

United Nations Development Programme  
Evaluation office



## Case Study Egypt

**EVALUATION OF THE NATIONAL HUMAN DEVELOPMENT REPORT SYSTEM**

# HUMAN DEVELOPMENT

*By George Kossaifi and Halla Shafey*

# Content

Acronyms .....	3
Executive summary.....	4
I) Introduction .....	7
II) Trajectory of NHDR: production, ownership and dissemination .....	15
III) Impact .....	20
IV) Lessons learned .....	24
V) Recommendations.....	26
ANNEXES .....	28

## Acronyms

She deleted a series of acronyms (CAPMAS etc) – I don't know the reason; the Human Development Report is the name of the report and therefore should use capital letters; same for other reports.

ESCWA	Economic Commission for Western Asia
GEM	Gender Empowerment Measure
GDP	Gross domestic product per capita
GHDR	governorate human development report
HD	human development
HDI	human development index
HDR	human development report
HDRO	Human Development Report Office
INP	Institute of National Planning
MDG	Millennium Development Goal
MISR	Municipal Initiative for Strategic Recovery
NGO	non-governmental organization
NHDR	national human development report
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

## Executive summary<sup>1</sup>

Since the publication of Egypt's first human development report (HDR) in 1994 by the Institute of National Planning (INP), and until 2005, nine reports have been published, which may be grouped under five areas: i) the first area covered the first two reports (1994 and 1995) and introduced the concept of human development (HD), the human development index (HDI), participatory development and the 20/20 approaches; ii) the second area (1996 and 1997/98) focused on poverty and social spending; iii) the third covered specific issues such as education (1998/99) and globalization (2000/01); iv) the fourth area (2002/03 and 2004) focused on the issue of decentralization; and v) the fifth area, covering the most recent 2005 report, proposes to policy makers a new pro-poor, pro-growth social contract, and a vision for Egypt until 2015.

The production process of Egypt's HDRs may be characterized by three features: (a) all nine reports are of a high caliber; (b) since the production of the first report in 1994, an HDI was calculated at both the national level as well as at the local (governorate) level; and (c) special attention was given to data accuracy and data collection. The preparation of the HDR and the related HDI at the national and governorate level triggered the publication of the local HDR at the governorate level (GHDR), which described the HD status at the governorate level as of 2004. It is to be noted that the participation of civil society organizations remained at a minimum level, especially in the national HDRs.

Review of ownership and partnership of the reports reveals a shift in management after 2004. From 1994-1999, the INP was directly in charge of the reports and was supported, effectively but discretely, by UNDP. From 2000-2003, INP's contribution decreased. In 2004, UNDP took over the production process, and INP's contribution became minimal. Field interviews revealed that production of HDRs by a national institute has three advantages: easy access to governmental data, easier communication with governmental agencies, and therefore easier implementation of the HDRs' recommendations. Similarly, production of the HDRs by UNDP also has its advantages, since it ensures their scientific standard as well as a larger space to discuss government's policies. Therefore, the ideal situation would be that the

---

<sup>1</sup> This report was requested by UNDP Evaluation Office / UNOPS, to prepare an assessment of the national human development reports in Egypt. The team leader (George Kossaifi) visited Egypt during the period of 25 October – 5 November, and in collaboration with the national consultant (Halla Shafey), undertook 22 interviews and 4 phone conversations during this period. It is to be noted that the preparation for this mission coincided with the last days of the holy month of Ramadan and Eid el Fitr, a public holiday, which limited the available time for interviewing more concerned officials / institutions, especially amongst the NGO community.

preparation of the reports is a joint effort between a competent national institute, like INP, and UNDP.

The dissemination process of the HDRs and GHDRs benefited from two large gatherings of governors: the Governors Round Table in 1994, and the Fayoum Declaration in 2004. In both forums, governors were exposed to HD issues and pledged to use the HDRs as a guideline and reference in their decision making processes. However, there were a few deficiencies in the dissemination process, such as limited copies for free distribution to ministries and governorates, absence of a systematic programme of workshops and seminars to explain the contents and main recommendations of the report, and absence of a simplified version of the HDRs for public use. Another shortcoming of the dissemination process is the limited targeting of specific groups including parliamentarians, university professors, etc.

There is no doubt that HDRs have given a strong boost to HD issues in Egypt, as they have influenced both the intellectual community as well as the different political parties' positions. HDRs have presented issues for debate and action within parliamentary groups, as well as in ministerial committees. The most influential impact is the present allocation of resources for the neediest governorates based on their HDI ranking, instead of the 'flat rate' rule that was previously applied.

Similarly, the GHDRs created awareness on HD issues at the local level, and ensured local participation. However, the most important impact at the governorate level was the directing of resources towards the neediest regions and the establishment of the Municipal Initiative for Strategic Recovery (MISR) project in 2004, which covered the lowest ranking HDI in 58 regions, *Marakiz*, in 10 governorates.

Finally, the publication of the HDRs and GHDRs, especially the most recent ones, has led to a positive reaction in the donor community. For example, the MISR project is supported by Holland, Canada and UNDP. Similarly, decentralization activities are supported by different donor countries / agencies.

The recommendations of this report are formulated at two levels: general and specific, and are related to issues reviewed under the Trajectory of NHDR (production / ownership and dissemination) and Impact (national, governorate and intellectual, and partners in development). Following are the general recommendations:

1. INP and UNDP should continue their cooperation and explore new modalities of collaboration, so that the HDR production process becomes a real joint and owned product.
2. UNDP should continue its financial and technical support to both the HDRs and GHDRs for years to come, due to their high positive impact on the development process in Egypt.

3. Methodology used for data collection in both the HDRs and GHDRs should be standardized, and data generated at both levels should be coordinated.
4. Coordination between the GHDRs and MISR project should be strengthened so as to allow GHDRs to provide the necessary data and analysis to be used by MISR's operational projects.
5. Civil society organizations, including non-governmental organizations, should be allowed to play a greater role in the production process of HDRs. Special attention should be paid to their effective involvement in the whole process, from production to dissemination through ownership phases.

This report consists of five parts. Part one includes the introduction, which contains a country context and a brief overview of the nine reports. Part two examines the trajectory of Egypt's HDR and addresses the issues of production, ownership and dissemination. Part three analyses the impact of the reports, which is discussed at three levels: national, local and intellectual partners in development and UNDP corporate. Part four summarizes the lessons learned, and part five presents the recommendations. In addition, the report contains two annexes: (A) containing six substantive boxes, includes the literature review with selected quotations from the reviewed reports, and summary interviews, reflecting the views of the interviewees in their own wording as much as possible, and (B) the list of persons met.

## **I) Introduction**

### **A) Country context**

Egypt is situated in North Africa and enjoys a historically and presently strong and strategic geo-political position. It is the most populous country in the Arab world and the second populous on the African continent. With an area of over one million square kilometres, Egypt is bordered by the Mediterranean Sea to the north; Sudan to the south; the Red Sea, the Occupied Palestinian territories and Israel to the east; and Libya to the west. Nearly all of the country's 68 million people live in Cairo and Alexandria, along the banks of the Nile, in the Nile Delta, and along the Suez Canal. These regions are among the world's most densely populated with an average of 3,820 persons per square mile as compared to 181 persons per square mile for the country as a whole. The country's dominant physical features are the river Nile and the desert. The Nile valley and delta constitute the entirety of the country's arable land, though ambitious government plans in recent years have resulted in gradual horizontal expansion in some dessert areas. Centralized administrative control of agriculture resulting from a pattern of annual flooding of the Nile in ancient times has left Egypt with a strong legacy of centralized government.

Cairo, the capital city of Egypt, has been a crossroads of Arab commerce and culture for millennia, and its intellectual and Islamic institutions place it at the centre of the Arab, Middle Eastern and Islamic worlds. Geography, history, population, military strength and diplomacy have given Egypt extensive political influence in the Middle East and within the non-aligned movement. Politically, for the first time in Egypt's history, competitive, multi-candidate presidential elections took place in September 2005 after an amendment of the country's constitution. This is expected to enhance political pluralism, democracy and political participation.

On the economic front, Egypt still relies heavily on tourism, oil and gas exports and Suez Canal revenues, all vulnerable to exogenous factors. Since the early 1990s, Egypt has been implementing a comprehensive economic reform and structural adjustment programme. While many components of this programme have been relatively successfully implemented, the government continues to reduce tariffs and taxes, improve the transparency of the national budget, revive the privatization of public enterprises and implement economic legislation designed to foster private sector driven economic growth and improve Egypt's competitiveness. In parallel, efforts to enlarge Egypt's safety net coverage for the poor are ongoing.

In the realm of human development (HD), Egypt has achieved considerable improvement over the past few decades: a 49.6 percent increase in its human development index (HDI) between 1975 and 2001 (from 0.433 to 0.648). This steady improvement has pulled Egypt from the low to the medium category of HD. Table 1 below shows the general upward trend in HDI at the national level, and its components since 1990.

**Table 1: Selected components of the HDI (1990-2002)**

<b>Indicator</b>	<b>1990</b>	<b>1992</b>	<b>1994</b>	<b>1996</b>	<b>1998</b>	<b>2000</b>	<b>2002</b>
<b>Literacy Rate % (15+)</b>	46.7	48.8	52.3	55.5	57.7	62.0	69.4
<b>Basic and Secondary Education Enrolment Ratio</b>	81.4	81.9	85.6	80.9	80.7	81.1	85.8
<b>Per Capita Income (US \$ PPP)</b>	2278	2010	3146	3911	4407	4878	3793*

Source: 2004 Egypt HDR

\*The fall in GDP per capita (PPP) between 2000 and 2002 is mainly due to a large devaluation of the Egyptian pound against the US dollar during the period 2000 to 2002.

