

Evaluation of Social Inclusion Programme
UNICEF Egypt Country Programme
2018 – 2022

Final Report



Center for Development Services
Lead Evaluator: Dr. Issam El Adawi

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Acronyms

AUC	American University in Cairo
CAPMAS	Central Agency for Public Mobilization and Statistics
CDS	Center for Development Services
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CPD	Country Programme Document
CRC	Convention on the Rights of Children
CRPD	Convention on the Rights of Persons with Disabilities
CSED	Child Survival and Early Development
CSOs	Civil Society Organizations
D4C	Data for Children
DAC	Development Assistance Committee
DHS	Egypt Demographic and Health Survey
ECD	Early Childhood Development
ECO	Egypt Country Office
EU	European Union
ESCWA	United Nations Economic and Social Commission for West Aisa
FEPS	Faculty of Economics and Political Science at Cairo University
FGD	Focus Group Discussion
GoE	Government of Egypt
HIECS	Household, Income, Expenditure, and Consumption Survey
IDSC	Information Decision Support Centre
ILO	International Labor Organization
J-PAL	The Abdul Latif Jameel Poverty Action Lab
KII	Key Informant Interviews
LSCE	Life Skills and Citizen Education
M&E	Monitoring and Evaluation
MENARO	Middle East and North Africa Regional Office
MoETE	Ministry of Educational and Technical Education
MoF	Ministry of Finance
MoHP	Ministry of Health and Population
MoI	Ministry of Information
MoJ	Ministry of Justice
MoL	Ministry of Labour
MoPED	Ministry of Planning and Economic Development
MoPMAR	Ministry of Planning, Monitoring and Administrative Reform
MoSS	Ministry of Social Solidarity

MoU	Memorandum of Understanding
MoYS	Ministry of Youth and Sports
NCCM	National Council of Childhood and Motherhood
NCHR	National Council for Human Rights
NGO	Non-Governmental Organization
NNI	National Nutrition Institute
NPC	National Population Council
NPS	National Protection Strategy
PF4C	Public Finance for Children
SBCC	Social Behavioral and Cultural Change
SDG	Sustainable Development Goals
SDS	Sustainable Development Strategy
SI	Social Inclusion
SPME	Social Policy Monitoring and Evaluation
SCMR	Supreme Council for Media Regulation
TKP	Takaful and Karama Programme
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNPDF	United Nations Partnership Development Framework
UPR	Universal Periodic Review
USAID	United States Agency for International Development
WB	World Bank
WHO	World Health Organization

Executive Summary

1. **Introduction:** This report presents the evaluation of the Social Inclusion Programme UNICEF Egypt Country Programme 2018-2022, carried out by independent evaluators i.e., the Center for Development Services (CDS), from September 2020 to June 2021. The findings and recommendations are based on the analysis and triangulation of both qualitative and quantitative data.
2. With a vision to enhance its performance and ensure the effectiveness of its performance, UNICEF Egypt commissioned an evaluation, to assess the period from January 1st, 2018- to December 31st, 2020 of the SI Programme and to provide actionable recommendations for the next phase that UNICEF is planning for. In that regard, the UNICEF Egypt Country Office (ECO) commissioned CDS to undertake an assessment of the SI component of the Country Programme.
3. Egypt is going through a period of rapid changes that are expected to continue over the next decades, also it is expected to have a positive shift towards the centrality of children well-being and reduction of inequality. These changes can be mitigated mostly by economic, demographic and political factors. Furthermore, the Government of Egypt (GoE) is facing challenges that are linked to the expansion of quality basic services, reducing poverty and inequality, and macroeconomic status and political context.
4. The outbreak of the COVID-19 pandemic has exacerbated poverty in Egypt due to its significant impact on Egyptian families (which include children). Household wealth, parental education levels, and number of children in the household are all factors that significantly affect the probability of a child being multidimensionally poor, which translates into losses in their development, educational attainment, ability to gain life skills, and ultimately, their chances for future gainful employment.¹
5. The GoE has committed itself to number of recommendations that would strengthen children's rights within the country. In cooperation with civil society, the GoE launched a national strategy for childhood and motherhood 2017–2023. This strategy, which takes an integrated development perspective, aims to provide better services with a view to improving children's quality of life. It is primarily focused on ensuring survival, protecting health, promoting development and education and increasing children's involvement in the public sphere. This strategy accords particular importance to ensuring that children from poor families are able to access basic services.²

In that context, the SI component has been included in UNICEF's Country Programme Document (CPD) to ensure that by 2022 poor and vulnerable children are better identified and increasingly benefit from child sensitive and integrated social protection systems and child responsive national policies and public spending. The SI Programme will contribute to UNICEF Egypt's vision that every child has a fair chance and child multidimensional poverty and inequality is reduced.

¹ UNICEF, *Understanding Child Multidimensional Poverty in Egypt*, p 55.

² Report of the Working Group of the UPR, A/HRC/WG.6/34/EGY/1, 21 August 2019, para 54.

6. **Object of the Evaluation:** The overall purpose of this evaluation is to produce recommendations, knowledge and insights for UNICEF, the GoE, and other national partners to use to inform the development of the SI components of the UNICEF Country Programme and the Strategic plans for 2018 -2022; as well as inform future programming.
7. This evaluation is taking place at a critical point and time as it coincides with the mid-term period of the Country Programme, and preparation of the next Country Programme in addition to the shift of programme priorities as a result of the implications of COVID-19. Furthermore, given the Government's agenda to fulfil the Sustainable Development Goals (SDGs) through the Sustainable Development Strategy (SDS): Egypt Vision 2030, this is an opportune moment to take stock on how UNICEF can best support its national partners in strengthening SI principles.
8. The evaluation will also assess the progress achieved and strategic approaches used by the component of SI under the CPD to UNICEF and the stakeholders, which can be used to inform policy advocacy work and the design, management and implementation of its future programme.
9. **Evaluation Purpose, Scope and Users:** This is a progress, summative-formative evaluation with the purpose 'to determine the relevance, effectiveness, efficiency, coherence, gender and sustainability of the SI Programme's interventions on ensuring that by 2022, poor and vulnerable children are better identified and increasingly benefit from child sensitive and integrated social protection systems and child responsive national policies and public spending'.
10. The evaluation covers the entire SI Programme including all the components and activities implemented from January 2018 to December 2020.
11. The primary users of the evaluation are UNICEF Egypt Management and Programme Staff. The secondary users will include other UNICEF country offices, major donors and partners. For the government and other stakeholders, the evaluation will provide clarity on the role of UNICEF and its intended support in achieving their results.
12. The knowledge generated by the evaluation will be used to help in shaping 2023-2027 Programme of Cooperation with regards to the country office strategy on social policy, through its different components of Social Protection, Public Finance for Children (PF4C), and Data for Children (D4C).
13. **Methodology, Approach and Evaluation Design:** The evaluation employed a *Mixed-Methods Approach*. Both quantitative and qualitative data was collected and used. For primary data collection, qualitative data collection methods such as key informant interviews (KIIs) and focus group discussions (FGDs) were used. The interpretive nature of qualitative data will provide better opportunities for exploring UNICEF's SI Programme by understanding their limitations and difficulties and thereby giving room to critically reflect on the success of this programme and develop appropriate recommendations. Other data or information, which was necessary to answer evaluation questions, was gathered from review of secondary sources, programme documents, reports and, workplans.

14. The entire evaluation was undertaken in a participatory manner, which is demonstrated through active involvement of key stakeholders (comprising representatives from UNICEF, government agencies, partner organizations, institutional partners and donor agencies) for their inputs at critical stages such as the inception phase when designing the evaluation matrix and the tools development (KIIs and FGDs).
15. A total number of thirty-three stakeholders were interviewed for the evaluation, four stakeholders from Ministry of Social Solidarity (MoSS), two stakeholders from the Ministry of Finance (MoF), three stakeholders from Ministry of Planning and Economic Development (MoPED), three stakeholders from the Central Agency for Public Mobilization and Statistics (CAPMAS), one stakeholder from Allianz, one stakeholder from the Netherlands Embassy, one stakeholder from the United Nations High Commissioner for Refugees (UNHCR), two stakeholders from the United Nations Resident Coordinator Office (UNRCO), one stakeholder from the Abdul Latif Jameel Poverty Action Lab at the American University in Cairo (J-PAL – AUC), one stakeholder from the Faculty of Economics and Political Science (FEPS) at Cairo University, one stakeholder from Al Zanaty & Associates, eleven stakeholders from UNICEF ECO, and two stakeholders from UNICEF Middle East and North Africa Regional Office (MENARO).

Key Findings and Recommendations

This section presents the most significant findings and analysis in addition to the evaluation teams recommendations.

Relevance

Key Findings

16. Regarding relevance, the findings reveal that the SI Programme is highly aligned with the government's and partners' social inclusion priorities, policies, and agendas. These findings also reveal that the programme is aligned with the UNICEF's Global Social Protection Programme Framework, United Nations Partnership Development Framework (UNPDF), SDS: Egypt Vision 2030, and SDGs. Furthermore, in terms of the emergency situation arising from the COVID-19 pandemic, the SI Programme supported the government's endeavors through Real Time Monitoring (RTM) to provide insights into the reality of the situation to support the decision-making mechanisms. Moreover, the SI Programme is responsive to the needs of the government. This responsiveness is due to the programme's strategies and approaches (institutional building, evidence generation and policy dialogue) which fit the Egyptian context and challenges, particularly, the COVID-19 pandemic. Although the 3 have succeeded with collaborating with one another, there appears to be a need for further complementarity between all relevant governmental stakeholders involved in the SI programme as social protection, D4C, and PF4C seem to function separately as opposed to aligning with and complimenting one another's work.

Recommendations

17. To ensure and increase the synergies between the SI programme's three components, UNICEF could approach and propose that a governmental entity, like the Information Decision Support Center (IDSC), act as a coordination mechanism that supports and advocates for intergovernmental cooperation within the SI Programme. This coordination mechanism could work within and liaise with the Hayah Karima initiative.

18. UNICEF could advocate for, and endorse, the adoption of social inclusion within other international organizations' and UN agencies' programmes and initiatives by hosting a conference or seminar that explains as well as discusses the importance of social inclusion within the Egyptian context, specifically regarding the Hayah Karima initiative.

Efficiency

Key Findings

19. Regarding efficiency, the findings reveal that the SI Programme's main contribution in the social protection component is its attempt to address MoSS' institutionalization and restructuring of Social Protection and Care units to enhance the efficiency of their interventions. This highly strategic intervention lays the ground for further holistic and impactful outcomes. The SI Programme's contributions also took the form of supporting the development of the National Social Protection Strategy (NPS) and providing technical support to the Takaful and Karama Programme (TKP). Additionally, the programme supported CAPMAS in the establishment, physical set up, and strengthening of the Child Unit and the SDG unit to generate new evidence on critical child related issues as well as implementing a series of capacity building training for CAPMAS' staff. Finally, in terms of the efficiency of the HR structure, UNICEF is forced to let go two members of their staff due to funding cutbacks which would leave the remaining employees overworked in order to achieve the programme's objectives.
20. The SI Programme produced multiple products to generate evidence and advocate for children with policies, and the state budget. For example: Policy for Action Series (P4A) and the Budget Transparency Series. Furthermore, the programme partnered with international and/or private entities to generate data (for example Data Snapshot Series which was supported by Allianz) and shared it with a broader audience through social media platforms. Through the programme's partnership with J-PAL, a series of seminars formulated evidence informed recommendations on child related issues from a global research perspective and ground the evidence into the local Egyptian landscape to decision makers. The SI Programme's collaboration with the National Council for Childhood and Motherhood (NCCM) also produced the P4A Series which created policy dialogue around child related issues. Data generation and policy dialogue are efficient strategies for the programme to achieve its goals as they involve main external partners who are jointly responsible for the output generation and ensure greater impact despite the decreasing number of UNICEF staffing. Strategic partnerships related to knowledge production, policy dialogue and advocacy succeed in generating results that contribute to the main outcome despite limited resources.
21. The findings reveal that the SI Programme is underfunded. The initial financial target of the programme was to allocate 18 million USD in funds (3.5-4 million per year) but it was only able to collect 1-1.2 million per year which was, most of the time, an important obstacle that risked limiting the scope of the initiatives. Even though the SI Programme was not able to undergo its planned activities due to budget constraints, the programme implemented its initiatives as well as produced multiple products under its two outputs which contribute to the achievement of the overarching outcome. However, budget deficits translate to cutbacks in human resources which affect the programme's efficiency.

Recommendations

22. The SI Programme should capitalize more, in the next year and a half as well as in the next country programme, on policy-dialogue and advocacy, with all relevant stakeholders, in order to promote evidence-based decision-making and bridge the gap between data generation and the utilization of data on a political level. The partnership with J-PAL was a successful example of a collaboration that was able to raise funds from the business sector therefore developing this dimension of the program could be used as a marketing strategy to attract the private sector.
23. The SI Programme could engage more with Civil Society Organizations (CSOs) to support policy dialogue and advocacy work for children related issues.
24. The SI Programme could adopt a more participatory approach for the development of the NPS to take into consideration the local communities' opinions and requests so the strategy can answer the target groups' needs more efficiently. For example, Morocco developed its NPS by engaging several stakeholders during its inception process.
25. It is necessary to showcase the significance of the programme's future repercussions as well as translate data generation and collection to tangible actions capable of quantifiable results to diversify funds and attract more donors from the private sector. Investment should be made in designing a brief case-statement document of the program's narrative, meaning objectives, strategies and achievements so it can be used to persuade donors. A great case statement can consist of just one or two pages that capture the gist of the need, the solution, and the call to action for donors.
26. Joint proposals for funding opportunities can be an efficient strategy to utilize the leverage, expertise and resources of the different UN agencies to collaborate on intersecting objectives and achieve results while attracting more donors.

Effectiveness

Key Findings

27. Regarding effectiveness, the findings reveal that most of the planned activities under outputs one and two of the SI Programme have been achieved, specifically in regards to Social Protection and D4C, which in turn contributes to the fulfilment of the programme's overall outcome. The ongoing support and technical assistance to TKP contributed to its expansion to cover more than 3.4 million families in 2020 which contributed to the achievement of Output one along with the support of the development of the NPS. In the D4C component, the support to CAPMAS and other partners in knowledge production, analysis, and monitoring resulted in the achievement of Output two. Additionally, with the three approaches (institutional building, evidence generation and policy dialogue), the SI programme contributed in strengthening the capacities of government partners, particularly CAPMAS, MoF, MoPED and IDSC.
28. In a rapid response to the COVID-19 pandemic, the SI Programme initiated the RTM to support the government's efforts in enhancing TKP to cover a larger number of the more vulnerable

beneficiaries. Moreover, the alignment between governmental policies and the framework of the SI Programme encouraged an unintended collaboration with the Transparency Department of MoF which was implemented in a very organic manner.

Recommendations

29. The SI Programme should support joint action plans by implementing outputs involving multiple stakeholders at a time and achieve outcomes more effectively. For example, the SI Programme could explore opportunities for supporting the Hayah Karima Initiative.
30. The SI Programme needs to redefine the target group of social protection action and not only target the extremely poor as it is, perhaps, necessary to redefine the poverty line especially given the economic stresses on families during the pandemic which caused a decrease in their quality of life. It is necessary to include vulnerable groups above the poverty line into the target group to ensure the realization of the programme's outcome so that by 2022, Poor and vulnerable children are better identified and increasingly benefit from inclusive, child-sensitive, integrated, well-resourced and shock-resilient social policies and programs.
31. The SI Programme can link education reform and health services to the outputs of SI for a more effective and comprehensive social protection action that can benefit children from vulnerable geographic locations and answer a wider spectrum of their needs more adequately.
32. The alignment between the Transparency Department of MoF and SI as well as the Ministry's eagerness to work with UNICEF invites the programme to pursue a wider scale collaboration between both entities on the long term as it stands to greatly benefit the PF4C component and generate results more efficiently given limited funding limitations.

Sustainability

Key Findings

33. Regarding sustainability, the findings reveal that the SI Programme has been successful in forging and maintaining good relations and collaborations with government institutions. However, ensuring the sustainability of the programme resides in raising awareness and encouraging governmental institutions to continue to prioritize and incorporate social inclusion policies and strategies. Furthermore, the alignment between the government and the SI Programme's priorities paves the way for continued engagement and ongoing collaborations in the upcoming years. However, greater cross-sectoral communication between the different entities is essential to ensure that priorities remain aligned.
34. On the internal front, the SI Programme has succeeded in becoming a knowledge hub. This means that other Sections within UNICEF benefit from the knowledge products that have been produced thus far and as such, the programme can offer or provide its services (i.e., policy briefs, advocacy documents and evidence generation and reviews) as a means to generate additional funding to ensure the sustainability of the programme.
35. The SI Programme has strong and existing partnerships with various stakeholders. Nevertheless, it faces challenges when seeking funding opportunities from various donors due to narrow understanding of the importance of social inclusion and the significance of data and evidence generation. Prospective donors are looking to see visible and tangible results and

the programme does not measure its results in such a manner. Moreover, the programme appears less appealing during fundraising efforts given that the SI Programme only provides technical support to its governmental partners, as such there is confusion surrounding the main role of the programme and the means in which donor funds could be utilized.

Recommendations

36. Greater advocacy efforts are needed in order to raise awareness regarding the importance of the SI programme, the objectives of the programme and its impact on supporting the most vulnerable populations. The results of the programme need to be communicated in a more impactful manner. By providing a stronger articulation of the impact of the SI Programme such as its capacity building efforts, mitigating the effects of COVID-19, and influencing policy, the programme will then be able to attain stronger resource mobilization. Greater efforts towards data generation related to different topics are recommended, as this can support in increasing the SI Programme's visibility in addition to attracting more donors.
37. The SI Programme should more generally invest in endeavours that will increase its visibility and outreach regarding data such continuing its partnership with the IDSC as well as collaborate with entities alike.
38. Data generated by the SI Programme needs to be more accessible, relatable, tangible, and concrete. The generated data must be more eloquently presented, and compiled under one portal for example, disseminated through diverse media platforms and assimilated by individuals working on the programme so social inclusion can reach its potential in terms of fundraising.
39. The SI Programme is considered a "high-quality" knowledge hub which needs to be consolidated by a communication strategy that supports long-term over short-term perspective and links knowledge products to tangible results. In turn, this will support the programme to position itself as a recognized generator of data and analysis in order to attract funders from institutional and bilateral donors such as the European Union (EU) as well private entities to ensure the programme's sustainability.

Coherence

Key Findings

40. Regarding coherence, the findings reveal that the SI Programme succeeded in cooperating with the other programmes of UNICEF ECO by providing them with relevant data and findings which enabled for mutually benefitting outcomes. Furthermore, the programme adds greater value to the United Nation's (UN) overall social policy advice in Egypt, as well as addressing the needs of the development partners in supporting them to achieve their goals in regards to the social policy agenda.

Recommendations

41. The SI Programme should have greater coordination with UNICEF's Communication's Section in order to strengthen the dissemination of its products as well as present generated data in a way that is more attractive and emotionally appealing. Although ongoing communication efforts are working to address this point, more emphasis needs to be placed on coordinating with the Communications Section when data is being collected to ensure that this data is reflected in an appealing and marketable manner to achieve the desired goals.

42. The SI Programme should strengthen internal coordination mechanisms within UNICEF by implementing coordinated/regular meetings with the different sections. Additionally, UNICEF sections could also continue working on integrated targeted platforms such as TKP and Hayah Karima.
43. The SI Programme's evaluation revealed that more opportunities for linkages are evident, they just need to be solidified. For example, support from the Education Section with TKP could be beneficial for both sectors as TKP has conditionalities for education and this is very related to the Education Section at UNICEF. Another potential area for cooperation could be in the Hayah Karima initiative.

Gender

Key Findings

44. Regarding gender, the findings reveal that the cross-cutting issue of gender was indeed mainstreamed in the social protection component of the SI Programme, specifically in TKP's M&E system. Additionally, Gender was also mainstreamed within the PF4C component of the SI programme, in the Budget Transparency Series, where gender issues were addressed in the Spotlight on Children in 2019/2020 document and the Co-Published Brief on State Budget for FY 20/21. Furthermore, cross-cutting issues of gender are established within the D4C component of the SI Programme. This is apparent in the gender focused knowledge products such the Data Snapshot Series, P4A, Statistics in Focus Series, and Global Evidence for Egypt (GE4E). Moreover, the SI programme's use of the latest available data, recent evidence, and multiple sources, including publications and reports published by CAPMAS containing sex disaggregated data, helped highlight some key findings in areas such as gender-based violence, education, and child mortality.

Recommendations

45. UNICEF could capitalize more on its partnership with NCCM in order to go beyond knowledge production on gender issues and incite evidence-based policy change advocating for women's rights.
46. The programme mainstreamed gender issues and generated sex disaggregated data but efforts are still needed to utilize this data to actually stimulate advocacy for women's rights and policy change that would enhance women's quality of life in a more tangible and structural manner.

Conclusion

47. The SI programme's strengths lie in a number of factors such as forging as well as maintaining good relations and collaborations with relevant governmental institutions, capacity building endeavours, gender mainstreaming, and generating high quality disaggregated data. Additionally, the programme's flexible design enables it to adapt and tackle challenges that arise, as well as achieve its outputs and outcome and contribute to the realization of UNICEF's Programme of Cooperation. This was evident in the SI Programme's response to COVID-19 pandemic and its utilization of its evidence generation approach to implement initiatives that aim to mitigate and understand the impact of the pandemic. Overall, the results achieved by the SI programme consist mostly of the necessary building blocks (e.g., policies, regulations,

strengthened capacities) for promoting and creating lasting changes in the conditions of children and adolescents in Egypt.

48. Despite the programme's various strengths, the evaluation team found that one of the SI programme's weaknesses is the insufficient coordination mechanisms (comprehensive communication methods and tools) between relevant governmental entities involved in the programme. The team also concluded that policy-dialogue remains under-utilized despite the success of the partnership with J-PAL. Furthermore, a gap exists within the SI programme regarding the production of knowledge and its actual utilization as well as application on the ground.
49. Nevertheless, there are several opportunities that the SI programme could seize in order to further its impact such as expanding capacity building workshops to enhance the abilities of staff members working in ministries, such as MoSS (especially since an administrative reform is in process), and national institutions like NCCM (whose role can be increased to play a more significant part in terms of advocacy); promoting and raising awareness about the importance of social inclusion as well as data and evidence generation to ensure that the government and donors are prioritizing such issues; design a more compelling, clear, and tangible communication strategy to convey the significance and impact of the programme to secure greater (and diversified) funding opportunities; and expand the number of partnerships with UN agencies as well as establish joint workplans.
50. The SI programme faced certain threats such as the COVID-19 pandemic, which increased vulnerability and poverty of children, but was effectively countered by the allocation of 50 million EGP (USD 2.9 million) by the Ministry of Labour for irregular workers, including women who lost their jobs due to the coronavirus and the expansion of TKP to an additional 60,000 households, where women already represent 88% of the programmes' beneficiaries. The programme also encountered a number of difficulties in terms of working with the government. However, the SI programme was able to address these obstacles and continue implementing its activities.

Lessons Learnt

51. Making a map of relevant stakeholders and how they can contribute to the achievement of each output is imperative as most collaborations remain limited to governmental partnerships and not enough partnerships are made with CSOs that can push the programme forward in terms of data utilization. CSOs are a key player that are able to complement the government's interventions and fill its gaps during the COVID-19 crisis due to its outreach to local communities.
52. Strengthening coordination mechanisms between different governmental stakeholders allows for a more holistic and coherent vision for achieving the programme's outcome.
53. Joint action plans within the UN family can be a useful tool to involve multiple stakeholders at once so that the implementation of outputs can more effectively achieve the programme's mission as well as efficiently benefit from the resource mobilization skills of other agencies. Stakeholders exclusively working on individual work plans complicates the occurrence of synergies necessary to the achievement of a more comprehensive goal.

54. Raising funds from private donors is necessary for the programme's sustainability. Centering the programme's narrative around data generation and policy-dialogue can be used as a marketing strategy to attract donors from the private sector. From a socio-economic perspective, where data is one of the most valued commodities, SI may sustain itself better and increase the reach of its impact if it presents itself exclusively as a knowledge hub.
55. Gender is first and foremost a policy issue. The generation of sex disaggregated data is a necessary step that should be complemented with advocacy work for children's rights so that the generation of data translates to tangible change on the ground.
56. Associating the SI programme with a large governmental initiative such as TKP consolidates the idea of social inclusion as a concept and as a practice.

1. Introduction and Background

57. Egypt is a low middle-income country with, as of October 2020, an estimated population of 101 million people.³ Of which, children under the age of 18 account for approximately 40 percent of the population and almost 1 in every 5 citizens is an adolescent. Monetary poverty is often compounded by challenges in accessing basic services. In 2018, about 33% of the population was below the national poverty line in monetary terms. As such, the GoE is facing challenges that are linked to the expansion of quality basic services, reducing poverty and inequality, and macroeconomic status and political context.
58. In that context, the Social Inclusion component has been included in UNICEF CPD to ensure that by 2022, poor and vulnerable children are better identified and increasingly benefit from child sensitive and integrated social protection systems and child responsive national policies and public spending. This has been identified as a priority area that contributes to UNICEF Egypt's vision that every child has a fair chance and child multidimensional poverty and inequality is reduced.
59. The SI Programme is implemented under the following three components: Social Protection, PF4C, and D4C. These components fall under Output one (Social protection systems to provide appropriate responses to the needs of poor and vulnerable children are strengthened) and Output two (Increased availability of quality disaggregated data and analysis on children, for more inclusive and equitable decision-making) which contribute to the achievement of the SI Programme's outcome that by 2022, Poor and vulnerable children are better identified and increasingly benefit from inclusive, child-sensitive, integrated, well-resourced and shock-resilient social policies and programs.
60. Through these three components or streams of work, the SI Programme focuses on children, and achieve child responsive budgeting and strengthen policy engagement to reduce the transmission of poverty and inequity facing vulnerable and marginalized children. With a vision to enhance its performance and ensure the effectiveness of its performance, UNICEF Egypt commissioned an evaluation, to assess period from January 1st, 2018- to December 31st, 2020 of the SI Programme (2018-2022) and to provide actionable recommendations for the next phase that UNICEF is planning for. In that regard, UNICEF-ECO commissioned the CDS to undertake an assessment of the Social Inclusion component of the Country Programme.
61. The overall purpose of this evaluation is to produce recommendations, knowledge and insights for UNICEF, the GoE and other national partners to use to inform the development of the Social Inclusion components of the Country Programme and the Strategic Plans for 2018 - 2022; as well as inform future programming.
62. This evaluation is taking place at a critical point and time as it coincides with the mid-term period of the Country Programme, and preparation of the next Country Programme in addition to the shift of programme priorities as a result of the implications of COVID-19. Furthermore, given the Government's agenda to fulfil the SDGs through the SDS: Egypt Vision

³ Website of CAPMAS, *Current Population*, retrieved from <https://www.capmas.gov.eg/HomePage.aspx>.

2030, this is an opportune moment to take stock on how UNICEF can best support its national partners in strengthening social inclusion principles.

2. Approach and Methodology

2.1 Approach

63. A non-experimental design was implemented with a primary reliance on qualitative data collection techniques. The qualitative data provided depth, detailed insights and created openness, while the quantitative data relied on numeric information to create inferences. The interpretive nature of qualitative data provided better opportunities for exploring UNICEF's SI Programme by understanding their limitations and difficulties and thereby giving room to critically reflect on the success of this programme and develop appropriate recommendations.
64. The evaluation was based on common evaluation standards, ethical standards, and adherence to gender equality and human rights-based approaches. It was guided by the OECD-DAC evaluation criteria for humanitarian action (OECD 1999) which assessed relevance, effectiveness, efficiency and sustainability. A review of UNICEF's evaluation of humanitarian action had recognized that one of the major obstacles of evaluating humanitarian action is the limitation of basing evaluations on a developmental model. Therefore, the evaluation focused on humanitarian evaluation by adding coordination, coherence and gender to the standards of OECD DAC coverage. As such, the evaluation matrix assessed the standards of relevance, effectiveness, efficiency, coherence, gender and sustainability of the SI Programme.
65. The development of the methodology, including the evaluation questions, indicators, and data collection plan, were guided by international human rights standards (particularly the CRC and CEDAW) and gender equity and human rights criteria. In developing the evaluation framework and tools, the evaluation team adopted a participatory approach, seeking feedback from UNICEF Country Office and SI Programme stakeholders (via UNICEF) during the inception phase to ensure that the methodology and data collection plan was realistic, relevant and culturally appropriate.
66. Strict ethical procedures were put in place to ensure the dignity and diversity, confidentiality, and safety of the respondents. The evaluation was carried out in accordance with the International Charter for Ethical Research Involving Children developed by UNICEF and others (UNICEF's Ethical Charter), the UNEG Norms and Standards, and the UNEG's Ethical Guidelines for Evaluation. The ethical standards also demanded that the evaluation team respected the human rights, diversity and dignity of all research participants by obtaining their prior informed consent, ensuring their anonymity and protecting their privacy. In advance of each interview with relevant stakeholders, the researchers explained the information outlined in the informed consent form. The interviews only commenced when the stakeholder expressed verbal consent, and this was detailed in the research notes.

2.2 Evaluation Questions and Evaluation Matrix

67. The evaluation matrix was aligned to the DAC criteria in addition to the three main questions that the evaluation sought out to respond to:

- To what extent the strategies and interventions implemented by the programme have contributed and are expected to contribute to the expected and unexpected results?
 - To what extent the synergies and the inter sectoral cooperation, both with other UNICEF Programmes as well as between the UN agencies (inter agency) for strengthening UNICEF’s programmatic work in Social Inclusion are being realized?
 - How can the work of Social Inclusion attract additional funds, both from the external donors/partners as well as through internal arrangements of support from other programme sections on policy advocacy and evidence generation and reviews, and what structure will be most appropriate to deliver the desired results in the present funding scenario?
68. The above mentioned three main questions were used as the principle guiding questions in the evaluation matrix (which can be found under Annex 1) as they each sought to assess different elements of the DAC criteria. As such, the evaluation matrix was divided based on Main Questions as follows:
- Question number one covers the relevancy and the effectiveness of the DAC criteria
 - Question number two covers the Efficiency, Coherence and Gender of the DAC criteria
 - Question number three covers the sustainability
69. As such, under each of the main three questions, the questions addressing the relevant criteria were included. The indicators and section regarding ‘what constitute success’ display the tools and mechanisms by which the evaluation team assessed the SI Programme as well as the benchmark that was required to be achieved in order to measure the indicator’s success. Furthermore, the gender component was a cross-cutting issue that was given emphasis throughout the evaluation matrix.

2.3 Data Collection

70. The study was based on qualitative research that relied on a comprehensive desk review, KIIs and FGDs with key stakeholders.
71. The evaluation team conducted a desk review of all of the relevant documents, workplans and literature that was provided by UNICEF in relation to UNICEF’s SI Programme (Annex 4). The desk review formed the basis of the evaluation framework and supported the development of the evaluation matrix.
72. Meetings with key stakeholders were conducted during the inception phase as well as the implementation phase of the evaluation. Meetings during the inception phase intended to mainly gather information of the overall function and outcomes of the SI Programme as well as to understand UNICEF’s expectations from the evaluation team. Meetings during the implementation phase were conducted in order to allow for the interviewees to engage with the evaluation team for the data collection process. As such, the data collection took in the form of KIIs and FGD with a greater focus on collecting detailed data regarding the functionality and impact of the SI Programme in reference to the developed evaluation matrix. The compiled qualitative data that was gathered was then coded, analysed and triangulated with the relevant documents in order to develop a set of key findings, general conclusions, in addition to recommendations for the programme.

73. The interviews were conducted between October 2020 to June 2021 based on the availability of the interviewees. Most of the interviews were conducted virtually through Microsoft teams or phone calls with an exception to a few that took place at the UNICEF-ECO and the governmental institutions.
74. To ensure that the data collected was secured, the data provided in interviews remained confidential and the identities of the interviewees remained anonymous. The content and instructions in the informed consent forms were explained verbally to the interviewees prior to their interviews.
75. A total number of thirty-four stakeholders were interviewed for the evaluation, four stakeholders from Ministry of Social Solidarity (MoSS), two stakeholders from the Ministry of Finance (MoF), three stakeholders from Ministry of Planning and Economic Development (MoPED), three stakeholders from Central Agency for Public Mobilization and Statistics (CAPMAS), one stakeholder from Allianz, one stakeholder from the Netherlands Embassy, two stakeholders from the United Nations High Commissioner for Refugees (UNHCR), two stakeholders from the United Nations Resident Coordinator Office (UNRCO), one stakeholder from the Abdul Latif Jameel Poverty Action Lab at the American University in Cairo (J-PAL – AUC), one stakeholder from the Faculty of Economics and Political Science (FEPS) at Cairo University, one stakeholder from Al Zanaty & Associates, eleven stakeholders from UNICEF ECO, and two stakeholders from UNICEF Middle East and North Africa Regional Office (MENARO).
76. A list of the interviewed respondents that the evaluation team met with during the inception and the implementation phases of the evaluation can be found in Annex 2.

2.4 Data Analysis

77. The data analysis process was guided by the research questions and evaluation framework, in particular the evaluation matrix indicators. The evaluation utilized a qualitative data analysis technique which relied on qualitative data gathered from the KIIs, FGDs, desk review and evaluation matrix indicators. The data were then transcribed and coded by analyst specialists using a Tally Sheet system that was created on Microsoft Excel. The Tally Sheet was used as a means to identify key themes and patterns across the data collected. Additionally, the qualitative data gathered were triangulated with the secondary quantitative data in order to pinpoint discrepancies. When discrepancies arose, the evaluation team investigated such inconsistencies, i.e., whether it was due to bias or inaccurate interpretation of data. As such, the data analysis process indicated the relevance, effectiveness, efficiency, coherence, gender and sustainability of the SI Programme.
78. Collected data was protected from tampering, loss, theft or physical damage by limiting access to data, and keeping any data stored on paper in a safe place. After being inputted electronically, data was only shared with evaluation team members who analysed all data collected. The collected data was password protected. CDS secured all the data that was collected would not be published, shared or used for any purposes other than the evaluation.

2.5 Risks and Limitations

79. Throughout the evaluation, the evaluation team faced several limitations and undertook several actions to mitigate potential risks.
80. As prevalent in the inception phase, the main challenge was the inability of evaluation team to conduct majority of the implementation meetings in a face-to-face manner due to the COVID-19 social distancing measures. As such, the evaluation team conducted the majority of the KIs virtually through Microsoft Teams or Zoom.
81. Throughout the inception phase, the evaluation team developed a list of all stakeholders that who would be interviewed for the evaluation. However, some stakeholders which were contacted by UNICEF to participate in the evaluation were not accessible, able or willing to participate in the evaluation. To mitigate this limitation, where the evaluation team could not arrange an interview with the relevant individual focal point, the evaluation team drew upon other data sources, such as existing literature or documentation developed by absent stakeholders.
82. Based on existing research and monitoring activities, it was understood from the onset that data is presented in the form of national averages as such, the ability of the SI programme to generate reliable, disaggregated data by age was limited, and that this would, in turn, limit the evaluator's ability to collect data (particularly statistical data) on the priority areas of the SI programme. To mitigate this limitation, the evaluators cooperated with UNICEF and national stakeholders to gain access to a diverse range of stakeholders and beneficiaries as well as desk review documents to fill these gaps.

3. Evaluation Findings

3.1 Relevance

3.1.1 Alignment

(SI Programme's Alignment to Government's and Partner's Agenda and Priorities)

83. The findings reveal that the SI Programme and its three components (Social Protection, PF4C, and D4C), are relevant to the government's and partners' agenda and priorities. Each of the three components encompass a number of initiatives that contribute to achieving the outcome of the SI Programme.
84. These initiatives demonstrate how the SI Programme is in line with the SDS: Egypt Vision 2030 and how it contributes to achieving the strategy's Social Dimension pillar (specifically on human development and social inclusion) as well as the extent to which it contributes to Egypt's efforts towards the achievement of SDGs, particularly goals 1 (eliminating poverty) and 10 (reducing inequality). Additionally, the prioritization of the Social Inclusion component in UNICEF's 2018-2022 Country Programme was identified in consultation with UNICEF-Egypt's national counterparts which further emphasizes the programme's alignment with the government.
85. In order to achieve the aim of reducing child multidimensional poverty and realize SDG goals 1 and 10, the SI programme and its three interrelated components addressed social policy, child-centred data generation, and PF4C. Through its three components, the SI Programme

has supported MoSS to increase the percentage of GDP assigned to social protection projects, whereby MoSS is currently progressing towards the five-year goal of the programme to expand the portion of GDP allocated to social protection.

86. The SI Programme's support in the development of the NPS will help frame a long-term vision to reform the social protection system and establish a model which links as well as integrates all social protection initiatives and relevant basic services. It will also define the goals and principles of social protection in Egypt and identify the roles as well as responsibilities of all stakeholders. Consequently, the NPS will provide a conceptual basis that will guide legislative and social policy frameworks as well as unify the efforts of all public and private actors for a more efficient system. However, the development and operationalization of the NPS has been held up due to delays in feedback from relevant entities and the COVID-19 pandemic.
87. Furthermore, policy action was enhanced through the SI Programme's support to NCCM in the production of the P4A Series which addressed topics like child marriage, FMG/C, girls' empowerment, and children on the move. This series tackles such issues by aiming to influence policymaking through disseminating evidence on child-relevant issues, identifying gaps, and recommending the appropriate response to inform policymaking through strengthening national systems, improving access to quality services, working on social and behavioural change communication, promoting data generation and evidence-based decision-making, etc.
88. The SI Programme's support to MoF contributed to the generation of data related to the percentage of funds allocated to children in the national budget. The Spotlight on Children in the 2019/2020 Budget in brief, is part of the Budget Transparency Series, which highlights and outlines the percentage of funds administered to children in the national budget, with particular focus on services associated to social protection, health, and education.
89. Regarding the production of data, it was imperative to generate and include child-focused data within national statistics. The SI Programme supported the generation of new evidence on critical child issues by establishing the Child Unit within CAPMAS and the dashboard "Egypt SDG Observatory" and two Mobile Applications "Egypt SD Info" and "Egy ChildDigest" as well as providing support to the development of the new MPI.
90. The SI Programme is aligned with the United Nations Partnership Development Framework (which represents the UN's cooperation framework with the government of Egypt for the period of 2018-2022) as it contributes to the outcome of social justice and human development within the UNPDF. The SI Programme also includes an initiative that is dedicated to the production of the Common Country Analysis (CCA) diagnostic papers that contribute to the development of the new UNPDF. Moreover, the programme is in line with UNICEF's Global Social Protection Programme Framework.
91. The SI Programme's focus on implementing, adapting, and moulding its initiatives to mitigate as well as understand the impact of the COVID-19 on the Egyptian population proved to be beneficial to both the government and partners as it directly addresses the crisis in terms of production and dissemination of information. With its different rounds, the COVID-19 RTM

tracked the impact of the pandemic on families with children and provided the government with information regarding the situation on the ground. In addition to providing MoSS with technical support to mitigate the effects of the crisis.

92. The SI Programme integrated COVID-19 into its work with (MoF) on the Budget Transparency Series which seeks to enhance transparency and citizen engagement in the budget process by making information about public finance more accessible to the Egyptian population in order to promote citizen engagement and awareness. The series presents selected information from the Egyptian public budget in a manner that is reader-friendly, highlighting trends in expenditure on children and social protection.
93. The SI Programme also incorporated COVID-19 in their activities with Cairo University's FEPS and the American University in Cairo's J-PAL, by issuing a call for papers on the impact of COVID-19 on child and adolescents' well-being with the former and launching a seminar titled "what does global evidence tell us about social assistance response to large external shocks in Egypt?" as part of their GE4E Spotlight Seminar Series with the latter.

3.1.2 Flexibility

(Programme's ability to tackle Limitations and Policy Challenges by Government Partners including outlined priority areas by National Stakeholders)

94. Given the limitations and policy challenges that are typically associated with the government such as obtaining approvals and clearances, the way in which the programme is designed to work with multiple governmental counterparts, by further expanding its scope and partnerships to 10 entities since 2017 (which also include non-governmental organizations), enables UNICEF to tackle such obstacles in a strategic manner.
95. The design of the programme ensures that it has multiple governmental partnerships which guarantee its ability to continuously implement its activities as well as initiatives even in the face of certain challenges and limitations such as delays, security clearances, approvals, revisions, change in management, etc. The programme's progressing momentum is indicated through its ongoing production and dissemination of knowledge products for both the government and the public.
96. According to the interviews conducted with the governmental partners, the evaluation team concluded that there are certain areas that the programme could further address or strengthen its support to such as capacity building endeavours, coordination, reporting on specific activities, and participatory research. This point will be further clarified in the recommendations section of the report.

3.1.3 Partners Perspectives

(Perspective of Government and Development Partners towards the SI Programme)

97. UNICEF's focus on Social Protection, PF4C, and D4C reflects the government of Egypt's interests since the GoE announced that it would direct fiscal savings from the critical structural reforms (carried out since early 2015) to improve its pro-poor investment and protect the poor through different measures such as the expansion of social safety nets.

98. Within the context of social protection and in alignment with the first component of the SI programme, the government initiated the development of the NPS. The government also accelerated the expansion of its cash transfer programme (TKP), due to the COVID-19 crisis, to reach 3.4 million families and 5.3 million children, leading to a significant increase in the number of beneficiaries reached in March 2018 (over 2.28 million families). UNICEF provided its support and technical assistance to enhance the GoE's social protection system including consolidating, expanding, and strengthening the capacities of TKP in order to protect vulnerable households and mitigate the negative socio-economic effects of the pandemic.
99. Additionally, social policy is connected to the second component of the SI Programme (PF4C) as it is essentially linked to the sufficiency, efficiency, and transparency of public budgets. This demonstrates the imperative importance of the government's ability to secure and manage enough domestic financial resources in order to finance social policies that can guarantee the wellbeing of children in need with a mix of protective, promotive, and preventative measures that help their families stay out of poverty.
100. Furthermore, D4C contributes towards a more inclusive and equitable decision-making process because it increases the availability of quality disaggregated data and analysis on children which are tools that are key to producing Social Inclusion results as well as realizing children's rights. As previously stated, UNICEF's focus on Social Inclusion is also in line with the UNPDF and contributes to its outcome on social justice. This makes it highly relevant to development partners because UN agencies integrate and design their programmes based on the framework of the UNPDF.

3.1.4 Contribution

(Contributions of the SI Programme in relation to UNICEF's Programme of Cooperation 2018-2022)

101. The activities designed and outlined under each component of the SI Programme are in line with and contribute to the achievement of Output one (Social protection systems to provide appropriate responses to the needs of poor and vulnerable children are strengthened) and Output two (Increased availability of quality disaggregated data and analysis on children, for more inclusive and equitable decision-making) of the SI Programme. These activities ensure that the stated outputs are able to fulfil the overall outcome of the SI Programme.
102. The programme also assists and aids the other two components included in the CP (Survival and Early Development and Learning and Protection) to achieve their overall outcome, due to its involvement in social inclusion and data, which in turn contributes to the realization of UNICEF's Programme of Cooperation during its designated time frame (2018-2022).

3.1.5 Support

(SI Programme's Support to the Government's Social Policy Agenda)

103. While the programme focuses on several areas (Social Protection, PF4C, and D4C) in order to streamline the concept of social inclusion within the government, the document review indicated that each of the governmental entities involved in the programme work with SI Programme separately, as none of the provided work plans conveyed joint activities or initiatives between the involved ministries and governmental institutions.

104. The interviews conducted with the governmental stakeholders also revealed that the three components of the SI Programme could provide and further strengthen their support to the government's social policy agenda. Furthermore, there is a need to increase synergies through communication and coordination between relevant ministries and governmental entities.

3.1.6 Responsiveness

(SI programme's Relevancy and Responsiveness to Country Settings, Population, Circumstances, and Challenges)

105. Based on the interviews conducted with the identified stakeholders, the evaluation team concludes that the SI Programme's strategies, approaches, and methods are significantly relevant as well as highly responsive to Egypt's settings, population, circumstances, and challenges.
106. This point was emphasized during the interview process as stakeholders mentioned that the programme's relevance and responsiveness are due to its capacity building endeavours and its ability to generate much needed evidence as well as added-value to the UN's overall social policy advice in Egypt. The programme also demonstrated its ability to respond to any emerging circumstances and challenges, such as the pandemic, by generating information centred around the effects and impact of COVID-19 which proved to be very helpful to the stakeholders.

Relevance Findings

107. **Finding 1:**
- The SI Programme is highly aligned with the government's and partners' social inclusion priorities, policies, and agendas.
 - The SI Programme is aligned with the UNICEF's Global Social Protection Programme Framework, UNPDF, Sustainable Development Strategy Egypt Vision 2030 and the government's priorities and agenda.
 - With the emergency situation arising from the COVID-19 Pandemic, the SI Programme supported the government's endeavors through RTM to provide insights into the reality of the situation to support the decision-making mechanisms.
108. **Finding 2:** The SI programme is responsive to the needs of the government. This responsiveness is due to the programme's strategies and approaches (institutional building, evidence generation and policy dialogue) which fit the Egyptian context and challenges, particularly, the COVID-19 pandemic.
109. **Finding 3:** Considering the synergistic and aligned nature of the programme and its three components, there appears to be a need for further complementarity between all relevant governmental stakeholders involved in the SI programme as social protection, D4C, and PF4C seem to function separately as opposed to aligning with and complimenting one another's work.

Relevance Recommendations

110. **Recommendation 1:** To ensure and increase the synergies between the SI programme's three components, UNICEF could approach and propose that a governmental entity, like the

Information Decision Support Center (IDSC), act as a coordination mechanism that supports and advocates for intergovernmental cooperation within the SI Programme. This coordination mechanism could work within and liaise with the Hayah Karima initiative.

111. **Recommendation 2:** UNICEF could advocate for, and endorse, the adoption of social inclusion within other international organizations' and UN agencies' programmes and initiatives by hosting a conference or seminar that explains as well as discusses the importance of social inclusion within the Egyptian context, specifically regarding the Hayah Karima initiative.

3.2 Efficiency

(Programme's Utilization of Appropriate Methods and Implementing Strategies)

112. The efficiency of the SI Programme is assessed through two main channels. On the one hand, it is important to review and evaluate the methodologies utilized by the programme in order to determine the best way to approach the key objectives. On the other hand, it is necessary to examine the programme's resource mobilization capacities to articulate if funds were efficiently raised as well as spent.

3.2.1 Implementation Modalities and Components

113. To achieve its key objectives, UNICEF used 3 main methods that guided their interventions in each component. It aimed to enhance the institutionalization of partners, generate evidence and create a policy dialogue. These objectives complemented each other and underlined UNICEF's holistic approach to answer the government's most urgent and structural needs for achieving its goals as well as generate high quality data to support evidence-based policies. The evaluation team reviews how these 3 strategies guided UNICEF's intervention in the 3 components of the programme.

3.2.1.1 Social Protection

114. The SI Programme's main contribution in this first component tackled MoSS's institutionalization and restructuring of social protection action in order to enhance the efficiency of their intervention. This contribution took the form of technical support for the TKP, the co-development of a national strategy for social protection, the restructuring of social protection and social care departments as well as the implementation of a series of capacity building training for MoSS staff.
115. Hence, the SI Programme sponsored a social protection reform more efficient than fuel subsidies which translated into TKP. It aimed to enhance the structure of the latter so it can answer more adequately the needs of poor children. Therefore, UNICEF planned to improve the child focus of the Monitoring and Evaluation component of the TKP. It aimed to do so by helping MoSS integrate child indicators within the M&E framework, acquire the tools and capacities required to collect data on proposed child indicators as well as generate information that can provide the foundation to undertake future evaluation of program impact on children.
116. The SI Programme also supported MoSS in the design and implementation of TKP which needed assessment of its constraints and the readiness of its services so it can perform more

effectively. On the other hand, UNICEF supports MoSS more generally to institutionalize social protection action and to improve its communication channels, content, and engagement with communities by co-developing a national strategy for social protection and enhancing the capacity of decision makers, as well as staff in MoSS and relevant ministries in the areas of social protection and children.

3.2.1.2 Public Finance for Children

117. In the PF4C component of the SI Programme, the SI Programme worked closely with the MoF on two fronts. On one hand, it focused on developing tools and analysis to assess the adequacy of public spending in enabling the fulfilment of national strategies and programmes commitment as well as in line with children needs. On the other hand, capacity building was made a priority as it was utilized to enhance the efficiency and equity of public spending for poor and vulnerable children. To do so, the SI Programme undertook programme budget reviews in key social service areas including child protection services, and early childhood development.
118. Moreover, and on a more structural level, the programme had to tackle the challenge related to the lack of transparency when it came to public finance in the country so its efforts within this component would not be hindered by an inefficient institutional context. In fact, according to the programme's strategy note, Egypt has a low ranking when it comes to transparency around the public budget with difficulty to access detailed programme level budget information. To overcome this barrier, the SI Programme built a strong collaboration with MoF, produced the transparency series and aimed to link the work on public financing for children with ongoing support to policy reform and system strengthening. As an overall result of these budgeting efforts, MoSS confirmed that there has been an increase in the percentage of GDP assigned to social protection projects. This finding indicates that MoSS is progressing towards the five-year goal of the programme which is expanding the portion of GDP allocated to social protection to 3%.

3.2.1.3 Data for Children

119. The SI Programme's intervention in the D4C component aimed to generate evidence focused on children. Through CAPMAS, the SI Programme offered its staff technical support, capacity building workshops, strengthened the functions of then newly-founded SDG unit and established a Child Unit that aims to generate new evidence on critical child-related issues.
120. Hence, the SI Programme invested in building the technical and analytical capacities of CAPMAS' staff members which translated into the publishing of a few reports, showing how capacity building as a method of action helps the generation of new knowledge products. Aside from its investment in capacity building, the programme's intervention strategically aims to offer CAPMAS' staff technical support to analyze data. Thus, the SI programme supported the integration of child related modules/questions in national HH surveys to collect data on child indicators. It also supported secondary analysis of national HHs surveys, monitors and analyses progress (for example, adding the stunting module in the Household, Income, Expenditure, and Consumption Survey (HIECS) that was conducted in 2018) and produce periodic policy briefs to advocate for children within national strategies, policies, and budgets. In parallel, the programme also partnered with international as well as private

entities to generate data (Data snapshot series for example) and share it with a broader audience which would not only include decision makers but also the less specialized public through social media platforms. The dissemination of such information with a broader audience helps advocacy efforts for child related issues such as FGM and feeds into the SI Programme's third channel of action: the creation of a policy dialogue.

121. To implement this latter strategy, the SI Programme partnered with J-PAL which was able through a series of seminars to affiliate focus on the issues from a global research perspective and then offer evidence-informed recommendations for tackling these issues to decision makers. This crucial partnership as well as NCCM collaboration which produced the policy for action series were able to create a policy dialogue around child related issues. To keep track of these achievements, all partners successfully reported their reports through annual work plans, monthly briefs and midyear reports.
122. Recommendations and remarks were made during KIIs to enhance the efficiency of the programme's process and are important to underline. On the D4C front, some experts proposed that the SI Programme should define a more formal data collection plan with CAPMAS which outlines and lists the surveys that are to be conducted as well as indicate the surveys in which UNICEF's input would be most valuable. As for Social Protection, MoPED stressed they have not received any reports from MoSS or UNICEF regarding the impact of the provided funds and regarding the restructuring of the Social Care Unit in MoSS, it was recommended that we link the Protection Unit to the Care Unit and digitize the connection between them to improve social protection action in Egypt.

3.2.2 Resource Mobilization and Funding Opportunities

123. The SI programme is underfunded as SPME Section Representatives, noted that the initial financial target of the programme was to raise 18 million in funds (3.5-4 million per year) but they were never able to reach that number. They were only able to collect 1-1.2 million per year which was most of the time an important obstacle that risked limiting the scope of the initiatives. Despite this challenge, the lack of liquidity led the SI Programme to identify the most efficient methods to undergo their activities. However, underfunding remains a serious obstacle to the sustainability of the programme and requires efficient and creative solutions to overcome it. There is a need to diversify sources of funding.
124. It was noted by the SPME Section representative that the private sector does not considerably contribute in funding the Social Inclusion programme despite how strategic and helpful partnerships with private entities would be. In order to attract these potential funders, it is necessary to change the business sector's perspective in terms of investment from a short-term to a long-term perspective.
125. However, an example of successful partnership with the private sector which could be replicated occurred. The SI Programme collaborated with J-PAL to launch the GE4E Series which was completely funded by Allianz. As part of this partnership, the SI Programme and J-PAL at AUC brought together Egyptian policymakers and leading J-PAL affiliated researchers to discuss pertinent policy issues that affect children and youth in Egypt. In doing so, the J-PAL affiliates focus on the issues from a global research perspective and then offer evidence-

informed recommendations for tackling these issues. The policymakers then follow up, grounding the evidence into the local Egyptian landscape and offering concrete policy solutions.

Efficiency Findings

126. **Finding 4:** The SI Programme's main contribution in the social protection component is its attempt to address MoSS' institutionalisation and restructuring of Social Protection and Care units to enhance the efficiency of their interventions. This highly strategic intervention lays the ground for further holistic and impactful outcomes. The SI Programme's contribution took the form of supporting the development of the National Social Protection Strategy and providing technical support to TKP. The SI Programme also supported CAPMAS in the establishment, physical set up, and strengthening of the Child Unit to generate new evidence on critical child related issues as well as implementing a series of capacity building training for CAPMAS' staff.
127. **Finding 5:** The SI Programme produced multiple products to generate evidence and advocate for children with policies, and the state budget. For example: P4A Series and the Budget Transparency Series. UNICEF also partnered with international and private entities to generate data (Data snapshot series for example) and share it with a broader audience through social media platforms.
128. **Finding 6:** Through the SI Programme's partnership with J-PAL, a series of seminars formulated evidence informed recommendations on child related issues from a global research perspective to decision makers. The SI Programme's collaboration with NCCM produced the P4A Series which created policy dialogue around child related issues.
129. **Finding 7:** SI is underfunded: the initial financial target of the programme was to raise 18 million in funds (3.5-4 million per year) but it was only able to collect 1-1.2 million per year which was, most of the time, an important obstacle that risked limiting the scope of the initiatives. Even though the SI Programme was not able to undergo its planned activities due to budget constraints, the programme implemented its initiatives as well as produced multiple products under its two outputs which contribute to the achievement of the overarching outcome. However, budget deficits translate to cutbacks in human resources which affect the programme's efficiency.

Efficiency Recommendations

130. **Recommendation 3:** The SI Programme should capitalize more on policy-dialogue and advocacy, with all relevant stakeholders, in order to promote evidence-based decision-making and bridge the gap between data generation and the utilization of data on a political level. The partnership with J-PAL was a successful example of a collaboration that was able to raise funds from the business sector therefore developing this dimension of the programme could be used as a marketing strategy to attract the private sector.
131. **Recommendation 4:** The SI Programme could engage more with CSOs to support policy dialogue and advocacy work for children related issues.

132. **Recommendation 5:** Adopt a more participatory approach for the development of the NPS and take into consideration the local communities' opinions and requests so the strategy can answer the target groups' needs more efficiently. For example, Morocco developed its NPS by engaging several stakeholders during its inception process.
133. **Recommendation 6:** It is necessary to showcase the significance of the programme's future repercussions as well as translate data generation and collection to tangible actions capable of quantifiable results to diversify funds and attract more donors from the private sector. Investment should be made in designing a brief case-statement document of the programme's narrative, meaning objectives, strategies and achievements so it can be used to persuade donors. A great case statement can consist of just one or two pages that capture the gist of the need, the solution, and the call to action for donors.

3.3 Effectiveness

3.3.1 Achievement of Planned Outputs and Objectives

3.3.1.1 Social Protection

134. From 2017, UNICEF stepped up its support for TKP with the objective of strengthening the programme's capacity to effectively reach the poorest families and their children, in fact according to the 2020 MTR, the programme expanded to reach more than 3.4 million families. It successfully achieved this goal through a series of milestones. MoSS has been able to finalize and adopt a TKP beneficiary module and therefore a Service Readiness Assessment was conducted in 2018 through El-Zanaty & Associates. The outcome of this assessment has resulted in one study and two policy papers, which were translated into Arabic and disseminated among the ministries. Consequently, MoSS decided to delay the implementation of conditionalities due to the limited availability and accessibility of services. With regards to implementation of TKP conditionalities, two Standard Operating Procedures (SOP) on monitoring the conditionality of health and education for TKP were successfully finalized and thereby approved and an operational guidance note for improving access of poor families to health and education was developed. The SI Programme's contributions to the development of TKP's M&E framework has led MoSS to utilize the data from the established M&E framework in their annual reporting.
135. To enhance the institutionalization of social protection action, SI Programme supported MoSS starting 2018 to develop an NPS. The NPS, once completed, would help frame a long-term vision to reform the social protection system and establish a model which links and integrates all social protection initiatives and relevant basic services. It would also define the goals and principles of social protection in Egypt and identify the roles and responsibilities of all stakeholders. Thus, it would provide a conceptual basis that will guide legislative and social policy frameworks and unify efforts of all public and private actors for a more efficient system. To support this process, UNICEF joined the ILO's social protection floor initiative in Egypt and collaborated in the development of a social protection floor costing study.
136. Finally, the SI Programme strives to support the Ministry of Social Solidarity in the institutional restructuring of two administrations at MoSS, the Social Protection and Social

Care to better and efficiently deliver their mandate. Hence, a reform of the social protection admin department supposedly started in October 2020 and is currently undergoing.

3.3.1.2 Data for Children

137. The SI Programme recognizes the imperative importance of data collection and data collection tools which has led them to gather, verify, and analyse data on the situation of children in Egypt. The programme has partnered with several strategic stakeholders such as CAPMAS, NCCM, OPHI, ESCWA, MoSS, MoPED, FEPS, and J-PAL, in order to generate data as well as produce knowledge products. The objective of these activities is to create a knowledge hub that addresses a number of gaps present in child related data.

Analysis and Monitoring of Secondary Data - CAPMAS

138. The SI Programme has supported CAPMAS to generate new evidence through re-analysis of secondary data from population census, DHS, HIECS and other HH surveys. The key milestones referenced in the 2018-2019 work plan explicitly stated that an SDG monitoring dashboard, mobile applications on SDGs, and Children’s Digest were available in 2018 and that they had been updated with the latest available data at the time (Census, EDHS, HIECS) resulting in their release in 2019. They also referred to the implementation of child focused modules in the upcoming Egyptian Family Health Survey (EFHS) with CAPMAS through reviewing the questionnaire and adding some questions related to children as well as providing the survey tools.

139. At present, the mobile applications, Egy-SDG Info and Egy-Child Digest, are available online but need to be updated. The Sustainable Development Unit was designated with the responsibility to update the SDG database. UNICEF helped CAPMAS to establish the SDGInfo and Child Digest databases and supported the compilation of the data and the application quality checks.

140. It was agreed with the company which designed the dashboard and mobile applications that they will receive 2 updates in the year from CAPMAS to reflect on the designed platforms. Since the release of these platforms, CAPMAS could only share one update of the ChildDigest. It was the delay in updating the databases according to the agreed plan due to understaffing and engagement in many other tasks as expressed by the SDG unit in charge of the SDG database. CAPMAS is going through in the last four years due to retirement of many of the mid and high-level officials who were managing the implementation of the joint work plan with UNICEF.

Knowledge Production

141. According to the 2018-2019 work plan, CAPMAS and the SI Programme co-developed and published five knowledge products and advocacy such as Understanding Multidimensional Poverty in Egypt, The Impact of Population Growth on Youth Employment and School Education in Egypt, Determinants of Violent Disciplinary Practices for Children in Egypt, Time Use for Adolescents and Youth in Egypt, and Determinants of Violence Against Women. The SI Programme and CAPMAS are collaborating with one another on a project titled the “Statistics in Focus Series”. This project aims to generate evidence in order to gain a better understanding of the situation of children in the country. It provides secondary analysis of the DHS data and other HH surveys on different issues related to children and youth. The

documents produced are also prepared by CAPMAS' researchers and they cover topics that include population growth, violent disciplinary practices, and violence against women. Moreover, both entities collectively produced the Children and Youth Census Briefs in order to provide a comprehensive analysis of the 2017 Census data. These briefs provide insights on several issues related to children and youth in Egypt including statistics on education, marital status, health insurance, and the use of IT devices. The outlined plan also stated that two HH surveys along with reports and databases that included disaggregated data on excluded children (with a focus on the available SDGs) would be published.

142. Furthermore, the programme supported the implementation of CAPMAS' Child Unit which is currently fully equipped and ready (after some delays) to undertake activities that aim to generate new evidence on critical child-related issues. UNICEF provides the unit with financial and technical support by means of architectural renovation, furnishing and equipping the unit with supplies and ICT devices. In addition to strengthening the capacities of CAPMAS' staff in conducting data analysis, child rights monitoring, and SDG reporting. After signing the CAPMAS-UNICEF 2020-2022 workplan, three researchers were recruited at the Child Unit. Moreover, the Child Unit initiated the implementation of the new workplan activities starting with updating the databases.
143. The analysis, monitoring and production of knowledge by CAPMAS and other partners in the data for children component led to the availability of disaggregated data which contributes to the second outcome: "Increased availability of quality disaggregated data and analysis on children, for more inclusive and equitable decision-making". The evaluation team however, observed a gap between the availability of data and the intention to incite a more inclusive and equitable decision-making, meaning that disaggregated data has been produced, but efforts are still needed to use this data as a tool for more inclusive and equitable decision-making. To bridge this gap between data generation and decision making, the programme could capitalize more on policy-dialogue and advocacy in order to promote evidence-based decision-making.
144. The SI Programme also made strategic partnerships in 2018 and 2019 with universities and academic institutions to generate knowledge products and disseminate policy-relevant evidence. On the one hand, the programme collaborated with FEPS to launch seminars and calls for papers, encouraging students and faculties to work on issues that are crucial to the wellbeing of children and youth in Egypt. Due to this collaboration, a research facility was implemented with the aim to explore behavioural changes that have the potential to improve the lives of children in Egypt. Through this research facility, which is linked to an Experimental Lab at FEPS, UNICEF will support with small grants (max 3,000 USD) the production of around 5 research papers using behavioural experiments to explore two main themes: high fertility rates in relation to girls' empowerment and the social perception of migrants and refugees in Egypt.
145. On the other hand, the SI Programme is currently collaborating with the Oxford Poverty and Human Development Initiative (OPHI), United Nations Economic and Social Commission for West Asia (ESCWA), MoSS, MoPED, and CAPMAS to produce new and updated estimates on

separate indices on national and child multidimensional poverty, thereby addressing the evidence gap on this SDG indicator.

146. Finally, joint policy papers were produced by UNICEF and IDSC to support evidence-based programming and decision making by the cabinet. UNICEF also contributed to the IDSC's newsletter by providing articles to highlight current issues from a child focused lens.

3.3.1.3 Public Finance for Children

147. According to the 2018-2019 MoF and the SI Programme work plan, three initiatives related to (PF4C), such as budget analyses and capacity development activities, were to be developed and/or implemented by 2019. The SI Programme has created a connection with MoF and was able to effectively initiate a budget analysis in 2018 and launch 4 citizen budget related products with the aim of allowing the financing of child-oriented policies. Hence, the programme was able to adjust the decision-making process of budgeting by adding a child-sensitive lens as a result of the PF4C component. Moreover, the programme has partnered with MoF and they produced five documents within the Budget Transparency Series. This series is a part of the government's efforts to enhance transparency and citizen engagement in the budget process. Its objective is to make information about public finance more accessible to the Egyptian population in order to promote citizen engagement and awareness. The series presents selected information from the Egyptian public budget in a manner that is reader-friendly, highlighting trends in expenditure on children and social protection.
148. TKP largely spread its reach by covering more than 3.4 million families in 2020 and therefore succeeded in answering the needs of more vulnerable children which contributes to the first outcome of the SI Programme: **“Social protection systems to provide appropriate responses to the needs of poor and vulnerable children are strengthened”**. Moreover, the ongoing development of the social protection strategy as well as the administrative reform in MoSS are necessary steps to institutionalize social protection action in Egypt and increase efficiency and effectiveness of the systems responsible for answering children's needs. The programme should continue to invest in the institutionalization of its partners (through capacity building endeavors and technical support) in order to have an infrastructure that would help achieve the overall outcome of the SI programme.

3.3.1.4 Strengthening the Government Capacities

149. The SI programme has conducted several training sessions for CAPMAS researchers of different skill levels on statistical methods, techniques, databases, and secondary analysis. During 2018 and 2019, these efforts resulted in three rounds of capacity building training, all of which were based on analytical statistics. UNICEF produced two studies on the implemented training; 18 staff members were recipients of these training and only 6 of those individuals commenced to obtain advanced capacity building training. Nonetheless, CAPMAS officials mentioned that they require further and additional support from UNICEF to advance their agenda. CAPMAS officials stated that UNICEF supported them in their efforts to send their employees abroad to attend capacity building courses, workshops, and training during 2018-2019. CAPMAS also mentioned the need to provide advanced training to support data enumerators as well as raise the society's awareness towards statistics and data.

150. The SI Programme also contributes to the strengthening of capacities of MoF staff working on the PF4C component because it can enhance public finance management and improve the effects of governments allocations of public funds to realizing children’s rights and wellbeing. Strategically, the programme’s intervention is implemented on two fronts. On the one hand it aims to support budget analysis and reviewing through the development of tools and budget analysis for health, education, child protection, and social protection, and by undertaking program budget reviews in key social service areas including child protection services, and early childhood development. On the other hand, the SI Programme strives to enhance the capacity of the ministries of health, education, and social solidarity in the area of public financing for children through workshops and training sessions.
151. Finally, several capacity building initiatives were collaboratively organized with prof Heba Nasser for MoPED on poverty analysis. In parallel, MoSS benefited from capacity building workshops on MIS and beneficiary data management (with IPC Brazil), and IDSC were offered training on research techniques.

3.3.1.5 Influence on Decision-making Processes

152. The programme collaborated with national, international and private institutions to support the generation and circulation of information between researchers, decision makers and the public in order to stimulate a policy dialogue. First, the SI Programme partnered in 2019 with NCCM’s Child Rights Observatory to produce the P4A Series in which each brief introduces a topic of interest related to children and youth in Egypt, presents the latest data available about the topic, its challenges and how the problem is being addressed nationally. It also provides recommendations for policy response and actions to address the issue. Topics covered include, Child Marriage, FGM/C, Girls ‘Empowerment and Children on the Move. In parallel, the programme produced and published the Data Snapshot Series in which each snapshot is produced using up-to-date overviews using recent evidence and integrating data from multiple sources of issues related to children and youth in Egypt that are visually appealing and understandable to non-technical audiences. The aim of the series was to encourage deeper discussion on issues important to children and youth. Topics covered include, COVID-19 response, Child Malnutrition, FGM/C, and HIV/AIDS. The policy for action and data snapshot series acquaint through online platforms wider audiences with key issues and is a necessary tool in shaping the public opinion in order to formulate any policy change.
153. Moreover, UNICEF partnered with AUC and J-PAL and co-organized the GE4E Seminar Series which brings together Egyptian policymakers and leading J-PAL affiliated researchers to discuss pertinent policy issues that affect children and youth in Egypt. In doing so, the J-PAL affiliates focus on the issues from a global research perspective and then offer evidence-informed recommendations for tackling these issues. The policymakers then follow up, grounding the evidence into the local Egyptian landscape and offering concrete policy solutions. UNICEF also collaborated with the IDSC to generate evidence and influence decision making.

3.3.2 Unintended Effects of the SI Programme

154. Since the start of the Social Inclusion Programme in 2018, several unintended effects have reached the poor and vulnerable children either positively or negatively. MoSS has confirmed that there has been an increase in the percentage of GDP assigned to social protection

projects. This finding indicates that MoSS is progressing towards the five-year goal of the programme which is expanding the portion of GDP allocated to social protection to 3%.

155. However, the managerial transition that took place in NCCM resulted with a shift in their child focused agenda which created an obstacle in terms of continuation of the policy for action series. Similarly, CAPMAS has also been subject to managerial changes. Such changes which alter the relationship between the entities, have the potential to weaken cooperation between them.
156. The COVID-19 pandemic has also created significant and unintended effects on the Social Inclusion programme. The pandemic has led the GoE to shift its economic priorities in order to help those in need. President Al-Sisi allocated 100 billion EGP to fund a comprehensive plan to combat the Coronavirus. Half of this budget is allocated to support poor families and the stock market through a stock purchase programme. The package also includes raising pensions by 14%, expanding cash transfer programmes, lowering energy costs for the industrial sector, providing tax relief and export subsidies for businesses, and granting irregular workers a 500-pound cash support for three months. As a result of the broadening of cash transfer programmes, TKP was expanded to accommodate an additional 60,000 households.
157. In order to mitigate the impact of the pandemic, TKP was provided with 3.5 billion Egyptian pounds from MoPED in order to support the programme's beneficiaries after the spread of COVID-19. However, the programme did not send reports and updates to MoPED, yet, regarding the impact of the provided funds. Likewise, the programme has not informed MoPED with the adjustments that were made due to the structural reforms that took place in MoHP, MoE and the health insurance programme.

Effectiveness Findings

158. **Finding 8:** Most of the planned activities under outputs one and two of the SI Programme have been achieved, specifically in regards to Social Protection, PF4C, and D4C, which in turn contributes to the fulfilment of the programme's overall outcome. The ongoing support and technical assistance to TKP made it spread and cover more than 3.4 million families in 2020 which contributed to the achievement of Output one along with the support of the development of the NPS. In the D4C component, the support to CAPMAS and other partners in knowledge production, analysis, and monitoring resulted in the achievement of Output two.
159. **Finding 9:** Through the three approaches (institutional building, evidence generation and policy dialogue), the SI Programme strengthened the capacities of government partners, particularly FEPS through master classes, CAPMAS, MoF and MoPED on Poverty Dynamic Analyses.
160. **Finding 10:** In a rapid response to the COVID-19 pandemic, the SI Programme initiated the RTM to do a context monitoring to bring out the situation on ground post the onset of Covid. Moreover, the alignment between governmental policies and the framework of the social

inclusion programme encouraged an unintended collaboration with the Transparency Department of MoF which was implemented in a very organic manner.

Effectiveness Recommendations

161. **Recommendation 7:** The SI Programme should support joint action plans by implementing outputs involving multiple stakeholders at a time and achieve outcomes more effectively. For example, the SI Programme could explore opportunities for supporting the Hayah Karima Initiative.
162. **Recommendation 8:** The SI Programme needs to redefine the target group of social protection action and not only target the extremely poor as it is perhaps necessary to redefine the poverty line especially given the economic stresses on families during the pandemic which caused a decrease in their quality of life.
163. **Recommendation 9:** The SI Programme can link education reform and health services to the outputs of SI for a more effective and comprehensive social protection action that can benefit children and answer their needs more adequately.

3.4 Sustainability

3.4.1 Institutionalisation of Policies and Strategies

164. The findings revealed that the sustainability of the project is rooted in four main components:
 1. the extent to which the contributions of the project have supported the institutionalization of national/subnational policies and strategies in social inclusion;
 2. the extent to which the programme stakeholders and coordination mechanisms can guarantee the capacity of technical staff and the financial capacity to continue the implementation of the activities after the programme period;
 3. the extent to which the three components of 'Social Protection', 'Public finance for children' and 'Data for children' are aligned with each other and with the overall social inclusion program;
 4. and the ways in which the programme can have adequate funding both by fundraising/financing from the external partners/donors or through internal agreements of support from the other programmes in UNICEF ECO.
165. The programme has been successful in forging and maintaining good relations and collaborations with relevant government institutions, however, ensuring the sustainability of the programme resides in encouraging governmental institutions to continue to prioritize and incorporate social inclusion policies and strategies. However, greater awareness, regarding the importance of social inclusion, is needed to ensure that the government is prioritizing such issues.
166. The priorities of the SI Programme and the governments are aligned. This paves the way for continued engagement and ongoing collaborations in the upcoming years. However, more communication between the different entities would be needed to ensure that priorities remain aligned. Additionally, sustainable mechanisms should be put in place by analyzing the situation of children in Egypt and the national priorities of the government of Egypt to increase

further alignment. These two aspects need to be further assessed and then matched to UNICEF's global strategy to ensure continued collaborations.

167. Moreover, in light of COVID-19, social protection has become a key strategy to mitigate the effects of the pandemic. As such, this presents an opening for UNICEF to further support key government partners to adopt practices that will contribute to the mutual goals of both UNICEF and relevant government institutions. Furthermore, greater advocacy efforts and joint government capacity building with UN partners should be considered in future programme efforts. This would then ensure the ongoing collaboration between MoSS and UNICEF and pave the way for more integrated programmes.

3.4.2 Future Funding

168. In relation to future funding opportunities for the programme, on the internal front, the SI Programme has succeeded in becoming a knowledge hub. This means that other departments within UNICEF benefit from the knowledge products that have been produced thus far and as such, the programme can sell their services (i.e., policy briefs, advocacy documents and evidence generation and reviews) as a means to generate additional funding. The evaluation team also noted that more efforts towards data generation related to different topics is something that could support and increase the SI Programme's visibility, in addition to attracting more donors. Consequently, the SI Programme could continue its work the IDSC as well as expand its partners and with local grassroots NGOs. This will provide the programme with additional pathways to ensure its sustainability, visibility, as well as increase funding opportunities.
169. Despite the programme's strong and existing partnerships with various stakeholders, findings revealed that the programme faces issues when seeking funding opportunities from various donors. This is evident from the scarce funds that the programme received since its onset which has presented the programme with numerous difficulties along its course. This scarcity of funding poses a threat to the sustainability of the programme and its existing partnerships. Future funds would be needed to ensure the sustainability of the project and the continued support and evidence generation that the SI Programme has been producing.
170. The programme faces difficulties in terms of securing sufficient funds. This is due to a number of reasons, primarily, the lack of understanding of the importance of social inclusion and the importance of data and evidence generation. Prospective donors are looking to see visible and tangible results and the SI Programme does not measure its results in such manner.
171. Furthermore, the programme appears less appealing and is harder to raise funds for due to the fact that SI Programme only provides technical support to its governmental partners, as such there is confusion surrounding the main role of the programme and the means in which donor funds will be utilized.
172. In order to garner greater funding opportunities, the results of the programme need to be communicated in a more impactful manner. By providing a stronger articulation of the impact of the programme such as its role in providing capacity building and training to its partners (like CAPMAS), its use of evidence to influence the budget process, and mitigating as well as

understanding the effects of COVID-19 on the population, it will then be able to attain stronger resource mobilization.

Sustainability Findings

173. **Finding 11:** The programme has been successful in forging and maintaining good relations and collaborations with government institutions. However, ensuring the sustainability of the programme resides in raising awareness and encouraging governmental institutions to continue to prioritize and incorporate social inclusion policies and strategies.
174. **Finding 12:** The alignment between the government and the SI Programme's priorities paves the way for continued engagement and ongoing collaborations in the upcoming years. However, greater cross-sectoral communication between the different entities is essential to ensure that priorities remain aligned.
175. **Finding 13:** On the internal front, the SI Programme has succeeded in becoming a knowledge hub. This means that other Sections within UNICEF benefit from the knowledge products that have been produced thus far and as such, the programme can sell its services (i.e., policy briefs, advocacy documents and evidence generation and reviews) as a means to generate additional funding to ensure the sustainability of the programme. Despite the SI Programme's strong and existing partnerships with various stakeholders, it faces challenges when seeking funding opportunities from various donors due to the following reasons:
 - The narrow understanding of the importance of social inclusion and the significance of data and evidence generation. Prospective donors are looking to see visible and tangible results and the programme does not measure its results in such a manner.
 - Furthermore, the programme appears less appealing during fundraising efforts given that the SI Programme only provides technical support to its governmental partners, as such there is confusion surrounding the main role of the programme and the means in which donor funds could be utilized.

Sustainability Recommendations

176. **Recommendation 10:** Greater advocacy efforts are needed in order to raise awareness regarding the importance of the SI Programme, the objectives of the programme and its impact on supporting the most vulnerable populations. The results of the programme need to be communicated in a more impactful manner. By providing a stronger articulation of the impact of the SI Programme such as its capacity building efforts, mitigating the effects of COVID-19, and influencing policy, the programme will then be able to attain stronger resource mobilization. Greater efforts towards data generation related to different topics are recommended, as this can support in increasing the SI Programme's visibility in addition to attracting more donors.
177. **Recommendation 11:** The SI Programme should more generally invest in endeavors that will increase its visibility and outreach regarding data such as expanding its partnerships with different entities like the IDSC.
178. **Recommendation 12:** Data generated by the SI Programme needs to be more accessible, relatable, tangible, and concrete. The generated data must be more eloquently presented, and compiled under one portal for example, disseminated through diverse media platforms and

assimilated by individuals working on the programme so social inclusion can reach its potential in terms of fundraising.

179. **Recommendation 13:** The SI Programme is considered a “high-quality” knowledge hub which needs to be consolidated by a communication strategy that supports long-term over short-term perspective and links knowledge products to tangible results. In turn, this will support the programme to position itself as a recognized generator of data and analysis in order to attract funders from institutional and bilateral donors such as the EU as well private entities to ensure the programme’s sustainability.

3.5 Coherence

3.5.1 Inter-sectoral Cooperation with other UNICEF Programmes

180. The findings revealed that the SI Programme succeeded in cooperating within UNICEF with the health, education, protection and communication sections by providing them with relevant data and findings which enabled for mutually benefitting outcomes. Overall, the SI Programme executed various interventions that enabled other UNICEF programmes to further their ongoing efforts, this was evident from the support that SPME provided in regards to data and knowledge products in addition to the RTM. Based on the interviews conducted, the evaluation team concluded that the SI Programme team was always willing to cooperate with other UNICEF sections and provide them with the needed data to support their ongoing and upcoming efforts. Additionally, these synergies brought about tangible results that would not have been achieved without the cooperation and support of the SI Programme as findings revealed that they were able to respond to emerging needs of the other programmes and effectively coordinate with the sections to ensure their mutual benefit. Most recently, in response to COVID-19, SPME and conducted a joint survey to assess the secondary impact of the pandemic on the most vulnerable families. This enabled to support one another and achieve their desired results.
181. The meeting conducted with the representatives of the C4D and Communication sections revealed that communication and coordination mechanisms are in place with the SPME department and that there are regular meetings between the sections to ensure that ongoing efforts are responding to emerging needs of the other programmes. The importance of regular coordination between the various sections was emphasized during this meeting as it ensures that the data being used is accurate and up to date. Furthermore, representatives noted that in addition to the provision of data, the SI Programme supports departments in communicating with government stakeholders such as CAPMAS, where they have established connections with. They also noted that SPME is coming on board for Rapid Pro, even though it was set up by C4D – which indicates coherence between the different departments. The interview also disclosed that data is at the core of what is being done programmatically, as such there is regular communication between the two departments as well as joint collaboration on large working documents in addition to jointly producing snap-shots and policy brief recommendations with different national stakeholders.
182. It was noted in general, the evidence that is generated by programmes such as C4D is limited, and as such, they rely on the SI Programme to generate evidence to support in their efforts. For example, SPME coordinated with C4D in developing a policy brief on girls’ empowerment;

respondents noted that without the section provided by SPME, the parenting programme would not have been implemented. In regards to external communication, the data that is generated is utilized for awareness raising campaigns and advocacy efforts in the form of infographics and visual representations. For example, SPME supported the communications department in developing the child marriage document by providing data information and statistics as key evidence for the document. As such, it is evident that data generated from SPME provides vital data for other departments, hence, coordination between the various departments is crucial to ensure continued success.

183. UNICEF respondents from the education sector mentioned that although there is coordination between the two sectors, there was no clear collaboration between the education sector and SPME given that they do not have a joint agenda or workplan. Rather, the two sections support one another when needed. For example, SPME provided support in the Sinai assessment as well as RTM during their COVID-19 implementations. Although there is the possibility of mutual benefit between the two sections, they do not have a joint agenda or workplan that could enhance their ongoing and future efforts.
184. With CSED, findings revealed that the two sections were able to collaborate with one another, they had several coordination platforms in regards to their integrated programmes between them. Respondents indicated that they hold quarterly meetings and have a clear agenda set between them. Additionally, they also hold weekly meetings with the head of the sections and they only focus on issues that are of relevance to all sections. Their joint efforts mainly revolve around addressing policy issues, gathering evidence and producing policy briefs to influence advocacy efforts. Jointly, the two sections also promoted several studies to the government, Policy brief on nutrition and HIV/AIDs were developed and presented to the ministry and the World Bank. But the majority of their collaborations are mostly related to evidence gathering and advocacy efforts to the government to point out issues and opportunities and identify interventions that work to improve children's health. In general, SPME works to support them with a good set of evidence on the most vulnerable, along with how COVID-19 affects families in addition to how population groups suffered from COVID-19. Overall, respondents indicated that SPME is very cooperative with CSED and they are always open to cooperation.

3.5.2 Coordination Mechanisms with other Actors

185. In regards to the coordination mechanisms in place with development partners and the private sector, the SI Programme succeeded in addressing the needs of their partners and positively contributing to, and adding value to the social policy agenda in Egypt. Development partners emphasized that the interventions and goals set out by the SI Programme were highly relevant to their ongoing efforts. Furthermore, they emphasized that cooperation with the SI Programme was fitting given that the Programme is relevant to the country setting, population, circumstances, and challenges. They noted that the SI Programme creates the much-needed evidence base for the social and economic impacts on children in Egypt and as such, adds great value to the United Nation's overall social policy advice in Egypt.
186. Specifically, the SI Programmes cooperation with UNRC is highly coordinated and there are several coordination mechanisms in place between the two entities. Respondents noted that the SI Programme is always an active partner given their objective and social policy agenda

and that they are pleased with their efforts and ongoing support. Through cooperation with the SI Programme and the data they generate, UNRC is able to further advocate for social inclusion to international financial institutions and potential donors by providing their inputs.

Coherence Findings

187. **Finding 14:** The findings revealed that the SI Programme succeeded in cooperating the other two UNICEF Egypt Country Programmes by providing them with relevant data and findings which enabled for mutually benefitting outcomes.
188. **Finding 15:** The SI Programme adds greater value to the United Nation's overall social policy advice in Egypt, as well as addressing the needs of the development partners in supporting them to achieve their goals in regards to the social policy agenda.

Coherence Recommendations

189. **Recommendation 14:** The SI Programme should have greater coordination with UNICEF's Communications Section to present the generated data in a way that is more attractive and emotionally appealing. Although ongoing communication efforts are working to address this, more emphasis needs to be placed on coordinating with the Communications Section when data is being collected to ensure that this data is reflected in an appealing and marketable manner to achieve the desired goals.
190. **Recommendation 15:** The SI Programme should develop and establish workplans and joint goals as well as set regular meetings with other sections within UNICEF to ensure that coordination efforts are ongoing and working towards achieving mutual benefits and goals.
191. **Recommendation 16:** The SI Programme's evaluation revealed that more opportunities for linkages are evident, they just need to be solidified. For example, support from the Education Department with TKP could be beneficial for both sectors as TKP has conditionalities for education and this is very related to the Education Section at UNICEF. Another potential area for cooperation could be in the Hayah Karima initiative.

3.6 Gender

192. According to UNICEF's Gender Action plan 2018-2021, UNICEF aims to advance gender equality by strengthening existing and forging new partnerships with governments, United Nations agencies, civil society, the private sector and other partners; taking a more focused programmatic approach that addresses the gender-related barriers to better outcomes for all children, with a focus on adolescent girls; and continued investments in institutional strengthening and capacity-building. Accordingly, following a life course-based approach, UNICEF strives to design gender-responsive programs for better child-sensitive action that would aim to reduce gender disparities in human capital development and enhance opportunities for women's economic participation. Hence, we have examined to which extent UNICEF's social inclusion program is gender-sensitive through two main evaluation questions:

- To what extent have the cross-cutting issues of gender and equity been mainstreamed into the programme and fully sensitized about the aspect of gender in their implementation?
- To what extent is the programme using data and evidence that are gender disaggregated and disaggregated by the stratifies of age-group, wealth level, rural/urban location and subnational geography?

3.6.1 Mainstreamed Cross-cutting Issues of Gender

3.6.1.1 Social Protection

193. The cross-cutting issue of gender was indeed mainstreamed in the social protection component and more precisely in the Takaful and Karama program. Around 89 per cent of the cash payments are made to the mothers within the households based on the notion that women tend to put funds to better use than men and will more probably direct them to their children’s welfare. The additional subsidy through cash transfer is in essence compensating the households for the indirect or opportunity costs of using these “free” services and act as an incentive for them to utilize these services and putting pressure on them to improve the supply-side and quality of the health and education services. The programme has positive social impacts on women with emphasis on women from the poorest areas as it targets the poorest and most vulnerable groups, who are the primary beneficiaries of the project. The impact on women is positive, from the income support and provision of higher incentive for schooling at higher levels where usually girls’ dropout rate is the highest in poor and rural families. The gender differentiated impacts are being monitored using the M&E framework with focus on the social accountability measures to allow for adjustment during implementation to improve the impact on women and girls. Cash transfers were seen as an effective policy instrument to enhance the well-being of women and girls. The vision from this programme is to have positive impacts on women through reducing monetary poverty, increasing school attendance and improving health conditions. In some cases, cash transfers lead to female-headed households making greater investments in economic assets and increased productive investment, most likely because they often have lower initial levels of productive assets than male-headed households. TKP empowered women to take leadership roles and participate in economic activities in the community; also, they are core members of the social accountability committees which is the community body that support verification, implementation and publicity of the programme on the community level.
194. According to the Report made by Al Zanaty on Health and Education Conditionalities of TKP, 40% of household members (above the age of 15 years) are currently employed with astounding variation between males and females (76% males and 2% females). Most of those employed are in intermittent, temporary and seasonal jobs. The program has a strong woman empowering component to address gender inequalities. Almost all card holders in Urban Governorates and Lower Egypt are females versus 92% in Upper Egypt. More than 98 % are currently married, with nearly 2% of beneficiaries being female-headed households.

3.6.1.2 Public Finance for Children

195. Gender was also mainstreamed within the PF4C component as we can see that gender issues were addressed in the main publications produced by MoF last year. In fact, the vision of the Budget Transparency Series: Spotlight on Children in 2019/2020 clearly states its intention to

adopt an integrated approach in order to more efficiently support women's needs in the labor market.

196. From a more technical point of view, the Co-Published Brief on State Budget for FY 20/21 included a brief on the public spending addressing the fallout from the spread of the coronavirus which showed how concerns on gender disparities were included in the budgeting process. We observed for example an increase in the payments to women community leaders in rural areas from EGP 350 to EGP 900 per month.

3.6.1.3 Data for Children

197. Cross-cutting issues of gender and equity are established within the developed and implemented initiatives under the D4C component of the SI Programme. This is evident in the knowledge products that have been produced and disseminated by the SI Programme which includes data that focuses on gender issues such as the Data Snapshot Series, the P4A Series, the Statistics in Focus Series, and Understanding Child Multidimensional Poverty (MODA Study). Additionally, the GE4E - seminars and publications as well as FEPS' production of research papers aiming to explore high fertility rates (which is linked to girls' empowerment) also contribute to the mainstreaming of gender issues and the production of data disaggregated by gender.

3.6.2 Gender Disaggregated Data and Evidence

3.6.2.1 Data for Children

198. We observed that the SI Programme worked in collaboration with CAPMAS in order to strengthen routine data systems inclusive of sex and age-disaggregated data. In fact, all publications and reports published by CAPMAS include data related to gender issues (that is also disaggregated by sex) which helped experts highlight some key findings in areas such as gender-based violence, education and child mortality that can direct upcoming policy work. The following are examples of where CAPMAS included gender disaggregated data.
 - Gender based violence: According to a recent survey (IMAGES, 2018), men and women alike reported high rates of men's use of violence against women. Child marriage is a concern, with nearly 1 in every 20 girls (4%) aged 15 to 17 years either currently married or previously married (Census 2017). Despite being prohibited by law, female genital mutilation/cutting remains prevalent in Egypt, affecting 61% of adolescent girls (DHS2014).
 - Gender and education: According to the Country Office Annual Report 2019, with over 21 million students, the Egyptian education system is the largest in the region. With net enrolment ratios of 97% in primary and 81% in secondary education and virtually no gender gaps, socio-economic and geographical disparities remain the key determinants of access to education in Egypt.
 - Gender and health: According to the Country Office Annual Report 2019, under-5 mortality has decreased substantially in Egypt and is estimated to have reached 21 per thousand live births while neonatal mortality (11 per thousand live births) now accounts for 52% of the overall under-5 mortality (CMEG 2019). Gender and socioeconomic disparities in key child survival, health and nutrition indicators persist and the poorest children are more than twice as likely to die before the age of 5 (DHS 2014).

Gender Findings

199. **Finding 16:** The cross-cutting issue of gender was indeed mainstreamed in the three components of the SI Programme:
- Social Protection: Specifically, in the TKP M&E system.
 - PF4C: Gender issues were addressed in the Budget Transparency Series (Spotlight on Children in 2019/2020 and the Co-Published Brief on State Budget for FY 20/21).
 - D4C: Gender disaggregated knowledge products such the Data Snapshot Series, Policy for Action Series (P4A), Statistics in Focus Series, and Global Evidence for Egypt (GE4E).

Gender Recommendations

200. **Recommendation 17:** The SI Programme could capitalize more on its partnership with NCCM in order to go beyond knowledge production on gender issues and incite evidence-based policy change advocating for women's rights.
201. **Recommendation 18:** The programme mainstreamed gender issues and generated gender disaggregated data but efforts are still needed to utilize this data to actually stimulate advocacy for women's rights and policy change that would enhance women's quality of life in a more tangible and structural manner.

4. Conclusion

202. The SI programme's strengths lie in a number of factors such as forging as well as maintaining good relations and collaborations with relevant governmental institutions, capacity building endeavors, gender mainstreaming, and generating high quality disaggregated data. Additionally, the programme's flexible design enables it to adapt and tackle challenges that arise, as well as achieve its outputs and outcome and contribute to the realization of UNICEF's Programme of Cooperation. This was evident in the SI Programme's response to COVID-19 pandemic and its utilization of its evidence generation approach to implement initiatives that aim to mitigate and understand the impact of the pandemic. Overall, the results achieved by the SI programme consist mostly of the necessary building blocks (e.g., policies, regulations, strengthened capacities) for promoting and creating lasting changes in the conditions of children and adolescents in Egypt.
203. Despite the programme's various strengths, the evaluation team found that one of the SI programme's weaknesses is a lack of joint cooperation between relevant governmental entities hinders its ability to fully aid or support the government's overall social policy agenda. The team also concluded that policy-dialogue remains underdeveloped despite the success of the partnership with J-PAL. Furthermore, a gap exists within the SI programme regarding the production of knowledge and its actual utilization as well as application on the ground.
204. Nevertheless, there are several opportunities that the SI programme could seize in order to further its impact such as expanding capacity building workshops to enhance the abilities of staff members working in ministries, such as MoSS (especially since an administrative reform is in process), and national institutions like NCCM (whose role can be increased to play a more significant part in terms of advocacy); promoting and raising awareness about the importance of social inclusion as well as data and evidence generation to ensure that the government and donors are prioritizing such issues; design a more compelling, clear, and tangible communication strategy to convey the significance and impact of the programme to secure

greater (and diversified) funding opportunities; and expand the number of partnerships with UN agencies as well as establish joint workplans.

205. The SI programme faced certain threats such as the COVID-19 pandemic, which increased vulnerability and poverty of children, but was effectively countered by the allocation of 50 million EGP (USD 2.9 million) by the Ministry of Labour for irregular workers, including women who lost their jobs due to the coronavirus and the expansion of TKP to an additional 60,000 households, where women already represent 88% of the programmes' beneficiaries. The programme also encountered a number of difficulties in terms of working with the government. However, the SI programme was able to address these obstacles and continue implementing its activities.

5. Lessons Learnt

This section captures the key lessons extracted from the analysis of the findings.

206. **Making a map of relevant stakeholders** and how they can contribute to the achievement of each output is imperative as most collaborations remain limited to governmental partnerships and not enough partnerships are made with CSOs that can push the programme forward in terms of data utilization. CSOs are a key player that are able to complement the government's interventions and fill its gaps during the COVID-19 crisis due to its outreach to local communities.
207. **Strengthening coordination mechanisms** between different governmental stakeholders allows for a more **holistic and coherent vision** for achieving the programme's outcome.
208. **Joint action plans** within the UN family can be a useful tool to involve multiple stakeholders at once so that the implementation of outputs can more effectively achieve the programme's mission as well as efficiently benefit from the resource mobilization skills of other agencies. Stakeholders exclusively working on individual work plans complicates the occurrence of synergies necessary to the achievement of a more comprehensive goal.
209. Raising funds from private donors is necessary for the programme's sustainability. **Centering the programme's narrative around data generation and policy-dialogue can be used as a marketing strategy** to attract donors from the private sector. From a socio-economic perspective, where data is one of the most valued commodities, SI may sustain itself better and increase the reach of its impact **if it presents itself exclusively as a knowledge hub**.
210. Gender is first and foremost a policy issue. The generation of **gender disaggregated data** is a necessary step that should be complemented with **advocacy work for children's rights** so that the generation of data translates to tangible change on the ground.
211. Associating the SI programme with a large governmental initiative such as TKP **consolidates the idea of social inclusion** as a concept and as a practice.

Annexes

Annex 1: Evaluation Matrix

The evaluation matrix is divided based on Main Questions:

- Question number one covers the relevancy and the effectiveness of the DAC criteria
- Question number two covers the Efficiency, Coherence and Gender of the DAC criteria
- Question number three covers the sustainability

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
1. Relevance			
1.1 To what extent has the programme remained aligned to governments and partners' priorities /policies/ reform Social Protection and Inclusion agendas in an evolving reform context	<ul style="list-style-type: none"> ▪ Extent to which the SI Programme and its components are relevant to government and partners' agenda and priorities. 	<ul style="list-style-type: none"> ▪ Government and partners' priorities and/ or strategies are reflected on the annual workplans and all documents developed by UNICEF 	<ul style="list-style-type: none"> ▪ Document review ▪ Discussion with UNICEF staff
1.2 To what extent is the programme tackling the limitations and policy challenges by the government partners? Are there any specific priorities by the government partners that the program could address further or strengthen their support to?	<ul style="list-style-type: none"> ▪ Programme design, strategies and ambitions are realistic taking into account the identified challenges and limitations and formulated an appropriate answer to these limitations and challenges. 	<ul style="list-style-type: none"> ▪ Progress reports of the government partners highlight the challenges and limitations and the workplans respond to in addition to all the documents developed by UNICEF. 	<ul style="list-style-type: none"> ▪ Document review ▪ Discussion with UNICEF staff ▪ Discussion with Key Partners
1.3 Is UNICEF's focus in this area as being relevant by government and development partners and why?	<ul style="list-style-type: none"> ▪ Extent to which the SI Programme and its components are relevant to government agenda and priorities. ▪ Extent to which the SI Programme and its components are relevant to the development partners. 	<ul style="list-style-type: none"> ▪ Evidence of co-creation of the SI Programme (involving relevant government actors). ▪ Level of support of the government officials to the SI Programme. ▪ Level of alignment to the development partners' interventions. 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - Government officials, - UNICEF ECO representatives, - Representatives of the development partners.
1.4 What have been the role and major contributions of the Social Inclusion components to the intermediate results set out in the UNICEF Programme of Cooperation for 2018-2022?	<ul style="list-style-type: none"> ▪ Extent to which the intervention logic is well designed and causal relationship is perfectly assuring the link between outputs and outcomes. 	<ul style="list-style-type: none"> ▪ Evidence of the achieved outputs leads into the achievement of the planned outcomes. 	<ul style="list-style-type: none"> ▪ Document review.

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
1.5 To what extent are the three components of the Social Inclusion – social protection, PF4C, D4C complementing each other in providing support to the Government’s agenda on social policy?	<ul style="list-style-type: none"> ▪ Extent to which the SI Programme ad its components are providing support to the Government’s agenda on social policy 	<ul style="list-style-type: none"> ▪ Level of alignment between the SI Programme and the social protection strategy of MoSS, the ECD, health and child protection policies. 	<ul style="list-style-type: none"> ▪ Document review.
1.6 To what extent are programme and strategies – approaches and methods – relevant and responsive to the country settings, population, circumstances and challenges?	<ul style="list-style-type: none"> ▪ A holistic risk management approach in-place and efficient, also it is being reviewed periodically. ▪ Extent to which the SI Programme is responding to any emerging circumstances and challenges. 	<ul style="list-style-type: none"> ▪ Risk management system in place that is being used. ▪ Evidence of programme response to challenges. 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - Government officials, - UNICEF ECO representatives, ▪ Representatives of the development partners.
2. Efficiency			
2.1 To what extent is the programme using the appropriate methods and implementing strategies for achieving the results (in terms of annual milestones and targets keeping in view of the results at the end of the programme cycle) and to what extent has UNICEF made right choices with influencing the government?	<ul style="list-style-type: none"> ▪ UNICEF used the most appropriate implementation methods and strategies for achieving program results ▪ Extent to which UNICEF was able to achieve their intended results, in accordance to their annual milestones and workplans 	<ul style="list-style-type: none"> ▪ Partners perceives SI Programme implementation strategies and approaches as appropriate (i.e., AWP – support strategies, Annual Review process) 	<ul style="list-style-type: none"> ▪ Document review: AWP – support strategies, annual review process ▪ KIIs with: <ul style="list-style-type: none"> - Government officials (TKP Director, CAPMAS, NCCM Secretary General, Head of Transparency unit at MoF, MoPED Deputy Minister) - UNICEF ECO representatives, - Representatives of the development partners.
2.2 To what extent is the programme resource mobilization efforts and strategy have been apt- what funding opportunities were missed? Why?	<ul style="list-style-type: none"> ▪ Challenges and limitations of the programme resource mobilization are documented and internally discussed (funding gaps and annual trends) 	<ul style="list-style-type: none"> ▪ Evidence of mitigation measures to overcome the identified challenges ▪ Evidence of resource mobilization efforts among senior management checked and updated to respond to the challenges. 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives, - Chief SPME - UNICEF Reporting-Donor Specialist

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
2.3 What challenges and limitations has the program faced?	<ul style="list-style-type: none"> ▪ Efficiency in tackling internal governance and management implementation strategies ▪ Efficiency being monitored during programme implementation ▪ Lean programme management and reporting procedures in place that have been respected 	<ul style="list-style-type: none"> ▪ Evidence of mitigation measures to improve internal governance and management implementation strategies 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives,
2.4 To what extent have synergies between UN agencies (inter-agency) and the cooperation with the government for further strengthening on UNICEF's programmatic upstream work in Social Inclusion been realized?	<ul style="list-style-type: none"> ▪ Joint reports created by UN agencies on programmatic upstream work in SI. ▪ Interventions implemented in collaboration with other UNICEF programmes to achieve results. 	<ul style="list-style-type: none"> ▪ Partnership developed among UN agencies and government to promote social inclusion. 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF ECO representatives, ▪ UN agencies representatives.
2.5 Do the programme results justify the investments (financial and human resources) made? Is the HR structure supporting the programme adequate, appropriate and aligned for delivering the desired goals and outcomes?	<ul style="list-style-type: none"> ▪ Balance between programme expenditure and resource allocation to relevant materials ▪ Sufficient allocation of programme budget to account for the programme activities 	<ul style="list-style-type: none"> ▪ Evidence of decisions and measures taken to improve efficiency of programme implementation 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives,
3. Effectiveness			
3.1 To what extent have the planned outputs results of the Programme been achieved? How the different components have contributed or are contributing in achieving the planned results outcomes?	<ul style="list-style-type: none"> ▪ Extent to which the planned outputs and outcomes of the programme have been achieved. And also for each component. 	<ul style="list-style-type: none"> ▪ 80% of the indicators of the planned outputs and outcomes have been achieved as planned. 	<ul style="list-style-type: none"> ▪ Document review
3.2 To what extent have the planned results of the Social Inclusion Programme been achieved in strengthening the capacities of Government partners (MoSS, NCCM, CAPMAS, MoF, MoPED) to provide appropriate responses to the three thematic areas?	<ul style="list-style-type: none"> ▪ The planned capacity strengthening activities have been conducted, and the relevant results have been achieved. 	<ul style="list-style-type: none"> ▪ At least 80% of the strengthening capacity activities as indicated in the workplans for the government partners have been achieved. ▪ At least 80% of the capacity strengthening outputs has been achieved. 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - Government partners
3.3 To what extent has the programme (with its different components: social protection, data and PF4C) affected or	<ul style="list-style-type: none"> ▪ Extent to which the SI Programme influenced Changes in Government social inclusion policy, based on quality 	<ul style="list-style-type: none"> ▪ Evidence of strategies being developed or reviewed to increase inclusion of 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - Government officials,

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
influenced the decision-making process relating to social inclusion in Egypt?	<p>disaggregated data and analyses (evidence-based policy making).</p> <ul style="list-style-type: none"> ▪ Extent to which has the SI Programme been able to monitor and budget for the inclusion of child protection. 	<p>excluded children in social protection due to the SI Programme interventions.</p> <ul style="list-style-type: none"> ▪ Evidence of budget review and changes made for the planning for inclusion of child protection. ▪ The gender sensitive SI Programme included in the updated 2030 vision. 	<ul style="list-style-type: none"> - UNICEF ECO representatives,
3.4 To what extent are the unintended effects of the programme affecting the poor and vulnerable children in enjoying the benefits of inclusive, sensitive and integrated policies and programmes?	<ul style="list-style-type: none"> ▪ The unintended results/ effects of the programme have been observed and documented. ▪ The observed unintended results had positive impact on poor and vulnerable children. 	<ul style="list-style-type: none"> ▪ Positive impact on children due to the inclusive and integrated policies is observed and examined. 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - Government officials, - UNICEF ECO representatives, - Representatives of the development partners. ▪ FGDs
3.5 What are the major factors that helped and influenced the government to achieve SI outcomes? What have been the key successes and lesson learned in the implementation of the Programme ideas? How can it be improved or capitalized for the next year and half and the development of the next program cycle?	<ul style="list-style-type: none"> ▪ The enablers and barriers which affected the achievement of the results. ▪ Lessons learnt are documented for the implementation period. 	<ul style="list-style-type: none"> ▪ lessons of key successes and failures are documented and discussed. 	<ul style="list-style-type: none"> ▪ Document review ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF ECO representatives,
3.6 To what extent has it helped the government to move its programmes on social inclusion to move forward?	<ul style="list-style-type: none"> ▪ Extent to which the Government partners' programmes have been updated to reflect the social inclusion strategy and executed as planned. 	<ul style="list-style-type: none"> ▪ Number and percentage of Partners national programmes compliant with the social inclusion strategy. ▪ Number and percentage of programmes are executed as per work plans. ▪ Number of government policies concerning child rights agenda and inclusion 	<ul style="list-style-type: none"> ▪ Document review

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
3.7 To what extent has the Programme been informing the equity and inclusion agenda of the government?	<ul style="list-style-type: none"> ▪ Extent to which Government agenda is influenced by SI Programme equity and inclusion data and findings. ▪ Government taking decisions based on disaggregated data and analysis on children. ▪ Evidence of policies or recommendations concerning social protection which are relevant to the social protection strategy being discussed by relevant government agencies 	<ul style="list-style-type: none"> ▪ Evidence of the influence of SI Programme on government agenda regarding equity and inclusion. 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives, - UN agencies representatives. - Private sector representatives. - Representatives of the development partners. - Government officials, ▪ Representatives of research institutes and universities.
4. Coherence			
4.1 To what extent the different interventions of the SI Programme and inter-sectoral cooperation with other UNICEF Programmes (relating to health, education, protection and communication) have brought synergies in achieving the desired results?	<ul style="list-style-type: none"> ▪ UNICEF's different programs are making use of data provided by the SI Programme. ▪ Extent to which the programme was able to establish task force to coordinate among UNICEF's program 	<ul style="list-style-type: none"> ▪ At least 3 internal, effective joint initiatives and integration mechanisms have taken place. ▪ Processes to create joint initiatives and integration mechanisms synergies in place 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF ECO representatives (section Chiefs), - SPME section - UN agencies representatives.
4.2 To what extent is the UNICEF Programme harmonized and coordinated with other actors (development partners and private sector) and adding value to the social policy agenda relative to its comparative advantage?	<ul style="list-style-type: none"> ▪ Mechanisms of coordination between UNICEF and other actors in place to discuss alignment and harmonization of actions aimed at improving the social policy. 	<ul style="list-style-type: none"> ▪ Priorities and strategies as described in the new policy and strategic framework for social protection, are guiding programme development of other actors. ▪ At least 80% of joint coordination interventions are already implemented 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF ECO representatives, - UN agencies representatives. - Private sector representatives. - Representatives of the development partners.
5. Gender			
5.1 To what extent have the cross-cutting issues of gender and equity been mainstreamed into the programme and fully sensitized about the aspect of gender in their implementation?	<ul style="list-style-type: none"> ▪ Extent to which gender and equity issues are mainstreamed in the programme interventions 	<ul style="list-style-type: none"> ▪ Gender sensitive approaches in place and used ▪ Evidence of gender mainstreaming into initiatives developed or implemented by the programme or government and development partners. 	<ul style="list-style-type: none"> ▪ KIIs with: <ul style="list-style-type: none"> - Government officials - UNICEF ECO representatives, - Representatives of the development partners.

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
5.2 To what extent is the program using data and evidence that are gender disaggregated and disaggregated by the stratifies of age-group, wealth level, rural/urban location and sub-national geography?	<ul style="list-style-type: none"> ▪ Indicators of protection and SI have been improved and include gender and equity parameters. 	<ul style="list-style-type: none"> ▪ All programme reports and reports of partners supported by the SI Programme include disaggregated data on gender, age, geographical location and income level and are known by different government actors ▪ All indicators of protection and social inclusion are gender sensitive 	Document review
6. Sustainability			
6.1 To what extent has the programme contributed in institutionalizing national/sub- national policies and strategies in SI to ensure sustainability of the existing strategies and approaches?	<ul style="list-style-type: none"> ▪ The extent the policy and strategic framework for social protection has been adopted by the government. ▪ The extent to which government decisions and strategies have incorporated social inclusion. 	<ul style="list-style-type: none"> ▪ The government is adopting social protection in its policies, strategies and there is a will to keep in the future strategy development. ▪ Examples of decisions made with incorporation of social inclusion aspect. 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives, - Government officials,
6.2 How can the programme stakeholders and coordination mechanisms guarantee the capacity of technical staff and financial capacity to continue the implementation of the activities after the programme period (staff and financial capacity)?	<ul style="list-style-type: none"> ▪ The extent to which the government has allocated sufficient resources (human and financially) to ensure the continuation of programme activities. 	<ul style="list-style-type: none"> ▪ The allocated number of resources for social inclusion programme based on the SI Programme stakeholder’s capacity and financial capabilities 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives, - Government officials,
6.3 To what extent are the components of ‘Social Protection’, ‘Public finance for children’ and ‘Data for Children’ aligned with each other and with the overall social inclusion programme and are contributing to achieve sustainability of the programme in its current shape?	<ul style="list-style-type: none"> ▪ The three SI components are included in the overall social inclusion programme. And interlinkages between the three components are strong and supports the sustainability of programme impact. 	<ul style="list-style-type: none"> ▪ The three components are aligned and contributing to the whole impact of the SI Programme. 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives, - UN agencies representatives. - Representatives of the development partners. - Government officials, ▪ Representatives of research institutes and universities.

Questions/Sub Questions	Indicators (evaluation indicators)	What Constitutes Success	How to Collect Data
6.4 How can the programme have adequate funding both by fundraising/financing from the external partners/donors or through internal arrangements of support from other programmes in ECO in lieu of the support on preparation of advocacy documents and evidence generation and reviews?	<ul style="list-style-type: none"> ▪ Extent to which the SI Programme was efficient to attract adequate fund from other partners and donors ▪ Established structures are operational and can rely on well-capacitated staff. 	<ul style="list-style-type: none"> ▪ Fundraising plan in place ▪ Established contacts with perspective donors ▪ The fundraising initiatives were successful in attracting donors and partners, 	<ul style="list-style-type: none"> ▪ Document Review. ▪ KIIs with: <ul style="list-style-type: none"> - UNICEF representatives,

Annex 2: Respondents and Stakeholders

The table below presents a list of the interviewed respondents that the evaluation team met with during the inception and implementation phases of the evaluation. The evaluation team conducted both Key Informant Interviews (KIIs) in addition to Focus Group Discussions (FGDs). The FGDs were grouped based on mutual interest and field of expertise.

Type of Institution	Name of Institution	Informant	Tool
Government Institutions	MoSS	H.E. the Minister- Nivine el Kabbage	KII
		Raafat Shafeek, Directed/Head of TKP	KII
		Social Protection Team	FGD
		Social Care Team	FGD
	MoF	Head of Transparency unit	KII
		Sara Eid	KII
	MoPED	SPME Focal Point	KII
		Riham Rezk	KII
		Ahmed Kamali, Deputy Minister	KII
	NCCM	Sahar El Sonbaty, NCCM Secretary General	KII
CAPMAS	Hoda Mostafa, International Relations Manager/CAPMAS President	KII	
	Director of the SDG unit	KII	
Private Sector	Allianz	Mr. Mina Abdelshahid	KII
Donors	Netherlands Embassy	Eugenia Boutylkova	KII
UN Agencies	UNHCR	Aliaa Rashwan	KII
		Heba Salem	
	ILO	Pascal Annycke	KII
	The UN RCO	Marwa AlamElDin	KII
	UNRC	Arun Jacob, Senior Economist	KII
Research Institutes/Universities	JPAL - AUC	Mr. Abdelrahman Nagy	KII
	FEPS - Cairo University	Mona Fayed	KII
	Al Zanaty & Associated	Dr. Fatma Al-Zanaty	KII
UNICEF	ECO	ECO Representative, Jeremey Hopkins,	KII
		Deputy Representative, Fazlul Haque	KII
		Reporting Specialist, Peter Tubman	KII
		Chief, CSED, Oliver Petrovic	KII
		Chief, Education, