since 2008, UNDP has supported the government's pilot programme on Conditional Cash Transfers (CCTs) and has recently launched an empirical study documenting the CCT pilot together with other social protection interventions in partnership with the Social Research Centre at AUC. UNDP has also partnered with the Information and Decision Support Center (IDSC) to map national social protection programmes and to strengthen the monitoring and evaluation (M&E) capacities of government officials and relevant stakeholders in the field of social policy.

Furthermore, UNDP in consultation with the government has identified 'social justice' as the next theme for its 2014 National Human Development Report (NHDR), which will provide an in-depth analysis on and recommendations for future social protection policies and programmes. UNDP will be able to draw on these various efforts to provide evidence based analysis and social policy recommendations to provide institutional support and strengthen the capacity of MoSS.

## 2. Project Vision

The time is now opportune to introduce and deepen initiatives related to social justice as this goes fully in line with the *Country's new Constitution and with the Sustainable Development Strategy* where *social justice is highlighted as a main area of concern*. The Social Justice programmes under this vision are multiple, however there are very specific and particular interventions that fall under MoSS leadership and the UNDP project will work to support the Ministry, in an efficient and timely manner, to ensure they are achieved. These MoSS specific programs include:

*Egypt's National priorities as indicated by the Government in its newly drafted Sustainable Development Strategy:*

1. Increasing the social security pension by LE 1 billion to reach LE 3.3 billion for 2014/15 and the contribution in pension funds with LE 2.3 billion in the same year.
2. Launching a cash-transfer program and increase the number of beneficiaries from 1.5 million to 3 million poor families.
3. Launching a social protection-targeting program based on transforming all paper ration cards to smart cards.
4. Amending the Social Insurance Law to increase the early retirement pension starting July 2013. The law also provides self-employed social insurance to farmers with more than one feddan acquisitions.

<sup>1</sup> UNDP Egypt *Strengthening the Capacity of the Ministry of Social Solidarity: Mid-Term Review*, October 2011.

5. Adopting some programs to protect the poor and to provide support and protection to the most vulnerable. Takafol and Karama are two programs that have been recently implemented as part of a conditional cash transfer program to help poor families in order to provide the health and educational services to children. The two programs are targeting the groups that do not have the ability to work and produce (65 years and above), or they have a total or partial disability, but on the condition which is that the family does not have a social security pension;
  - *Takafol Program* offers conditional cash transfer for families that suffer from extreme poverty and have children in school or children who need health care (1 day to 18 years old). Every family will have 325 LE as a monthly assistance, added to LE 60 for each student in primary school, LE 80 for each student in preparatory school and LE 100 for each student in high school.
  - *Karama Program* offers an unconditional and continuous cash transfer for those who suffer from extreme poverty and cannot work or produce. It includes the elderly people who do not have a fixed pension and who suffer from a total or partial disability. Each of the elderly people and the people living with disabilities (maximum 3 persons per family) will have LE 350 as continuous monthly assistance.

### 3. Project Objective and Components

The project aims to improve the delivery of social protection to the most vulnerable populations in Egypt *by strengthening the social policy function, institutional set up, staff capacity to better engage with citizens and provide efficient and timely pro-poor services to the poor, women, youth and the people living with disabilities.*

The project is planned to focus on the implementation of the following four components:

#### 1. Establishing a technical unit within the Ministry to mainstream social policies across all line ministries

The unit will support the coordination of integrated social policies across all line ministries, especially that the Minister of Social Solidarity chairs the Social Inter-Ministerial Committee as well as the Arab Ministerial Committee for Social Affairs. The Unit will also be responsible to study and advise on pertinent social policies, work on developing and formulating thematic social protection/social care strategies, in line with requirements as per the articles of the Constitution which address social protection, poverty alleviation, disability legislation, social protection, etc. Moreover, the Unit will support the development of a National Social Policies Strategy, as well as provide inputs to the Social Justice Strategy. Most important, the unit will work with line ministries to ensure the adoption of the Social Justice Programmes outlined in the country's *Constitution* and as per the *Sustainable Development Strategy* which firmly "realized the importance of adopting a comprehensive strategy to reduce poverty, and to pave the way for social justice."

#### 2. Enhancing the institutional capacities of MoSS to effectively deliver quality social protection services to the poor

The second component will address enhancing the institutional capacities of MoSS to effectively deliver quality social protection services to the poor. The project will therefore work *to strengthen existing units to enhance service delivery, monitoring and evaluation, strengthen coordination, ensure gender mainstreaming, galvanize energy and strength of private sector and volunteers as well as improve the communication of results.*

The established units that are planned to be strengthened include:

- a. *The Volunteer Unit* of young women and men that will develop community monitoring of various social service facilities including the orphanages and senior care centres all over Egypt To meet MoSS's objectives of promoting volunteerism and active participation within the community as well as supporting partnerships to improve the quality of social services.

The Unit includes a Community Observatory, which coordinates the youth and community volunteering activities to enable MoSS to use community resources to monitor service quality and delivery, improve internal management and to strengthen its engagement with various stakeholders.

- b. **The Corporate Social Responsibility (CSR) Unit** that reinforces MoSS's partnership with the private sector in the provision of social protection. There is increased interest and recognition of the role of the private sector to support and cooperate in providing social services and the unit will work to facilitate this engagement between the Ministry and the private sector.
- c. **The Complaints Office** that acts as a focal point to receive feedback from social workers, volunteers and the general public on service quality and delivery through hotlines and social media tools (e.g. websites, facebook, SMS, etc.).
- d. **The recently established Monitoring and Evaluations (M&E) Unit** working to strengthen the internal capacity of M&E within MoSS in order to meet the principles of effective monitoring and evaluation such as ownership, stakeholder engagement, focus on results and focus on development effectiveness.<sup>2</sup>
- e. **The Communication Unit** focusing on rebranding and repositioning MoSS through enhancing both internal and external communication within MoSS, across Ministries and with the general public through:
  1. Improving external communication by developing a communication strategy for the Ministry to document and communicate results from all other units. The Strategy will support the rebranding and re-positioning of MoSS as the key entity providing social assistance to the poorest, the people with disabilities. It will also ensure wider outreach with beneficiaries and target communities and strengthen engagement with the press, social media, TV and other mediums. It would require developing innovative communication products such as infographs, videos, applications to disseminate important information and key strategic messages regarding the ministry's policies and programmes.
  2. Improve internal communication within MoSS and across MoSS social units by developing some basic manuals on MoSS products, services and procedures while exploring new and innovative ways of communicating internally through the use of simplified infographs, simulation videos, website, and other mediums.
  3. Strengthen horizontal communication across Ministries to ensure coordinated and harmonized messaging on its integrated social policies. This will support the Minister in functions related to both chairing the Inter-Ministerial Committee on Social Affairs as well as Chairing the Arab League Committee on Social Affairs.
- f. **Support to the Gender Unit** to ensure that gender equality principals are mainstreamed across all programmes and interventions. MoSSThe project may also look at modernizing the exhibition facilities of the Productive Families income generating products to help market the products produced by the women beneficiaries.

### 3. Capacity Development of MoSS staff to deliver social protection services

**The third component of the project focuses on the capacity building of MoSS staff and social workers** directly working to deliver social protection programmes in the field and **improving MoSS's information and management systems.**

Operating over 9,000 social workers in 2,432 social units, the capacity of staff and social workers of MoSS are at the centre of delivering quality social services. **MoSS requires better trained and certified staff and social workers** who understand social protection schemes and pro-poor policies.

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<sup>2</sup> UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results* (2009)

The project will provide the following capacity development initiatives:

- Capacity building workshops and trainings for MoSS staff and social workers;
- Training tailored specifically to link with MoSS's new programme priorities (i.e. Cash Transfers, CSR and Volunteerism, Street Children integration);
- Curriculum and manual development with proper accreditation and certification;
- Conduct *transformative training* to have MoSS staff adapt and serve quickly in news functions in response to the urgent priorities and needs of the Ministry.

Under **supporting and upgrading MoSS information systems**, the project will focus on the following priorities:

- Develop a disability database;
- Build an IT network between central and local level social units;
- Integrate IT solutions with the M&E systems;
- Maintain and update the Ministry's website;
- Explore the use of mobile social units for enhanced service delivery;
- Explore IT solutions to support people living with disability;
- Upgrade some facilities in selected & key MoSS social units.

#### **4. Upgrading MoSS capacities to deliver quality services to people living with disabilities**

The **fourth and last component** will focus on *upgrading the capacity of MoSS to provide new tools and equipment to deliver quality social services to people with disabilities*.

Under this component the project will:

- **Assess and reform services** for people living with disability by establishing a task force or a committee to conduct a thorough review of all services.
- **Upgrade the Rehabilitation Centre** in MoSS by developing new training curricula and courses to provide relevant vocational training and soft skills based on ICT tools and infrastructure. This will include the rolling out the ILO practical guide on the Inclusion of People with Disabilities in Vocational Training in the various training centres operated by MoSS.
- **Establish a youth telecenter** in MoSS to support the development of e-content and other ICT platforms such as audio books for people with disabilities, in cooperation with the youth telecenter operated by MCIT;
- Explore the *upgrading of centres for substituting artificial upper body parts* for people living with disabilities by raising funding from private sector and other prominent NGOs;
- **Distribute informative toolkits** in an effort to promote dialogue and social awareness on the specific and immediate needs of people with disabilities including organizational leaders and community based NGOs. The project will also provide capacity building and educational workshops for the media in order to sensitize it and ensure that its coverage of the issues facing the people living with disabilities is balanced and appropriate;
- Establish a taskforce to **develop the National Strategy and Action Plan for Persons with Disabilities** in line with UN Convention on the Rights of Persons with Disabilities. This taskforce will conduct a detailed situation analysis and calculate costs and timeframes.

## 4. Gender Mainstreaming and Sensitization

### Gender Strategy

It is understood that women and girls, especially the poor and people living with disabilities, face significantly more difficulties in the public and private spheres, placing them at higher risks of gender-based violence and sexual abuse and discrimination. The project will prioritize support to initiatives that are inclusive and that aspire to empower women, and promote gender equality. This will be achieved by ensuring gender mainstreaming and gender empowerment across all MoSS programmes and interventions, as well as internally within MoSS institutional units. Accordingly, the project will use both a gender and disability lens with the aim of understanding and addressing the specific concerns and needs of this group.

In accordance with UN General Assembly resolutions 63/150 and 64/131, the project will coordinate with the MoSS Gender Unit and with UN Women in the implementation of measures/programmes to ensure that women and girls with disabilities enjoy their full human rights and that they are enabled to participate both as agents and as beneficiaries of development. This will include the participation of persons with disabilities and women in consultations organized with registered national NGOs specialized in the area of disabilities affairs, as well as skill formation and capacity development activities. The project will ensure that the monitoring system and procedures for data collection and analysis are both gender and disability sensitive. Moreover, the project will seek to document the correlation or links between the MoSS intervention programmes and women empowerment, for example, capturing the impact of the MoSS cash transfer programs, namely Takaful and Karama, and their impact on women's empowerment within their communities. The other element where women are involved is the Productive Families Exhibition that MoSS organizes. The project may look at these exhibitions and see how to upgrade and modernize such facilities.



Arab Republic of Egypt  
Ministry of Social Solidarity

## 5. Results and Resources Framework

<p><b>Intended Outcome and indicators as stated in the UNDP Egypt Country Programme Document (CPD):</b>  <b>Outcome 1.1</b> Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people, rural women, elderly and other vulnerable groups.</p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>  Indicator 1.1.2: MoSS implementing alternative social protection targeting system</p>			
<p><b>Applicable 2013-17 Strategic Plan Outcome and Output:</b>  <b>Corporate Outcome 3:</b> Countries have strengthened institutions to progressively deliver universal access to basic services</p>			
<p><b>Partnership Strategy: The Project will partner with IPC, ECRC, UNV, MSAD, MCIT and Private Sector</b></p>			
<p><b>Project title and ID (ATLAS Award ID):</b></p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b>  MoSS technical unit established supporting the formulation of social policies and their integration among relevant ministries</p> <p>Indicator: <i>Technical Unit established for MoSS</i>  Baseline: No unit undertaking social policy function for the ministry or coordination with other line Ministries  Target: Technical Unit established and is effectively producing social policies, commissioning research and ensuring better coordination with other line ministries.</p>	<p><b>Activity Result 1:</b></p> <ul style="list-style-type: none"> <li>▪ Establish technical office in MoSS</li> <li>▪ Support the development of a National Social Protection Policy in coordination with the work of the WB;</li> <li>▪ Provide inputs to the National Strategy on Social Justice;</li> <li>▪ Support the formulation and development of thematic social policies strategies as identified by MoSS (minimum of 2-3 thematic strategies);</li> <li>▪ Coordinate integrated social policies with other line ministries.</li> </ul>	<p>MoSS, UNDP, IPC,</p>	
<p><b>Output 2</b>  Existing units institutionally and technically strengthened to enhance MoSS functions and service delivery.</p>	<p><b>Activity Result 1: Capacity of new institutional units enhanced to support MoSS service delivery:</b></p> <ul style="list-style-type: none"> <li>▪ Strengthen the capacities of the Volunteer Unit (Beena) to monitor the quality and delivery of social</li> </ul>	<p>MoSS, UNDP, IPC, UNV, ECRC</p>	

<p><u>Indicator:</u> Efficient Volunteer Unit exists in MoSS</p> <ul style="list-style-type: none"> <li>- # of youth volunteering on social monitoring of MoSS programmes (disaggregated by gender)</li> <li>- # of gender disaggregated data/indicators produced by MoSS M&amp;E system;</li> </ul> <p><u>Baseline:</u> Infant Volunteers Unit</p> <p><u>Target:</u> <b><i>Volunteers Unit enhanced and upgraded.</i></b></p> <p><u>Indicator:</u> # of private sector contributing to CSR Unit</p> <p><u>Baseline:</u> Infant CSR unit</p> <p><u>Target:</u> <b><i>CSR unit fully established and operational</i></b></p> <p><u>Indicator:</u> Ratio of complaints received to complaints addressed.</p> <ul style="list-style-type: none"> <li>- Time span taken to address complaints.</li> </ul> <p><u>Baseline:</u> Infant Complaint Office</p> <p><u>Target:</u> <b><i>Complaint Office enhanced and upgraded.</i></b></p> <p><u>Indicator:</u> MoSS has an operational monitoring plan.</p> <ul style="list-style-type: none"> <li>- % of indicators covering all MoSS sectors</li> <li>- % of Monitoring staff that have their capacities enhanced</li> </ul> <p><u>Baseline:</u> Infant M&amp;E Unit</p> <p><u>Target:</u> <b><i>M&amp;E Unit enhanced and upgraded</i></b></p> <p><u>Indicator:</u> Strengthened internal and external communication function</p> <ul style="list-style-type: none"> <li>- Communication strategy developed.</li> </ul>	<p>services in various MoSS centres (e.g. orphanages, senior care centers, institutions dealing with people living with disabilities... etc.);</p> <ul style="list-style-type: none"> <li>▪ Strengthen partnerships with local communities and local community development associations registered under law 84 of 2002 to participate in community monitoring through a community observatory, increased awareness of different services provided by the ministry.</li> <li>▪ Activate the volunteering role of youth and community to support the monitoring of the quality and outreach of social services to women and men and people living with disabilities through the community observatory (social audit);</li> <li>▪ Capacity building of the new CSR unit to reinforce cooperation between MoSS and the private sector;</li> <li>▪ Engage private sector in MoSS's Productive Families schemes to support marketing and improve quality of services;</li> <li>▪ Strengthen the capacities of the Complaints Office that will serve as a channel of communication for receiving feedback from social workers, volunteers and the general public through hotlines and SNS;</li> </ul> <p><u>Activity Result 2:</u> <b><i>Upgrade existing institutional Units to support M&amp;E, Gender empowerment and communication efforts.</i></b></p> <ul style="list-style-type: none"> <li>▪ Upgrade capacity of the M&amp;E unit for enhanced monitoring, evaluation and documentation of MoSS program interventions;</li> <li>▪ Support internal and external communication;</li> <li>▪ Develop MoSS Communication strategy;</li> </ul>	
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<p>- # of innovative communication tools produced.</p> <p>Baseline: Weak communication function</p> <p>Target: <b>Capacity of Communication Unenhanced and innovative communication products are produced and disseminated</b></p> <p>Indicator: Enhanced gender mainstreaming in all program interventions and within MoSS</p> <ul style="list-style-type: none"> <li>- Gender disaggregated data produced</li> <li>- Gender sensitive results captured and disseminated</li> </ul> <p>Baseline: No capacity to conduct gender mainstreaming in all programmes and for all units</p> <p>Target: <b>Capacity of Gender Unit Enhanced</b></p>	<ul style="list-style-type: none"> <li>▪ Develop innovative communication tools for internal and external communication i.e. infographsh, videos, social media, etc;</li> <li>▪ Upgrade capacity of the gender unit to ensure gender mainstreaming in all program interventions, within MoSS institutional units;</li> <li>▪ Produce gender disaggregated data;</li> <li>▪ Communicate gender results and success stories;</li> <li>▪ Explore and look into the Productive Families Exhibition and see how they can be modernized to better market products produced by women.</li> </ul>	
<p><b>Output 3</b></p> <p><b>MoSS staff and social workers have strong understanding of social protection and pro-poor policies and are supported by a modern Management Information System.</b></p> <p>Indicator: # of social workers trained to total number of social workers.</p> <p>Baseline: No accreditation system in place</p> <p>Target: <b>Accreditation system in place and TOT training and certification conducted</b></p> <p>Indicator: # of social workers/staff trained in basic social protection courses (disaggregated by gender)</p> <p>Baseline: Limited training for staff</p> <p>Target: <b>Training program and curriculum on social protection exist and is applied on all 27 Governorates.</b></p>	<p><b>Activity Result 1: Capacity Building for a Cadre of Social Workers</b></p> <ul style="list-style-type: none"> <li>▪ Carry out capacity assessment and identify urgent staff training needs focusing namely on TOT and transformative training based on urgent needs;</li> <li>▪ Seeking international experience in the field of social protection and monitoring and evaluation of social programs.</li> <li>▪ Prepare training manuals and curriculum for MoSS staff certification and accreditation;</li> <li>▪ Explore and identify the entity that will be used to conduct MoSS certification;</li> <li>▪ Design and implement social workers/staff training and workshop sessions on social protection;</li> <li>▪ Organize field education including gender and disability sensitization to give social workers the opportunity to apply the theories they learn in the training;</li> </ul>	<p>MoSS, UNDP, Accreditation/Certification Entity</p>

<p><u>Indicator:</u> # of social units upgraded <u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p><u>Indicator:</u> MIS and database installed, updated and maintained. <u># of staff trained</u> accordingly <u>Baseline:</u> No proper MIS established in MoSS and no training package on MIS.database <u>Target:</u> <i>An efficient MIS system established and capacities of staff enhanced.</i></p>		
<p>Regular follow up on capacity building of social workers and staff; Institutionalize the return on investment of training through the Central Administration Unit of human development. This focal point will revisit job functions and trainings objectives; Provide capacity building of social units.</p> <p><u>Activity Result 2: Support Management Information Systems</u></p> <ul style="list-style-type: none"> <li>▪ Mapping the needs of local centres to identify the required equipment and systems;</li> <li>▪ Support the set-up, upgrade and maintenance of modern management information systems to support social assistance;</li> <li>▪ Regularly updating it and generating periodic trend analysis reports to be shared publicly;</li> <li>▪ Support the design and set-up of a disability database;</li> <li>▪ Devise incentive schemes to motivate NGOs registered under law 84 to use portal for sharing information to rationalize use of resources.</li> <li>▪ Explore how MIS can support in efficiency and outreach of social protection schemes by identifying people, deliver resources and monitor results, reduce errors, and build confidence in social protection.</li> </ul>		
<p><u>Output 4:</u> <b>Reformed and upgraded MoSS capacity to provide social services for persons with disabilities</b></p> <p><u>Indicator:</u> # of quality training for Rehabilitation Centre and relevant services/departments/staff of MoSS</p>	<p><u>Activity Result 1: Capacity building and skills development training for the Rehabilitation Centre in MoSS and servicing persons with disabilities.</u></p> <ul style="list-style-type: none"> <li>▪ Equip the Rehabilitation Centres and offices in MoSS with the necessary ICT tools and enable IT infrastructure;</li> <li>▪ Roll out the ILO practical guide on the Inclusion of People with Disabilities, especially women and</li> </ul>	

<p><u>Baseline:</u> TBD <u>Target:</u> TBD</p> <p><u>Indicator:</u> # and quality of new equipment provided to Rehabilitation Centre</p> <ul style="list-style-type: none"> <li>- Telecenters upgraded.</li> <li>- # of Prosthetics and orthedics (P&amp;O) upgraded.</li> </ul> <p><u>Baseline:</u> No P&amp;O Centers upgraded. <u>Target:</u> <b>At least two P&amp;O Centers upgraded.</b></p> <p><u>Indicator:</u> # of research conducted around disability affairs in Egypt <u>Baseline:</u> limited research &amp; data gaps <u>Target:</u> <b>Research papers exist to address data gaps around persons with disability</b></p> <p><u>Indicator:</u> A National strategy and action plan for persons with disability is being implemented. <u>Baseline:</u> no Strategy and no action plan <u>Target:</u> <b>A national strategy and action plan on persons with disability developed in close coordination with other line ministries.</b></p> <p><u>Indicator:</u> # and quality of informative toolkits regarding people with disabilities distributed and other awareness raising activities. <u>Baseline:</u> TBD <u>Target:</u> TBD</p>	<p>girls, in vocational training provided by Ministry of Social Solidarity and Ministry of Manpower and Migration, companies and NGOs;</p> <ul style="list-style-type: none"> <li>▪ Assist opening of soft skills courses and other skills relevant to labour market at the Rehabilitation Centre;</li> <li>▪ Carry out Training of Trainers (TOT) for DPOs/NGOs/CSOs working with people with disabilities;</li> <li>▪ Establish youth telecenters in MoSS to provide new e-contact, etc. for people with disabilities;</li> <li>▪ Explore the upgrading of centres for substituting artificial upper body parts of people living with disabilities by raising funding from private sector and other registered NGOs under law 84 of 2002.</li> </ul> <p><u>Activity Result 2: Conduct research and raise awareness around people living with disabilities.</u></p> <ul style="list-style-type: none"> <li>▪ Establish a taskforce in MoSS, comprised of representatives from other Ministries and government bodies to develop a draft Gender sensitive national Strategy and Action Plan for Persons with Disabilities.</li> <li>▪ Organize a series of workshops with media professionals, with the goal of improving media knowledge and awareness regarding general disability issues, in order to ensure more inclusive and right-based disability-oriented media coverage;</li> <li>▪ Distribute informative toolkits regarding persons with disabilities to target groups such as community and religious leaders, in order to increase communication and raise awareness on the issue of people with disabilities.</li> </ul>	
<p><b>TOTAL US\$</b></p>		<p><b>US2,000,000</b></p>

## 6. Management Arrangements

The project will be nationally implemented by MoSS in accordance with the UNDP National Implementation (NIM) guidelines. UNDP NIM rules and regulations for recruitment, procurement, and award criteria will be followed for all project activities related to the contracting of services, supplies and grants. The management arrangements for this project are in line with the UNDP requirements as reflected in the UNDP User Guide (Programme Operations Policies and Procedures manual / POPP), are as follows:

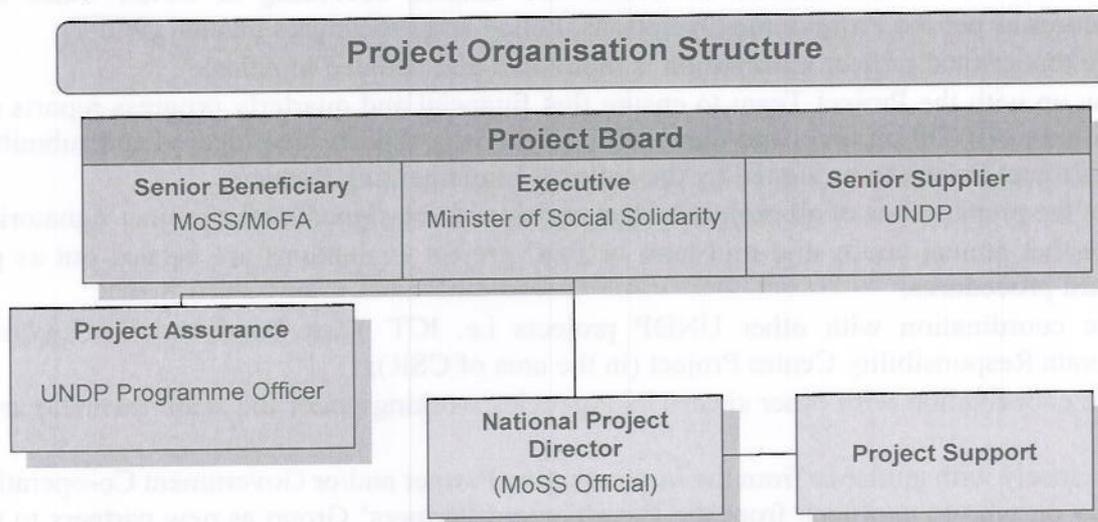
**Project Board:** A Project Board will be established to take executive management decisions and to provide guidance to the National Project Director (NPD), including approval of workplans and budgets, as well as project revisions including extensions, allocation of resources, or cancellation of project activities should the necessary conditions for the implementation of the project not be met, without prejudice to the duties and obligations of project partners.

The Project Board includes three distinct roles:

- An Executive role representing the project ownership to chair the Board: this functions is filled by the Minister of Social Solidarity;
- A Senior Beneficiary representing the interests of those who will ultimately benefit from the project: this function within the Board is to ensure realization of project benefits from the perspective of project beneficiaries: the Ministries of Social Solidarity (as main recipient of technical assistance under this project), the Ministry of Foreign Affairs (as Government Co-operating Agency); and
- A Senior Supplier role representing the parties which provide funding and/or technical expertise to the project to provide guidance regarding the technical feasibility of the project: this function is performed by UNDP as provider of both technical assistance and project management and implementation support services.

Collectively, the Project project ensures that the project is making progress towards intended outputs as per the Project Document and endorsed annual work plans. The Project Board is consulted by the NPD for decisions when NPD tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the NPD.

The Project Board will meet annually (or more frequently if necessary). The organizational structure of the Project is as follows:



National Project Director: The National Project Director will be appointed by the Minister of Social Solidarity to build networks with stakeholders, beneficiaries and ensures the adequate integration of the project within the structure, programmes and workflows of MoSS. MoSS will have full authority to supervise the NPD, to monitor his/her work progress and to appraise his performance on yearly basis. The NPD is an official from MoSS and manages the project as per the approved annual workplans and has the authority to assign additional line managers and/or hire additional external capacities for the implementation of project activities. The NPD's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NPD coordinates the implementation of all project activities, developing action plans and reporting progress to the Project Board. The NPD is also responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.

Lastly, the Project National Project Director appoints as **secretary *ex officio*** for the Project Board, responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings. The NPD will also be responsible for monitoring and reporting on the project as per UNDP National Implementation Modality (NIM) guidelines. The performance of the NPD is closely monitored by the Minister to ensure the project is achieving its said targets.

A Project Management Unit (Project Support), composed of project personnel based, on needs identified by the Ministry, will be set-up to support the NPD carrying out project activities and ensure project results. It is imperative that any project personnel hired needs to work in close consultation and cooperation with the existing Ministry staff to ensure knowledge transfer and full coordination with government employees.

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

- Ensure that a Project Board meeting is held at least once a year;
- Perform regular monitoring activities, such as periodic field monitoring visits and “spot checks”;
- Ensure that resources entrusted to UNDP are utilized according to UNDP rules and procedures as per the Programme Operations, Policy and Procedures manual (POPP);
- Ensure that critical project information is monitored and updated in Atlas;
- Follow up with the Project Team to ensure that financial and quarterly progress reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the Project Board, to be signed by the national Implementing Partner;
- Ensure the preparations of all project budget revisions to be signed by the project signatories;
- Ensure that annual audits and mid-term or final project evaluations are carried out as per standard procedures;
- Ensure coordination with other UNDP projects i.e. ICT Trust Fund and the Egyptian Corporate Responsibility Centre Project (in the area of CSR);
- Ensure coordination with other sister UN Agencies working under the same thematic area; and
- Work closely with guidance from the Implementing Partner and/or Government Co-operating Agency on who to approach from the Development Partners' Group as new partners to the project and support with resource mobilization.

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

## 7. Financial arrangements

**MoSS Financial Arrangements:** The MoSS contribution will be subject to 4% General Management Service (GMS) fee for programme assurance and oversight.

For Government Cost Sharing, the schedule of payments will be agreed upon with MoSS and the scheduled amounts will be transferred to UNDP LE bank account for use by the NIM project according to the endorsed Annual Workplan.

**UNDP Financial Arrangements:** UNDP is *Development Advisory Services (DAS)* funds. The DAS funds will fall under NIM rules, which means the fund committed to allocate \$200,000 for the project duration specified in the project document 2016-2017 from will be allocated in the project account at CIB and will be subject to disbursement by the NIM partner using advance or request for direct payment modality. Disbursements will be in accordance with the endorsed annual workplan. UNDP charges 8% general management services (GMS) on this type of fund.

UNDP bank account details are as follows:

BANK DETAILS FOR LOCAL CURRENCY (EGP)

BANK NAME: COMMERCIAL INTERNATIONAL BANK (CIB)

BANK BRANCH: ZAMALEK

A/C NAME: UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

A/C NO.: 0790105183

SWIFT CODE: CIBEEG CX007

For any other cost sharing, the value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery. The proposed schedule of payment for MoSS is as follows in LE:

Due Date	Amount In EGP	Amount in USD*	Donor
30/03/2016	800,000	102,302	MoSS
30/03/2017	600,000	76,726	MoSS
30/04/2018	600,000	76,726	MoSS

\*As per the exchange rate of March 2016 (1 USD = 7.82 EGP). This amount in USD may vary according to the exchange rate at the time of the transfer of installement.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

UNDP will make available its funding contribution to the project in US dollars.

In accordance with the decisions and directives of UNDP's Executive Board for other contributions raised by the project through UNDP or third party, the contribution shall be charged:

- a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices for **third party cost sharing**
- b) 8% on the UNDP contributions since it is **DAS Funds** (and not TRAC funds).
- c) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/Implementing Partner. UNDP CO Implementation Support Services (ISS) and support to national execution will be recovered based on actual costs according to the Universal Price List (UPL)

## 8. Audit

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP governing National Implementation Modality (NIM).

Audit is an integral part of sound financial and administrative management, and part of the UNDP accountability system. UNDP financial statements are audited annually by the United Nations Board of Auditors (UNBOA) and the findings are reported to the UNDP Executive Board and the General Assembly annually. In expressing its opinion on UNDP financial statements, the Board of Auditors refers to the outcome of the audits of projects (or annual work plans under the harmonized programming arrangements; see Programme and Project Management chapter) that are nationally implemented by Government or non-governmental organizations. Consequently, delays in the completion of audits of projects nationally-implemented by Government or non-governmental organizations or qualified opinions expressed by the auditors have a direct impact on the opinion expressed by the Board of Auditors on UNDP financial statements.

Under NIM, projects nationally implemented by government or non-governmental organizations are audited by an external and independent audit firm contracted to for this purpose through a competitive request for proposal and procurement process, unless the national Supreme Audit Institution (SAI) has a demonstrated capacity to carry out the audits in an independent manner, as a result of a documented capacity assessment of this institution undertaken prior to the start of the project and its outcome was satisfactory based on UNDP procedures.

## 9. Monitoring Framework and Evaluation

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

### Within the Annual cycle

- On bi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in UNDP Quality Management tables (to be completed following the signing of the project document);
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation;
- Based on the above information recorded in Atlas, a Bi-annual Progress Reports (BPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot;
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project; and
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report** - An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the bi-annual report covering the whole year with updated information for each above element of the bi-annual report as well as a summary of results achieved against pre-defined annual targets at the output level;
- **Annual Project Review** - Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes;
- A **Final Project Review** shall be conducted during the fourth quarter of the last year of the project by the Project Board as basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes; and
- **Final Evaluation** - The project will be evaluated in accordance to UNDP Rules and Regulations and as per the agreement of parties at Project Board Meeting.

### Monitoring and Evaluation Resources

Appropriate financial resources must be allocated to ensure that the above proper project monitoring and review/evaluation is carried out.

## 10. Risk Log

**Financial risk:** if further resources are not mobilized. To mitigate the risk the project will prioritize the most important activities for the Ministry during 2015.

**Operational risk:** MoSS staff capacity development will take time, this may have direct impact on timely delivery of social services. To mitigate the risk, the project will prioritize some important and urgent training needs and may in some instances to rely on some external expertise to be able to provide timely and quick support.

## 11. Legal Context

This document together with The Country Programme Action Plan (CPAP) signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA ) and all CPAP provisions apply to this document.