While there is a general upward trend in HD at the national level, this has concealed wide regional discrepancies within the country, particularly between the relatively deprived south in Upper Egypt and the more affluent north in Lower Egypt. In the past, these large socio-economic gaps and unequal growth opportunities resulted from uneven government spending and neglect. Recent efforts by the government to remedy this situation have paid off, and the 2004 Egypt human development report (HDR) positively notes that regional disparities in HDI values have been diminishing. The gap in HDI values between Lower Egypt and Upper Egypt was 0.013 in 2002 compared to 0.067 in 1990. Similarly, the gap between the highest and lowest performing governorates decreased from 0.348 in 1990 to 0.177 in 2002.

By the same token, all aspects constituting the profile of human deprivation, except for unemployment, have shown significant reductions during the period 1992-2002 according to the 2004 HDR. A significant improvement has been a decline in the population without access to piped water from 12.1 million in 1992 to 6.8 million in 2001. Similarly, the population without access to any kind of sanitation decreased from 13.7 to 4.1 million during the same period. Between 1991 and 2002, child mortality before the age of five (under-five child mortality) decreased from 98.2 to 56.5 per 1000). During the same period, children not in basic or secondary schools decreased from 2.9 to



1.8 million. Illiterate adults (15+ years) decreased between 1993 and 2002 from 16.9 to 13.3 million.

Nonetheless, because HDI measures focus exclusively on quantitative aspects, qualitative aspects relating to the daily lives of ordinary people are often overlooked, prompting a deeper look beyond the face value of HDIs. Moreover, HDI measures fail to capture important efficiency aspects, such as social efficiency and efficiency of the delivery systems (2004 HDR). For example, although the percentage of the Egyptian population with access to piped water increased from 79.9 percent in 1992 to 91.3 percent in 2001, this improvement is dampened by the deterioration in quality and regularity (in terms of number of days per year and hours per day) of the water supplied.

Another area where the government is focussing its efforts is on narrowing the traditionally large gender gaps in all aspects of development. Substantial improvements have been scored in the education and health profiles of women. However, gender deficits in political and social empowerment as well as economic participation still persist, as manifested by the gender empowerment measure (GEM) for 2004 (UNDP HDR, 2004). Out of 78 countries, Egypt's rank was 75 with a GEM-value of 0.266 compared to the highest ranking, Norway, with a GEM of 0.908. According to the 2004 HDR, this reflects low participation of women in political and professional life (parliament seats held by women were 3.6 percent of the total; female legislators, senior officials and managers were 9 percent of the total; female professional and technical workers were 30 percent of the total; and the ratio of estimated female to male earned income was 0.38).

There is little doubt that progress achieved in closing the aforementioned regional and gender gaps has come as a result of comprehensive long-term reform initiatives on the economic, social, political and administrative fronts. Egypt's second report on progress towards achieving the Millennium Development Goals (MDGs) for 2004 is positive. It concludes that Egypt remains on track to achieve its targets for the majority of MDG indicators. However, the pace of progress varies among the various goals with fast and sustained progress in some areas such as child and maternal mortality and water and sanitation, acceptable levels in other sectors such as education and poverty reduction, and a somewhat slower pace in areas such as women's empowerment and the environment.

The question remains why, in spite of improvements in various aspects of HD over the past three decades, has Egypt's HDI rank remained relatively low compared to many developing countries (Egypt's rank in the global HDR has been at and around 120<sup>th</sup> during the whole period covered). This may be attributed to a high population growth rate (2.1 percent per annum), which erodes development gains and puts pressure on the country's already limited resources for providing public health and education for an increasing population. Also, a high adult illiteracy rate appears to seriously undermine Egypt's HDI, constituting a pressing challenge for Egypt in the immediate future.

## B) Evolution of Egypt's HDRs 1994-2005: an overview

Contrary to liberal economic thought advocated by the Bretton Woods Institutions – the World Bank and IMF – UNDP created, through the publication in 1990 of the global HDR, a concept for development that enlarges peoples' choices and puts them at the very centre of development. By focusing on development of the people, for the people and by the people, the HD paradigm opted to measure development according to an HDI. The HDI captures three aspects of development: life expectancy at birth; adult literacy rate and combined gross enrolment ratio; and the purchasing power parity GDP per capita.

As countries were now being ranked according to the HDI, the first HDRs stirred unparalleled curiosity, controversy and debate the world over. Egypt was among the earliest countries to react, and with inspiration from the global HDR and support from the UNDP Cairo Office, Egypt's first HDR was published in 1994. The task of publishing the report was entrusted to the Institute of National Planning (INP), a semi-governmental research institute traditionally headed by the Minister of Planning.

As one of the earliest national HDRs (NHDR) to be published world wide, Egypt's **1994 HDR** naturally focussed on introducing and discussing the concept of HD and framing it within the Egyptian context. The status of HD in Egypt was also assessed. This came at an important juncture when Egypt was in the midst of implementing its comprehensive economic reform and structural adjustment programme. With its focus on the human dimension of development, the new paradigm provided a longer term road map to be followed once the phase of macroeconomic stabilization and adjustment were achieved. In addition, it also provided the basis on which to assess the social impacts of adjustment and reform on the poor. Thus the 1994 HDR put forward steps to operationalize the HD concept in the Egyptian context, spelling out the requirements to do so. These included preparing an HD profile, monitoring, through the use of a good database, how people are living, setting HD targets, estimating the cost of achieving the set targets and financing the HD targets.

While contending that the HDI is a national average that conceals many regional disparities, the 1994 HDR introduced an innovative element by disaggregating the HDI at the governorate level, thereby ranking Egypt's 26 governorates according to a governorate level HDI for the first time. The report analysed the causes for the wide gaps amongst the country's various regions, stirring much internal debate at the national and local levels. Recognizing the value added provided by this report to the international 'know-how' on HD, Egypt's 1994 HDR received a special award from UNDP headquarters.

Egypt's second report, the **1995 HDR**, continued the discussion of HD. It focussed on participatory development, including people's accessibility to markets, public utilities, social services and political participation. The report proposed the need for a new social compact based on the 20/20 notion whereby progress in HD is best achieved if donors contribute 20 percent of aid flows to HD, while governments allocate 20 percent of government expenditure at the national level for social development.

The **1996 HDR** was another groundbreaking report and focussed on the theme of poverty.

Prior to this report, poverty was much researched but never explicitly addressed or publicly acknowledged by the state<sup>2</sup>. Breaking the silence on poverty was a timely act of courage coming from a well-reputed, semi-governmental organization, the INP. This choice of theme also came prior to the UN Declaration of 1996 as the Year of Poverty Eradication and conformed with the declaration of the World Summit for Social Development in Copenhagen in 1995. In fact, it preceded the decision by the Human Development Report Office (HDRO) at UNDP New York to devote its 1997 HDR to the subject of poverty.

The report attempted to assess poverty in Egypt and provided policy guidelines for poverty alleviation from an HD perspective. Whereas the 1994 and 1995 HDRs used a relative poverty line for measuring poverty in Egypt, the 1996 HDR established a consumption-poverty line to measure absolute poverty. The report concluded that nearly 23 percent of Egyptians lived below the poverty line, 7 percent of which were considered ultra poor. The report also revealed that Upper Egypt contributed to poverty incidence by a larger proportion than its share in the total population of Egypt.

By exposing the reality and magnitude of poverty in Egypt, the 1996 HDR had a profound impact on moving 'sensitive' data to the public domain, an important step on the road to transparency and accountability. It was also an important catalyst for the initiation of a Poverty Reduction Action Plan, which was initiated by the Ministry of Planning some years later.

Besides using data from the Household Income and Expenditure Survey for 1995, conducted by the Central Agency for Public Mobilization and Statistics (CAPMAS), and preliminary results from the 1996 population census, the report conducted a Semi Participatory Assessment Survey on people's perception of poverty in seven governorates. The survey attempted to get first hand descriptions of people's livelihoods, problems and needs, and to gauge differences and similarities in views of the poor and non-poor on how they define poverty. The survey explored survival strategies of the poor, testing a number of hypotheses on poverty with policy and programming implications. The report also discussed social safety nets in Egypt and focussed on rural and urban poverty issues.

Furthermore, a capability poverty measure introduced earlier by the global HDR was used. In the case of Egypt, this measure included the proportion of children under five who are underweight; the proportion of births unattended by a doctor, trained nurse or midwife; and the proportion of female household population age six and over who have no education. According to this measure, 44.1 percent of Upper Egypt's population were capability poor as opposed to 30.4 percent for Lower Egypt.

---

<sup>2</sup> Poor are referred to in official and rhetorical reference by the government as *mahdoody el dakhil* i.e. those with limited incomes.

As a follow up to the theme on poverty, the **1997/98 HDR** discussed social spending and how it related to HD in Egypt. The report examined the allocation of budget resources as well as household spending on social services. The National Centre for Social and Criminological Research was commissioned to conduct a field survey on household patterns of expenditure in seven governorates in order to determine the effects of social spending on a selected number of areas and services and its use effectiveness from the perspective of the beneficiaries. The services included were education, food, housing, health, and the social insurance umbrella, including pension and social security.

Noteworthy is the fact that this report earned an award for excellence in quality of analysis and a second award for excellence in participation and policy impact at the UNDP Second Global Human Development Forum held in Rio de Janeiro in November 2000. It was acknowledged that while all four HDRs published thus far followed the methodologies adopted by the global HDR, Egypt's reports had a value added that had helped refine the international report in a revolving and mutually reinforcing way.

The **1998/99 HDR** focused on education from an HD lens. The theme was selected because education is a major determinant of human capital and the distribution of human wealth at the national level. This was followed by the **2000/01 HDR**, which focussed on the theme of globalization; an 'en vogue' topic at the beginning of the new millennium. The report discussed several facets of globalization, its links to HD and the challenges that globalization posed to Egypt's production sectors, primarily the agricultural, industrial and financial sectors. The report also looked at Egypt's position in technology and information-led globalization, human capital issues and environment and sustainable development.

The **2003 HDR** was another important addition to the national discourse on development, focusing on participation, particularly at the grass-root level, and how it relates to HD within the Egyptian context. Once again, the HDR put forth an important issue for national debate, namely the mechanisms and methods for participation within Egypt's present system of local administration. This was a highly relevant theme given the government's ambitious plans to reform local administration and strengthen governance and people's participation.

One notable addition by the 2003 HDR was the production of a separate statistical annex containing the HDI for all 451 sub-administrative units in Egypt (the districts (*markiz*) and city (*hey*) levels). This colossal undertaking attests to the development in data collection and networking among various governmental institutions since the previous attempt of the 1995 HDR. The endeavour was intended to empower policy and decision making at the central and local level with the information needed to better target resource allocation.

The 2003 HDR was the prelude to another profound report, the **2004 HDR**. The theme for this particular report was 'Choosing Decentralization for Good Governance'. The theme could not have been more relevant and timely, given the pressing urgency for decentralization and the fact that it was being discussed in the government. In this

respect, it is worth noting that Egypt is one of the most highly centralized economies, where budget figures for 2003/04 show that shares of local government in total government revenues and expenditures are only 3 percent and 15 percent respectively (2004 HDR). By putting decentralization in the spot light, the 2004 HDR effectively opened the stage for public debate and discussion, triggering far reaching ramifications as will be discussed in the following sections. It was also intended as a proposed blue print for possible reforms in this direction.

The 2004 HDR was the first comprehensive study of its kind on decentralization in Egypt. It analysed the theoretical and institutional dimensions of decentralization, covering three dimensions, namely administrative, political and fiscal decentralization. The report addressed decentralization in all key service sectors including education, health, housing, sanitation and microfinance. It underlined the relationship between decentralization, development and poverty reduction and explored possible constraints in implementing decentralization such as weak accountability and participatory mechanisms.

The report was conceptually designed so as to make use of a theme–sector matrix. The main themes are political, administrative and fiscal decentralization, and the report covers major components such as local governance, private sector participation, voice of the poor, civil service reform, capacity building and stakeholders. This thematic framework was linked to the basic service sectors – notably health and sanitation, education, housing, irrigation and microcredit. The existing setting for each sector was explored, with special focus on institutional and regulatory frameworks, constraints, weaknesses and areas where reform was necessary. The potential for implementing decentralization in each of the sectors was then analysed, together with the related benefits, obstacles, risks and suggested processes.

The **2005 HDR** – which was being printed at the time of this evaluation – proposes to policy makers the elements and principles of a new pro-poor and pro-growth social contract for Egypt. The report draws a vision for Egypt up to 2015 by exploring alternative scenarios that give numerical and time-bound targets to meet the basic requirements and aspirations of Egypt’s less privileged for a better life. The report promises to be another important addition to Egypt’s HDR series by proposing 10 principles that, if fulfilled, can deliver pro-poor social citizenship rights that can promote economic growth, reduce poverty and achieve social justice. This framework addresses the poverty-growth-inequality nexus and suggests a way to conceptualize public goods so that they have a significant impact on the equitable and effective distribution of assets and capabilities. It also highlights the results of a specially commissioned survey to gauge citizens’ demands.

The report proposes and calculates the cost for four specific deliverables that make the principles of the new social contract operational. These are pro-poor quality education for all, pro-poor health insurance for all, a targeted social insurance programme, and an integrated package of income transfers and service access for families in extreme poverty. In addition, it proposes access to low income housing and appropriate

sanitation. The report also presents an aggregate macro-model to forecast economic growth in Egypt over 10 years using two scenarios: business as usual and best case scenario.

## **II) Trajectory of NHDR: production, ownership and dissemination**

### **A) Production**

After the publication of two issues of the global HDRs, the UNDP country office in Cairo convened, in late 1991, a meeting of a group of enlightened Egyptian intellectuals from different political and spiritual background (liberals, marxists, seculars and islamists), to review the modalities of operationalizing the HD concept in the Egyptian context. The group recommended getting in touch with the semi-governmental institute INP, which included a board of directors chaired by the Minister of Planning, and regrouping a pool of highly qualified professors in different fields of social sciences.

The INP proposed, through a memo addressed to the Minister of Planning, to be in charge of the preparation of the NHDR, with technical and financial support from UNDP. INP also formed an advisory committee headed by the director of the institute, which included other selected institute staff (the project coordinator and the administrative officer), a UNDP representative and an international consultant. Contributors of the background papers were selected from a pool of qualified professors from INP as well as from outside. A steering committee was also established to streamline the production process and oversee the daily management of the project.

Since Egypt's first HDR, published in 1994, until the most recent in 2005, nine reports have been published with varying time lapses. As mentioned in the introduction, one may distinguish five different areas of these reports: i) the first area covered the first two reports (1994 and 1995) and introduced the concept of HD, the HDI, participatory development and the 20/20 approaches; ii) the second area (1996 and 1997/98) focused on poverty and social spending; iii) the third covered specific issues such as education (1998/99) and globalization (2000/01); iv) the fourth area (2002/03 and 2004) focused on the issue of decentralization; and v) the fifth area, covering the most recent 2005 report, proposes to policy makers a new pro-poor, pro-growth social contract, and a vision for Egypt until 2015.

The production process of the HDR may be characterized by three features: (a) All nine reports are of a high caliber and two of them have had a strong impact at the national as well as local levels – the 'Poverty' (1996) and the 'Decentralization' (2004) reports; (b) since the publication of the first report in 1994, an HDI was calculated at both the national and local (governorate) levels, thus stressing regional disparities and preparing the ground for the publication of a series of governorate human development reports (GHDR), as will be mentioned at a later stage; and (c) special attention was given to data accuracy and data collection. Indeed, updating of data bases, development and refinement of indicators, and undertaking of special surveys for specific reports were implemented in close cooperation with the Information Decision Support Center and CAPMAS. For example, a semi participatory assessment survey on people's perception of poverty was conducted in connection with the poverty report in 1996. Similarly, a field

survey on household patterns of expenditure in seven governorates was conducted in connection with the 1997/98 report.

While UNDP Cairo supported the whole series of Egypt's HDRs, early reports received a lot of guidance and advice from the HDRO and Bureau for Policy and Programme Evaluation at UNDP headquarters in New York; they also received input from several UN agencies in Egypt.

It is important to note that the production management process of the HDRs shifted with time. The process began with INP ownership during 1994-1999, went through a transitional period from 2000-2003, and was finally shifted to UNDP starting in 2004. During the first phase, INP managed the production process with efficient, but discrete, UNDP support. Following the nomination of the project coordinator as INP director in 2000, and then as Minister of Planning in 2001, INP's involvement was weakened, although its contribution remained important until 2003. After that date, UNDP took over the management of the production process, and INP's contribution became minimal, despite the fact that some INP professors contributed, in their personal capacity, to the last two reports and that INP continued to produce statistical annexes for the last two reports.

As mentioned earlier, the publication of an HDI at the local level and the 2003 HDR triggered the preparation of local HDRs at the governorate level (GHDR) as of 2004. Indeed, a memo was sent to the Prime Minister by the end of 2003 to prepare a GHDR that took into consideration disparities within the same governorate. Seven governorates were selected in the first phase, and their reports have already been published. It is expected that 12 other governorates' reports will be published during 2005, and the remaining 8 in 2006. It is to be noted that a project document was signed recently with UNDP to cover a new round of GHDRs from 2006 – 2009.

Although UNDP supports the production of both HDRs and GHDRs, field interviews revealed the absence of coordination between the two sets of reports, "No relation between national and governorate reports exists at the moment. There should be coordination between the two. An exercise to examine reliability, compatibility and comparability of data used in both initiatives should be conducted as discrepancies are likely to exist. It is the duty of the Ministry of Planning to coordinate between the two reports." (Box I)<sup>3</sup>

It is worth mentioning that neither the literature review nor the interviews revealed a real civil society organization involvement in the production process. This may be explained by the limited role presently played by civil society organizations in Egyptian society, and the strong implementation of indicative planning exercises in this country. However, in a recent effort to engage non-governmental organizations (NGOs) in a dialogue on HD and challenges facing Egypt, the Chairman of the National Federation for NGOs circulated copies of the latest HDRs and convened round table discussions on the pertinent issues raised by the reports.

---

<sup>3</sup> Annex A, Review of literature and summary of interviews, contains all the substantive boxes



## **B) Ownership**

Ownership and management of the production of Egypt's HDRs passed through three distinct phases. As mentioned earlier, ownership of the HDRs began with the INP during 1994-1999, went through a transitional period from 2000-2003, and was finally shifted to UNDP starting in 2004. Such a shift in ownership is reflected by the fact that the first six HDRs did not bear the UNDP logo as UNDP was content to support the HDRs effectively but discretely in order to strengthen the sense of ownership. In early 2003, the UNDP logo appeared on the cover page alongside INP's logo, signifying UNDP's more prominent partnership with INP. Indeed, UNDP became more substantively involved in the production of the reports. This shift reflects UNDP's desire to achieve greater quality control and impact. On the other hand, as mentioned earlier, the departure of the national project coordinator, who was appointed Minister of Planning in 2001, weakened INP's robust contribution to some extent. It is important to examine the pros and cons of this shift.

The literature review and field interviews reveal three conditions for successful ownership by a national entity. First, the national entity entrusted should have sound technical capability. Second, it should have a large measure of independence from government interference. Finally, it should be able to criticize government's policies. INP fulfilled these three conditions during the second half of the 1990s. Indeed, the most important report during that period, the 1996 report on poverty, was very critical of the government's policies, and drew attention to the high poverty incidence in Egypt. However, as mentioned by one interviewee, there was always a minimum of self censoring within INP, while dealing with HDR topics.

Field interviews also revealed that the HDRs' recommendations are more easily accepted by government agencies and ministries when proposed by a national institute, and that access to data in different ministries is easier when requested by semi-governmental bodies. Indeed, as mentioned by the project coordinator of the most recent reports, "...presence of national sponsoring institution allows for ease of communication and accessibility to data." (Box II).

On the other hand, publishing HDRs under UNDP's direct supervision has given the reports credibility and more space to discuss the government's policies since it comes from an independent and trusted source. In addition, strong UNDP involvement will ensure the maintenance of a high level of quality of the reports.

At this point it is worth mentioning the issue of capacity building. There is no doubt that UNDP support strengthened the INP at all levels through the publication of Egypt's HDRs. At the intellectual level, INP's staff was exposed to the international debate on HD issues through their invitation to several launches of global HDRs. The

former UNDP Administrator sent copies of the first Egyptian HDR to Resident Representatives, asking them to use it as a model. In addition, this report was presented at the World Summit for Social Development in Copenhagen in 1995.

At the regional level, the UN Economic Commission for Western Asia (ESCWA), attracted by the scientific reputation of Egypt's first HDR, organized an expert group meeting in May 1995 to present the successful Egyptian experience, and to review other experiences in preparing NHDRs in Arab countries. Sixty-one participants representing 16 Arab countries were present at this meeting, where six experiences of NHDR preparation were presented – Egypt, Tunisia, Palestine, Lebanon, Morocco and Iraq. In addition, two expert group meetings were jointly organized by ESCWA and INP after that date: Improving Standard of Living in Arab Mashrek Countries (November 1997, following the poverty national report in 1996) and Governance, Socioeconomic Development and Poverty Eradication ( November 2001).

Based on the above, we strongly believe that an ideal situation would be the preparation of HDRs by a national institute, fulfilling the above mentioned success criteria for production, in close cooperation with UNDP. The INP in Egypt is still considered the most suitable entity for this purpose, provided UNDP continues to ensure quality control and autonomy of the report. “In the final analysis, the success of any intervention by an international organization is subject to the enabling political environment, to good social communication and solid partnerships. It is a matter of sending the right message, to the right people, at the right time. It is a matter of empowering people to manage, in their own way, complexity, diversity and change.” (Box II)

### **C) Dissemination**

The dissemination process in Egypt was characterized by three important events. The first one was the 26 Governors' Round Table held in 1994, where governors were introduced to the concept of HD and where HDI disparities per governorate were explained. This drew the governors' attention to specific developmental issues. “The governors agreed on a 21 point declaration, which endorsed the holistic concept of sustainable human development, and pledged their commitments to establish the necessary mechanisms to achieve the goal.” (Box III)

The second event was the Fayoum Declaration in 2004, where governors adopted the idea of preparing the GHDR to better reflect disparities within the same governorate, and where they expressed their intention to plan at the local level, taking into consideration these disparities. They also “...pledged to use reports as guidelines and references for decision making.” (Box III).

The third event was the exceptional launch of the 2004 NHDR, which is devoted to the theme of ‘Decentralization for Good Governance’. Indeed, this launch was intended to put political, fiscal and administrative decentralization at the forefront of the reform debate. It took place on 12 October 2004 and was addressed by the Prime

Minister, the Minister of Planning and the UN Coordinator. The event was attended by the Minister of Investment, Minister of Finance, Minister of State for Local Development, a number of governors and ruling party figures as well as opposition party figures. Media coverage of the ceremony was intended to highlight the findings of the report in the local and regional media, stir debate, as well as promote the report as a useful tool not only in Egypt but across the Arab world. Part of the media strategy was to target renowned columnists, and all media representatives were provided with press kits.<sup>4</sup>

Finally, another interesting feature of the dissemination process is the recent establishment of a website where all reports can be downloaded.

Prior to the 2003 HDR, the United Nations Information Centre assisted UNDP and INP in all activities relating to dissemination including preparation for the launching ceremony, organization of media coverage and follow up. Since 2003, UNDP's Information, Communication and Reporting Unit has assumed this role.

Based on the literature review and interviews, a few deficiencies in the dissemination process were revealed: (a) limited copies for free distribution to ministries and governorates; (b) absence of a systematic programme of workshops and seminars to explain the content and main recommendations of the report; and (c) absence of a simplified version for public use. "Notwithstanding the prominence and significant impact of the HDR in Egypt, opportunities for its dissemination have not been fully exploited. This is largely the result of the inadequacy of the print-run and the very limited distribution that does not often exceed one or two copies per ministry or Governorate. The absence of publicized outlets for sale or distribution of the HDR also limits its dissemination. The preparation of a simple abbreviated version of the report and particularly of the indicators tables for the benefit of non-technical users should enhance the HDR's accessibility. Presenting simple explanations of what the indicators mean will also enhance the accessibility of the HDR."(Box III)

Another important shortcoming of the dissemination process is the limited targeting of specific groups including parliamentarians, university professors, etc. "New groups of potential users should be identified and targeted. Great focus on the parliamentarians should be considered in this regard. It is true that the report is often mentioned or referred to in the parliament. However, it does not seem that there is a systematic programme to disseminate the report to parliamentarians and encourage its use by them." (Box III)

---

<sup>4</sup> A total of 70 mid-level and senior journalists and 20 columnists from all national, opposition, independent, regional and international media outlets were invited. This included national daily newspapers published in Arabic, English and French. Local television channels, in addition to regional networks from the Arab world such as *Al Jazeera*, *Al Arabya* and *CNBC Arabia*, also attended and covered the event. Radio coverage of the event by BBC Radio and Voice of the Arabs radio also took place.

### III) Impact

#### A) National level

There is no doubt that Egypt's series of HDRs have had a positive impact on the socio-political life in Egypt. Firstly, they created an environment conducive to supporting HD issues and following up on Egypt's HDI ranking at the international level. They also created issues for debate within and amongst the different political parties. Different parliamentary and ministerial committees were established to follow up on the HDRs' recommendations. By ensuring the disaggregating of data and indicators by gender, the HDR supported the mainstreaming of gender in policy and decision making and will ultimately lead to policies and programmes that aim at narrowing gender gaps.

Attention was drawn to regional disparities, and resource allocation to different social sectors and governorates were based on the HDRs' findings. "Egypt's NHDR has played an important role in raising awareness about HD issues in Egypt and has contributed significantly to the national development debate. Data and analysis presented in the HDR have been used to direct resources to human development concerns and to under-developed regions. The HDR remains the most prominent and comprehensive development report in Egypt." (Box IV)

Political parties, including both the ruling and opposition parties, have used the HDRs to support their respective views. Recently for example, and due to the relative freedom of expression, "*Al Wafd* party criticized the government on the basis of the four last reports. However, there is no real change on the ground." (Box IV).

The two most influential reports in the political debate were, as mentioned earlier, the 1996 Poverty Report and the 2004 Decentralization Report. A special parliamentary session was convened to discuss the poverty report and its findings. Indeed, the poverty issue was discussed within the ruling National Democratic Party, thus influencing the Presidential electoral campaign. "HDR was very effective in raising awareness on the issue of poverty. This allowed the government to adopt pro-poor policies. For the very first time, the National Democratic Party openly adopted a pro-poor dialogue. This was taken up by the economic committee. This had a direct impact on the President's election campaign and pledges made to the poor." (Box IV)

Similarly, the issue of decentralization was discussed in the Parliament, and a ministerial committee was appointed to discuss it and come up with practical recommendations. "The 2004 report was discussed by the cabinet of ministers and the National Democratic Party. The report helped flag issues, diagnose problems and set priorities. As a result of 2004 report, decentralization was initiated on a pilot basis in the education sector." (Box IV). Finally, based on the most recent reports, the issue of social contract, which deals with reviewing the assistance system, social security and medical insurance, is being discussed and a committee for social security was established within the ruling National Democratic Party.

However, the most important impact of the HDRs at the national level remains the allocation of resources towards the neediest governorates and villages, although this is still on an experimental basis. Indeed, as a result of the 2004 report, decentralization was initiated on a pilot basis in the education sector, and a pilot initiative to target commodity and energy subsidies is being launched in the Suez Governorate. Finally, at the start of the 2005 fiscal year, a decision was taken to move 15 percent of total government expenditure and school building activities to the governorates.

## **B) Governorate level**

The NHDRs as well as the GHDRs, which began to be published in 2004, had an impact at the governorate level. As mentioned earlier, the 1996, 2002/2003 and 2004 HDRs particularly stressed on regional disparities. The GHDRs were very influential in creating awareness on HD issues at the local level and among different strata of the population. Indeed, the Governors' Round Table convened in 1994 proposed "...to examine the causes of development disparities and to find effective solutions." Similarly, Governors in the Fayoum Declaration "...pledged to use reports as guidelines and references for decision making." (Box V).

Through the preparation of the GHDRs, the local population expressed major challenges facing its socio-economic development and proposed alternative solutions. Professors in local universities were introduced to the concept of HD through their participation in the preparation of the GHDRs. "The governorate reports were demand driven and addressed the most pressing needs of local populations. Meetings at the localities have allowed stakeholders to express their aspirations and voice their choices and priorities...Impact of local reports at the governorate level reached the following categories: (a) governors and decision makers were empowered with a scientific tool and sensitized to the concept of HD; (b) local executive and popular council members became sensitized to the concept of HD; (c) local experts and professors from regional universities were heavily involved in preparation of the reports; (d) capacity building is evident through the holding of 120 workshops for experts to develop local indicators; (e) a local newsletter on HD is published for the 26 governorates; and (f) 32,000 staff were involved in data collection at the *marakiz* level." (Box V)

It is worth mentioning here that the GHDRs drew attention to regional disparities both amongst governorates as well as within governorates. "The governorate reports pointed to the large discrepancies between rural and urban regions within each governorate, and to the gender gaps in development. They identified illiterate women and women heading households as the most vulnerable." (Box V).

In particular, the 2002/2003 HDR drew attention to a large discrepancy in development across the country, with stagnation in Upper Egypt and growth in Lower Egypt.

However, the most important impact at the governorate level was the directing of resources to the neediest regions, and the establishment of the Municipal Initiative for Strategic Recovery (MISR) project in 2004, covering the lowest ranking HDI in 58 regions (*marakiz*) in 10 governorates. Indeed, as of the 2005 fiscal year, resource allocation to different villages is based on an index combining the population of the village and its HDI ranking. “One of the most influential impacts of the governorate reports has been the impact on resource allocation at the local level. In fiscal year 2005/06, resource allocation is based on a more equitable distribution of resources based on each village’s level of development (or deprivation) and its population. Previously, resources were allocated equally to all villages regardless of needs and disparities.” (Box V).

It is also to be noted that 20 percent of the funding allocated to the governorates is now unified in one pool, and distributed on the basis of HDI ranking.

The MISR project was a direct output of the 2002/2003 NHDR, and was in answer to the Prime Minister’s request to develop a programme for addressing the needs of villages with the lowest HDI. “This resulted in the formulation of the MISR programme, which targets over 13 million beneficiaries in 58 municipalities.” MISR is presently “...lobbying for the establishment of a national committee or council for village development in Egypt to coordinate between all actors and ministries, which is to be headed by the Prime Minister. The proposed national council would comprise of: (a) social fund; (b) housing; (c) ORDEV; (d) MISR; (e) central government; and (f) donors.” (Box V).

### **C) Intellectual partners in development and UNDP corporate levels**

The production process of the HDRs triggered a discussion among intellectuals in Egypt. The participation of Egyptian intellectuals in international forums for global HDR launches and the presentation of their experiences in this domain also enhanced this intellectual environment. Furthermore, sharing experiences with other Arab countries on the preparation of HDRs also helped boost the discussion on HD issues. Indeed, many Egyptian experts, solicited by UNDP country offices or by UN-ESCWA, were asked to assist in preparing NHDRs in various Arab countries. As expressed by an Egyptian analyst, the publication of the HDR “...is considered one of the most important scientific events witnessed in Egypt in 1994.” (Box VI).

Also to be mentioned is the creation of an intellectual awareness on HD issues at the regional level, through the participation of professors of regional universities in the preparation of the GHDRs. Journalists were also exposed to the concept of HD through specific training.

However, interviews indicated that this intellectual debate on HD issues was not systematized or formalized in any way. For example, neither was a course on HD issues formally introduced in universities, nor was a regular training system on HD for different groups of intellectuals and professionals adopted.

There was a positive reaction in the donor community following the publication of Egypt's most recent HDRs. The MISR project, which was established following the 2002/03 HDR, is supported by Holland, Canada and UNDP. Based on the outcome of the 2004 report on decentralization "...the Dutch government supported institutional reform and decentralization in the water sector. Eight million Euros were allocated, and the Dutch contribution of 20 million Euros triggered the mobilization of US \$250 million from the World Bank in support of the Integrated Irrigation and Management Improvement Project. Based on that report also, amendment of Law 12 was introduced and a national water resource plan for 2017 was prepared." (Box VI)

On its end, the World Bank has greatly benefited from the outcomes and statistical annexes of Egypt's HDRs. Based on the recommendation of the 2004 report, the Bank created a matrix to use as a starting point to negotiate with the government on providing support for decentralization efforts.

USAID also benefited from the outcomes of the 2004 report and initiated a project on decentralization with the Ministry of Local Development. "The Prime Minister provided a written commitment regarding decentralization as a prerequisite for document signature. The project aims at introducing some measures of fiscal decentralization, strengthening local participatory decision making and increasing local autonomy. The 2004 report was very timely in that it saved USAID a lot of time and effort in conducting a parallel study on decentralization." (Box VI)<sup>5</sup>

At the corporate level, HDRs produced jointly with the INP have given UNDP considerable visibility and have consolidated UNDP's role as the coordinator for UN development assistance in the country, through empowering it with a strategic tool for macro-level analysis and policy dialogue. Successive HDRs have been valuable inputs in the process of preparing the United Nations Development Assistance Framework and the Common Country Assessment. Thus the role of the HDRs in harmonizing the UN, and to a lesser extent bi-lateral donor development assistance, has been significant at the country level.

Furthermore, Egypt's HDRs have been beneficial in targeting scarce UNDP resources for programmes and projects with high impact. The recent involvement of UNDP staff members in the production of various HDRs (through strategic advice, written contributions, backstopping, review of drafts, checking for data consistency, etc.) has helped strengthen the capacity of the UNDP Cairo office. Finally, the involvement of members of the donor community in the review process of the report has had a positive effect on cooperation and coordination within the donor assistance group operating in Egypt.

---

<sup>5</sup> It is to be noted that representatives of donor agencies that were interviewed were only acquainted with the impact of the most recent reports, since they were appointed in the last two to three years only.

## IV) Lessons learned

There is no doubt that the NHDRs and GHDRs in Egypt have had a tremendous impact on development, far more than many other development projects. They represent a success story to be supported and emulated, not only in Egypt, but also in other Arab countries and at the international level. The first lesson learned from the production process is the importance of identifying a *national institute* to manage the process and own it in close cooperation with UNDP. It is also important to formalize and institutionalize the process by establishing an Advisory Committee, a Peer Review Group, and other important bodies, so the process is not affected by the departure or appointment of any coordinating team member.

The review of the Egyptian experience also shows that it is important to disaggregate data at the governorate as well as regional (*marakiz*) levels to calculate corresponding HDI, to prepare a strong reliable database, and undertake specific surveys for the reports' preparation.

The nomination of a national institute to manage and own the reports has its advantages since a national institute normally has easier access to government data, a relatively easier way to reach policy makers and influence their decisions. These advantages are important in the Egyptian context, where indicative planning still prevails. However, such a national institute should fulfil three main criteria in order to be well equipped to manage and own the reports: (a) it should have a competent pool of social scientists; (b) it should have a critical approach; and (c) it should be able to objectively criticize any government position.

It is also important to keep a strong UNDP involvement and partnership in the process, since UNDP keeps an eye on the scientific standard of the report, conveys HD messages emanating from global HDRs, and enhances the credibility of HDRs.

It is worth mentioning the importance of national capacity building through the process of producing HDRs, which is expected to last for more than a decade. As mentioned earlier, the success of any intervention by an international organization "...is a matter of empowering people to manage, in their own way, complexity, diversity and change." (Box II).

Dissemination and outreach activities, particularly the launch ceremonies, have been successful in raising the visibility and publicity of HDRs at the national level. The format and process of dissemination of the HDRs has essentially remained unchanged since 1994, with the launch ceremony serving as the pinnacle of the process. Much of the collaborative efforts of UNDP, INP and the reports' teams over the years have been invested in preparations leading up to the event and the event itself. Post-launch activities have been somewhat more limited in the absence of longer term follow-up strategies.



The impact of HDRs is evident in Egyptian society. Not only is there a general awareness about HD issues in the whole country, but the HDRs' findings and recommendations are discussed within all political parties, as well as in various parliamentarian and ministerial specialized committees.

Most importantly, part of government spending is now allocated to the neediest governorates based on their respective HDI ranking. This index has created a healthy competition among governors, similar to the impact of the international ranking of Egypt, which triggered the attention of high ranking Egyptian policy makers. Similarly, the GHDRs triggered popular participation at the local level. Resources are directed to the neediest villages using a combined index of population size and the village HDI.

Finally, preparation of the NHDR and GHDR has entailed strong assistance from the donor community. As mentioned earlier, Denmark, Canada, World Bank and USAID supported both financially and technically the outcomes of the most recent reports. It is important to keep such positive relationships with the donor community, and to involve them in a more systematic way in the production process of the reports.

## **V) Recommendations**

### **1) General**

- 1.1. INP and UNDP should continue their cooperation and explore new modalities of collaboration so that the production process of the HDRs becomes a real joint and owned product.
- 1.2. UNDP should continue its financial and technical support to both the NHDR and GHDR for years to come, due to the reports' high positive impact on the development process in Egypt.
- 1.3. Methodology used for data collection in both the NHDR and GHDR should be standardized, and data generated at both levels should be coordinated.
- 1.4. Coordination between GHDR and MISR project should be strengthened in a way that GHDRs provide the necessary data and analysis to be used by MISR's operational projects.
- 1.5. Greater roles for civil society organizations, including NGOs, should be secured, and special attention should be paid to their effective involvement in the whole process – from production to dissemination to ownership phases.

### **2) Specific**

#### **2.1) Production**

- 2.1.1) The production process of the HDR and GHDR should be institutionalized and formalized, so that an Advisory Committee and a Peer Review Group can be established for each specialized report. Representatives of INP and UNDP will assure continuity, while other members of the group / committee may be changed according to the selected theme.
- 2.1.2) The theme of each HDR could be selected by a Ministerial Cabinet, on the basis of recommendations from both INP and UNDP, so that it is demand driven and has a direct input into policy and decision making.
- 2.1.3) Data collection, statistical methodology, and the undertaking of statistical surveys to be used in the reports should be given utmost importance. Alternative estimates for sensitive data should be provided.
- 2.1.4) Time lapses between reports should be standardized, and a report's duration should be reviewed based on available technical capacity and budget allocation.

#### **2.2) Dissemination**

- 2.2.1) Simplified versions of the HDR should be prepared for the common public.
- 2.2.2) Short documentaries / videos/ presentations should be created for policy makers (Presidential Palace, Ministerial Cabinet, Parliament, etc), summarizing the most salient features of the situation and the main recommendations of the HDRs.

- 2.2.3) A dissemination programme should be prepared for both *pre* and *post* launching, so that the outcome of the report remains on the national developmental agenda.
- 2.2.4) Resources should be allocated to provide sufficient free copies for distribution to related governmental bodies and civil society organizations.
- 2.2.5) Use of HD in universities and other intellectual circles should be formalized.
- 2.2.6) A recurrent training system for policy makers, journalists, etc. on HD issues should be instituted.
- 2.2.7) Private sector should be engaged with a social record in sponsoring special events.
- 2.2.8) The circle of partnerships and networking for HD should be widened by involving a larger number of civil society organizations, civil society activists and youth representatives in the launch events.
- 2.2.9) The web should be used more for online discussions and debate of HDRs and GHDRs.

### **2.3) Impact**

- 2.3.1) Accurate tools to direct government's investment towards the neediest governorates, taking into consideration their HDI ranking, should be elaborated.
- 2.3.2) Analysis at the village level should focus on a few, pertinent variables.
- 2.3.3) Participation of donor countries' in the production and dissemination process should be formalized and activated.

## **ANNEXES**

## A) Review of literature and summary of interviews

### Box I: The production process

- “UNDP’s country office in Cairo took the initiative to form a think tank in late 1991, to examine the various constituents of sustainable human development and human development in the light of Egypt’s realities. The think tank brought together an eminent group of Egyptian intellectuals of diverse ideological and spiritual (both religious and secular) persuasions and professional backgrounds.” (UNDP 1995, p 2)
- “The first step was to identify a legitimate national body that could undertake analysis to upgrade the database and to establish a HDI for Egypt. The Institute of National Planning was approached, and responded to the idea with enthusiasm.” (UNDP 1995, p 5)
- “The global human development report supported by UNDP was a major instrument for understanding the concept of people centred, environmentally sustainable development and for data collection and analysis. UNDP also enabled the national team members to access the international debate by supporting their participation in international seminars and colloquia in Egypt and abroad.” (UNDP 1995, p 5)
- The initial idea of preparing a short study was converted into the idea of preparing an HDR following the international prototype report. Based on UNDP’s request, a proposal was drafted to prepare the NHDR through INP, rather than simply an intellectual paper to UNDP. A memo was sent to the Minister of Planning to that effect (interviews).
- “The preparatory phase of each HDR included consultations with experts and other relevant parties. There were no formal terms of reference for such consultations or for the selections of the contributors.” (Moez, p 31)
- “To insure continued effectiveness of the report, its professional integrity and the intellectual independence of its preparation must be consolidated. Perceptions of the reliability of the report’s data must be further enhanced by further strengthening transparency of its methodology and efficacy of its consultation process. Presenting alternative estimates of important indicators will give the report a stronger image of impartiality.” (Moez, p 32)
- “The consultative process should be expanded and made more systematic by establishing an advisory committee (AC), as stipulated in the HDR document, and a peer review scheduling mechanism to review HDR drafts. The HDR’s coordinator would prepare a timetable scheduling the meetings of AC and its inputs as well as those of the peer review. The consultative process would look into the adequacy of, and any modifications to, the indicators to be strengthened.” (Moez, p 33)
- To become demand driven, the report’s theme could be selected by the ministerial cabinet (interviews).

- A shift in management of the report occurred during 2000/2001. The steering committee was cancelled. The report was given to a consultant. The INP director was no longer in charge of the report (interviews).
- Fewer people from INP were involved in the production of the last two reports. However, they were responsible for Chapter 2 on measuring HD as well as the statistical annexes (interviews).
- Apart from consulting a large number of national experts like El Kassas on environment and Ibrahim Saad El Din, the 2004 report depended on international experts, such as Robert Springboard for political economy and Eduardo Weissner for fiscal decentralization (interviews).
- A memo was sent in 2003 to the Prime Minister to prepare local HDRs at the governorate level. Seven reports were selected as a first phase, and were published in 2004; 12 are to be published in 2005 and the remaining 8 in 2006. A project document was recently signed with UNDP to cover a new round of reports during 2006-2009. The average cost of one report per *mohafazat* is US \$85,000. The preparation process entails three meetings at the village level: (a) explanation of the concept; (b) status of HD; and (c) vision. Around 14,000 meetings over four to five months took place (interviews).
- The HDRs at the governorate level (GHDR) are completely independent from the NHDR and there is absolutely no connection or coordination between the two initiatives at the central or local levels, despite being generically connected, and despite the fact that both are funded by UNDP (interviews).
- No relation between national and governorate reports exists at the moment. There should be coordination between the two. An exercise to examine reliability, compatibility and comparability of data used in both initiatives should be conducted as discrepancies are likely to exist. It is the duty of the Ministry of Planning to coordinate between the two reports (interviews).
- Following is a list of proposed topics for future NHDRs: (a) employment and unemployment; (b) water resources; (c) housing; (d) energy; (e) poverty; (f) education; (g) gender issues; (h) income distribution; (i) transparency and accountability; and (j) civil society (interviews).

## Box II: Ownership

- The fact that the producer of Egypt's HDR – the Institute of National Planning (INP) – is a public entity with strong governmental relationships has pros and cons. On the positive side, it facilitates the recognition /ownership of the HDR's messages and issues by government officials. It also allows INP considerable access to government data. It is doubtful that such access would be available to a private, or even more, a public academic entity. On the negative side, INP's public status limits the range of freedom of analysis and expression that it can comfortably exercise in the preparation of the HDR. There are allegations that it increases self-censorship by the HDRs' authors. This is not to say that there are restrictions on the INP. However, a private or more independent academic or research entity could have greater leeway in analysis and presentation of data and policy recommendations. Means should be considered to ensure that the existing structure for the production of the HDR sustains the advantages of its governmental status and at the same time acquires those of a fully independent research institution (Moez, p 30).
- Copyright is a problematic area in four of the nine reports analysed. Egypt, Iraq, Palestine and Yemen are copyrighted to non UNDP organizations. The issue of copyright is complicated, because on one hand HDRs are brand products of the UNDP, and on the other hand NHDRs are supposed to be nationally owned. This tension is exacerbated by the absence of a clear UNDP policy on copyright. This subject is to be resolved immediately (Arab States Report, p 7).
- It is important for a governmental institute to prepare the report for two main reasons: (a) it would be instrumental in attracting the attention of governmental bodies; and (b) it would be easier to seek collaboration of governmental bodies (interviews).
- The collaboration of a governmental body with UNDP is an ideal situation. The involvement of a governmental body would avoid a non accepted recommendation, and the presence of UNDP would give the report credibility and distance from government preaching (interviews).
- The presence of UNDP as co-sponsor for the HDR is important to lend the report credibility and reliability, and to ensure that the report is not seen as just another government report (interviews).
- The importance of the UN umbrella is that it gives the report credibility, more so than any other party would provide (Americans, for example) (interviews).
- Both formulas for preparing the report are correct. Personal preference where it is embedded within an institution because the database is there and the institution may recruit external consultants if required. Present team did not have readily available access to information and data for the health section for the 2005 report. Presence of national sponsoring institution allows for ease of communication and accessibility to data (interviews).
- "In the final analysis, the success of any intervention by an international organization is subject to the enabling political environment, to good social communication and solid partnerships. It is a matter of sending the right message,

- to the right people, at the right time. It is a matter of empowering people to manage, in their own way, complexity, diversity and change.” (UNDP 1995, p 7)
- The project was nationally executed to enhance ownership. UNDP refused to have its logo printed on the HDR cover so as to strengthen national ownership. A crucial point was raised regarding the current leadership and ownership of the report (interviews).
  - Report preparation had a positive impact on capacity building at INP. Several researchers were involved. The ownership of the report should not change from year to year. INP is capable of taking over the report, with the assistance of independent professors (interviews).
  - There is support for the idea of an institution (INP) preparing the report, especially since the capacity and a solid database already exist. For example, the collection of health data for the 2004 report took too much time; it is easier and faster to go through a national institute. Ministers will be more likely to accept critiques coming from a national entity rather than from a private one (interviews).
  - The report should maintain national ownership. The new management is not in the right direction (interviews).
  - The reports were prepared ‘under cover’ of a national institution without any UNDP involvement. Anything published with the UNDP logo and concepts should have a substantive input from UNDP, with UNDP as a strong partner. UNDP was excluded before. As ‘guardians of the faith’, UNDP has to be involved in order for the report to be used in UNDP programming and as an advocacy tool. UNDP’s role in maintaining quality control is critical (interviews).
  - National ownership does not mean publication by a governmental entity. It might be desirable to change the ownership of the report every year. It could be published by an academic institution, individuals, or an NGO. Capacity building of one institution is not the purpose of the HDR because capacity is created through the process of producing the report, and when the report is used by end users (interviews).
  - Ideally the report should bear the logo of UNDP solely (interviews).
  - Ownership with INP was a mistake. The current practice is more effective as it allows for more impact and critical thinking. There is no need to institutionalize the exercise. The present formula is the best case scenario. The authors can be changed – the assignment can be given to a university one year and to an NGO the next year (interviews).
  - The party in charge of the report should be an independent body, and critical vis-à-vis the government. National institutes may propagate false statistics; for example, the ministry of education mentioned a 99 percent enrolment rate. The information should be reliable (interviews).



### **Box III: The dissemination process**

- Notwithstanding the prominence and significant impact of the HDR in Egypt, opportunities for its dissemination have not been fully exploited. This is largely the result of the inadequacy of the print-run and the very limited distribution that does not often exceed one or two copies per ministry or governorate. The absence of publicized outlets for sale or distribution of the HDR also limits its dissemination (Moez).
- The preparation of a simple abbreviated version of the report and particularly of the indicators tables for the benefit of non-technical users should enhance the HDR's accessibility. Presenting simple explanations of what the indicators mean will also enhance the accessibility of the HDR (Moez).
- In addition to considerably greater gratis distribution to government, the report's availability for purchase should also be expanded. Outlets for sale or distribution of the HDR should be publicized. Contracting professional/public distributors could be considered (Moez).
- New groups of potential users should be identified and targeted. Great focus on the parliamentarians should be considered in this regard. It is true that the report is often mentioned or referred to in the parliament. However, it does not seem that there is a systematic programme to disseminate the report to parliamentarians and encourage its use by them (Moez).
- Means to extend the media's shelf life of the HDR should be explored. This could entail organization of more events such as workshops and seminars around the HDR, and linking the launch of the global HDR to the national one (Moez).
- Impact of the reports needs to be strengthened through post launch follow-up roundtables, seminars etc; the hype of the launch soon dies down, and post-launch stock taking events need to be arranged in order to discuss the reports with a wide range of stakeholders (interviews).
- During report preparation, lead authors are asked to forward main messages in order to prepare press releases for the launch. These are usually provided last minute. The Information, Communication and Reporting Unit of the UNDP is responsible for expressing these messages in less technical terms so that they are understood by everyone. The Unit prepares a press kit for journalists for pre-launch and launching events in both English and Arabic (interviews).
- The Unit invites both the press and media. Journalists and the media attended the 2004 launch event. The post launch activities are limited to monitoring media coverage, press kit dissemination, and report dissemination (interviews).
- "Although only a few months have passed since its release, the report has had a very strong impact on the national policy debate. In particular, the Ministry for Local Administration in Egypt, concerned with the uneven development, has found the report to be a valuable tool for an action oriented strategy. The Minister for Local Administration convened a round table of all 26 governors, with the cooperation of INP and UNDP (July 1994). The purpose was to examine the causes of development disparities and to find effective solutions. The governors agreed on a 21 point declaration, which endorsed the holistic concept of

- sustainable human development, and pledged their commitments to establish the necessary mechanisms to achieve the goal.” (UNDP 1995, p 6).
- The Fayoum Declaration is a landmark document in which six governors pledged to use the HDRs as guidelines and references for decision making. This exhibits political commitment to the reports at a very high level. At the launching of the six reports, it was decided that a next round of 12 reports would be produced for the remaining governorates. Since then UNDP has initiated another project to support the publication of another round of reports for eight governorates over the period 2006-2009 (interviews).

#### Box IV: Impact at national level

- Outside Egypt, the UNDP Administrator James Gustave Speth sent copies to Resident Representatives inviting them to use it as a model...the national coordinator and other report's team members were invited to the launch of several GHDRs and to present the NHDR (Moez).
- The experience of Egypt with the HDR and the Governors Platform was presented at the World Summit for Social Development held in Copenhagen in 1995 (interviews).
- At the regional level, Egypt's HDR has been the leading and pioneering NHDR among the Arab States. The national coordinator and other reports' team members were invited to advise on the preparations of NHDRs in other Arab countries...a workshop held in 1995 brought together contributors to NHDRs in Arab countries to exchange views and learn from the experience of Egypt's HDR (Moez).
- Egypt's national human development report has played an important role in raising awareness about HD issues in Egypt and has contributed significantly to the national development debate. Data and analysis presented in the HDR have been used to direct resources to human development concerns and to under-developed regions. The HDR remains the most prominent and comprehensive development report in Egypt (Moez).
- In fact, an Egyptian analyst went so far as to write that the "...report is considered one of the most important scientific events witnessed in Egypt in 1994." (UNDP, 1995)
- The report (national and local) is used by both the majority party as well as by opposition parties and parliament committees (interviews).
- The HDR does a good job of including explicit policy recommendations. In particular, the detailed assessments of the success of various government programmes like subsidies, social assistance, loans and pension schemes can serve as useful policy tools for central planners (ASR).
- The NHDR has put pressure on the government and has created a lot of anticipation. The ranking of Egypt vis-à-vis other countries in the global report also put pressure on the government. It was used by the media in a scientific way (interviews).
- With the increased spread of democracy and freedom, these reports will be used by the opposition. *Al Wafd* party criticized the government on the basis of the four last reports. Usually the opposition press uses the reports. Due to the relative *infitah*, the last reports were used more by the opposition; however there is no real change on the ground (interviews).
- A significant number of researchers are members of National Democratic Party committees, which gives them access to policy makers and helps the team have an impact on policy making at the highest level (interviews).
- The poverty and decentralization reports had the strongest impact on policy making (interviews).
- The NHDR was very effective in raising awareness on the issue of poverty. This allowed the government to adopt pro-poor policies. For the very first time, the National Democratic Party openly adopted a pro-poor dialogue. This was taken up

- by the economic committee. This had a direct impact on the President's election campaign and pledges made to the poor (interviews).
- Some of the early reports were well received. The report on poverty was ground breaking. It began a whole new series on poverty in Egypt, which was not the case before. The focus on poverty 'had a tremendous impact on the country'. Other reports do not appear to have had similar impact (interviews).
  - The Shourra Council held a session to discuss the poverty report and its findings. The 1996 report was the 'take off' (interviews).
  - Big impact of the report, all World Bank missions benefited from the decentralization report. Big influence within the intellectual community (interviews).
  - The 2004 report was discussed by the cabinet of ministers and the National Democratic Party. The report helped flag issues, diagnose problems and set priorities. As a result of the 2004 report, decentralization was initiated on a pilot basis in the education sector (interviews).
  - The earliest NHDRs helped sensitize governors and acquaint them with the meaning of HD. As a result of the NHDR, attention was given to Upper Egypt (interviews).
  - The NHDR and the HDI are very important entry points for implementing decentralization at the local level. They could be used as a 'convincing point' for supporting fiscal, administrative and political decentralization (interviews).
  - A significant proposal is to use NHDR/HDI and governorate reports to target commodity subsidies and other energy subsidies. A pilot initiative will be launched in Suez (interviews).
  - The Committee on Local Administration in the Peoples Assembly is now discussing a proposed law for decentralization, which is expected to be passed during the November 2005 parliamentary session (interviews).
  - Strong impact on national planning. Governors to discuss the report. First unsuccessful attempt to plan based on disparity of HDI in 1996. The 2001 planning exercise took disparities into consideration. 2005 was the first year that accounted for HDI in the planning process. Starting in 1996/97, there was an allocation of resources based on 'shrouk index = HDI x population' (interviews).
  - Decentralization is an important issue, and has been discussed by the President and the ruling party. However, there has been difficulty in applying some of the recommendations for decentralization: for example, pricing water as advocated by the World Bank. Local committees are to manage water distribution and take charge of maintenance costs. Different parties are focusing on decentralization, including two committees in the ministry and in the parliament (interviews).
  - Decentralization involves moving of investment budget, which constitutes 15 percent of total government expenditure (*el Bab el sadis*), plus school building budget to the governorates. This scheme has been implemented in the 2005 fiscal year and will be subject to monitoring (interviews).
  - The report on decentralization had an immediate impact on policy and decision making. There was a cabinet ministerial decree to create a ministerial committee on decentralization (interviews).

- The National Democratic Party initiated discussions on a new social contract. A committee for social security was established. The Minister of Planning is the rapporteur of the committee for the new social contract dealing with reviewing the assistance system, social and medical insurance (interviews).
- The 2004 NHDR had “a phenomenal impact”. The Ministry of Planning allocated budgets on the basis of the NHDR. The report brought about a critical transformation in government thinking and in the way resources were allocated. In particular, resources were no longer distributed evenly to all governorates (interviews).
- The 2004 NHDR on decentralization supports the promotion of HD in Egypt. It is the most substantive treatment of decentralization thus far. It is a plan of action that was adopted by the Prime Minister, who said “...this is my work plan.” The theme of the report was unthinkable as recently as three years ago (interviews).

## Box V: Impact at governorate level

- “Although only a few months have passed since its release, the report has had a very strong impact on the national policy debate. In particular, the Ministry for Local Administration in Egypt, concerned with the uneven development, has found the report to be a valuable tool for an action oriented strategy. The Minister for Local Administration convened a round table of all 26 governors, with the cooperation of INP and UNDP (July 1994). The purpose was to examine the causes of development disparities and to find effective solutions. The governors agreed on a 21 point declaration, which endorsed the holistic concept of sustainable human development, and pledged their commitments to establish the necessary mechanisms to achieve the goal.” (UNDP 1995, p 6).
- The governorate reports were demand driven and addressed the most pressing needs of local populations. Meetings at the localities have allowed stakeholders to express their aspirations and voice their choices and priorities (interviews).
- Impact of local reports at the governorate level: (a) governors and decision makers were empowered with a scientific tool and sensitized to the concept of HD; (b) local executive and popular council members became sensitized to the concept of HD; (c) local experts and professors from regional universities were heavily involved in preparation of the reports; (d) capacity building is evident through the holding of 120 workshops for experts to develop local indicators; (e) a local newsletter on HD is published for the 26 governorates; and (f) 32,000 staff were involved in data collection at the *marakiz* level (interviews).
- The Fayoum Declaration was a landmark document in which six governors pledged to use the HDRs as guidelines and references for decision making. This exhibits political commitment to the reports at a very high level. At the launch of the six reports, it was decided that a next round of 12 reports would be produced for the remaining governorates. Since then UNDP has initiated another project to support the publication of another round of reports for eight governorates over the period 2006-2009 (interviews).
- One of the most influential impacts of the governorate reports (the ranking of various villages according to an HDI) has been the impact on resource allocation at the local level. In fiscal year 2005/06, resource allocation was based on a more equitable distribution of resources based on each village’s level of development (or deprivation) and its population. Previously, resources were allocated equally to all villages regardless of needs and disparities (interviews).
- A process of decentralization backed by a Prime Ministerial decree has been triggered, whereby 20 percent of funds going to the governorates have been unified into one pool. Originally, four separate funds were in operation (shrouk fund, investment plan, emergency plan and social fund for development). This implies that the report has been an important policy tool for decision making and an effective instrument for fiscal decentralization (interviews).
- In the future, governorate reports should concentrate on just a few, pertinent indicators. Indicators need to be fine tuned. Realistically speaking, village-level indicators have not been put to use yet (interviews).

- Allocation of resources takes into consideration the GHDR and regional disparities. Education is given great attention (enrolment, density per class, drop outs, etc.). GHDR is considered to be a base for regional financial support. There are three billion pounds (shrouk, emergency fund) to be distributed at the governorate level (interviews).
- The GHDRs highlighted both the large discrepancies between rural and urban regions within each governorate, as well as the gender gaps in development. They identified illiterate women and women heading households as the most vulnerable groups (interviews).
- A direct policy implication was the decentralization of resources for projects on education, health and water. The Governorate of Souhaje is to be used as a test. The El Said Governorate is the most disadvantaged (interviews).
- Seven GHDRs were issued in 2004, 12 are expected in 2005, and the remaining in 2006. The Ministry of Local Development is in charge of these reports. We have to take stock of all that, and think critically about it before embarking on a new round (interviews)
- The Ministry of Local Development sponsored the national rural development programme, called Shrouk; the criteria for choosing beneficiary villages under this programme were need and the ability to participate in kind. After 1997, the shrouk budget was disbursed according to the HDI. The project further adjusted the HDI to take into account population size of every village and a shrouk index was formulated (interviews).
- The 2003 NHDR showed that there has been a large discrepancy in development across the country, with stagnation in Upper Egypt and growth in Lower Egypt (interviews).
- The 2004 NHDR had “a phenomenal impact”. The Ministry of Planning allocated budgets on the basis of the NHDR. The report brought about a critical transformation in government thinking and in the way resources were allocated. In particular, resources were no longer distributed evenly to all governorates (interviews).
- The 2004 NHDR on decentralization supports the promotion of HD in Egypt. It is the most substantive treatment of decentralization thus far. It is a plan of action that was adopted by the Prime Minister who said “...this is my work plan.” The theme of the report was unthinkable as recently as three years ago (interviews).
- The Municipal Initiative for Strategic Recovery (MISR) project is one of the direct outputs of the 2002/03 NHDR, which calculated the HDI for 451 *marakiz*. The MISR project covers the lowest 58 *marakiz* in 10 governorates, and started its activities in 2004. The poorest villages were chosen to implement participatory planning (interviews).
- MISR is lobbying for the establishment of a national committee or council for village development in Egypt to coordinate between all actors and ministries, which is to be headed by the Prime Minister. The proposed national council would comprise of: (a) social fund; (b) housing; (c) ORDEV; (d) MISR; (e) central government; and (f) donors (interviews).
- The Prime Minister requested assistance in developing a programme for addressing the needs of the villages with the lowest HD indicators. This resulted

in the formulation of the MISR programme, which targets over 13 million beneficiaries in 58 municipalities. This is an example of applicability. MISR had a hidden element of decentralization. After publication of the 2004 NHDR on decentralization, this element became public and desirable (interviews).



## **Box VI: Impact on the intellectual level and on partners in development**

### **A) Intellectual level**

- Initiated by UNDP, the NHDRs created lively debates within intellectual circles, especially the first four to five reports. They also attracted media attention. There has been an HDI at the governorate level since the beginning. After that, however, fatigue appeared (interviews).
- The involvement of regional universities, municipal executives, district heads etc. led to their capacity building and sensitization (interviews).
- NHDRs had the obvious impact of triggering debate among the intelligentsia, government and NGOs. They directed government programmes in all sectors (interviews).
- CIDA and German funding helped organize training for 18 journalists. Topics selected were HD, and HDRs at global, national, regional and governorate levels (interviews).
- In fact, an Egyptian analyst went so far as to write that the "...report is considered one of the most important scientific events witnessed in Egypt in 1994." (UNDP, 1995)

### **B) Partners in development**

- Based on the 2002/03 report, MISR was established, covering the lowest 58 *marakiz* in 10 governorates as well as the neediest villages. MISR is supported by Holland, Canada and UNDP (interviews).
- Based on the 2004 NHDR (decentralization), the Dutch government supported institutional reform and decentralization in the water sector. Eight million Euros were allocated, and the Dutch contribution of 20 million Euros triggered the mobilization of US \$250 million from the World Bank in support of the Integrated Irrigation and Management Improvement Project. Based on that report also, amendment of Law 12 was introduced and a national water resource plan for 2017 was prepared (interviews).
- The World Bank is conducting poverty profiling for Egypt, and is considering the proposal of conditional cash transfers instead of in kind subsidies. The HDR's annexes were very useful for that exercise, since the Bank is interested in statistical trends (interviews).
- One of the most important impacts of the decentralization report was its use in the World Bank's programming process. The Bank created a matrix out of the report's recommendations and used this as a starting point for negotiations with the government to support decentralization efforts (interviews).
- USAID held a regional conference for Asia and the Near East on decentralization and local governance in December 2004/January 2005. The 2004 report was presented by the Minister of Local Development and the Minister of Education and widely discussed at the conference (interviews).
- Based on the 2004 report, a US \$13 million project was initiated with the Ministry of Local Development in September 2005. The Prime Minister provided a written

commitment regarding decentralization as a prerequisite for document signature. The project aims at introducing some measures of fiscal decentralization, strengthening local participatory decision making and increasing local autonomy. The 2004 report was very timely in that it saved USAID a lot of time and effort in conducting a parallel study on decentralization (interviews).

## **B) Persons met**

### **• Wednesday, 26 October 2005**

- 1) 9:00 – 10:00 Mr. Carel Richter, First Secretary, Dutch Embassy
- 2) 12:00 – 13:00 Ms. Soheir Habib, Formal UNDP NHDR Focal Point.
- 3) 17:00 – 19:00 Working Iftar with Dr. Ibrahim Moharam, National Project Director for the Governorate Human Development Reports together with the Working Team of the Qulyoubia and Beheria Reports

### **• Thursday, 27 October 2005**

- 4) 8:30 – 9:30 Dr. Hamed Mobarek, Project Director, MISR Programme
- 5) 10:00 – 11:00 Dr. Maguid Osman, Director, Information, Decision and Support Center (IDSC)
- 6) 11:30 – 14:00 Mr. Antonio Vigilante, UNDP Resident Representative and Ms. Elissar Sarrouh, Deputy Resident Representative

### **• Saturday, 29 October 2005**

- 7) 14:00 – 15:00 Mahmoud Abdel Hai, Director of INP

### **• Sunday, 30 October 2005**

- 8) 9:30 – 10:30 Ms. Deborah Gomez, Second Secretary Development, Canadian Embassy
- 9) 11:00 – 12:00 UNDP Information Communication and Reporting Unit Headed by Mr. Noeman Al Sayyed.
- 10) 12:30 – 13:30 Dr. Ibrahim El Essawy, Professor, INP, in charge of Egypt 2020
- 11) 13:30 – 14:30 Dr. Osama Ghazali Harb, Editor-in-Chief of the *Siyassa El Dawlia* Magazine
- 12) 15:00- 16:00 H.E. Dr. Abdel Rehim Shehata, Minister of Local Development

### **• Monday, 31 October 2005**

- 13) 10:00 – 11:00 Mr. Rick Gold, Head of the Development Unit, USAID

- 14) 11:30 – 12:30 Dr. Mahmoud El Sherif, Head of the NGO Federation
- 15) 13:00 – 14:00 H.E. Dr. Osman M. Osman, Minister of Planning
- 16) 15:00 – 16:00 Mr. Georges Tsitsopoulos, Head of the DAG

- **Tuesday, 1 November 2005**

- 17) 10:00- 11:00 Dr. Sherin El Shawarby, Senior Country Economist, World Bank
- 18) 11:15 – 12:00 Ms. Elissar Sarrouh, UNDP Deputy Resident Representative
- 19) 12:30 – 13:30 Dr. Saad Nassar, Former Governor of Fayoum
- 20) 14:00 – 16:00 Dr. Heba Handoussa, NHDR Lead Author

- **Wednesday, 2 November 2005**

- 21) 9:00 – 10:00 Presentation on the NHDR Database by Amany Nakhla, Programme Officer

- **Wednesday, 9 November 2005**

- 22) 9:00 – 10:00 Dr Emad Adly, GEF Small Grants Coordinator (NGO)

**Note (1):** Both members of the assessment team jointly attended the meetings, with the exception of a few cases.

**Note (2):** Four interviews were conducted over the phone. Two on Wednesday 2, November with Ms. Huda Rashad, and Mr. Sa'ad Allam, and one on Friday 4, November with Ms. Heba el Laithy, and Ms. Nana Ahlmark, Coordination Officer, UNDP

## **Bibliography**

- UNDP, 'The Experience of Egypt', UNDP series on Sustainable Human Development, Country Strategies for Social Development, 1995
- Doraid Moez, Edirisnghe Neville and Hittiaratchy Nimal, 'Evaluation Report for Human Development Strategy and Profile for Egyp', Egypt's HDR – EGY/96/012, 1999
- Kansouh-Habib, Seheir, 'Sustainable Human Development: From Concept to Programs', Social Development Issues, Vol 19 (2/3), 1997
- Al-Foudery, Mariam Ali, unpublished, 'Review of National Human Development Reports from Arab States', Regional Bureau for Arab States, Country Operations Division, August 2001
- Namazi, Baquer, 'Assesment of Human Development Advocacy Initiatives supported by UNDP', 1998
- Issawi, Ibrahim, 'Human Development in Egypt: Notes based on the Egyptian 1994 Report', Egyptian Review for Development and Plannig, Volume III, No: 1, Arabic, 1995
- Egypt's HDR and GHDR, different issues



UNITED NATIONS DEVELOPMENT PROGRAMME

© Evaluation Office, 2006



Evaluation Office, United Nations development Programme  
One United Nations Plaza, New York, NY 10017, USA  
Internet: <http://www.undp.org/eo>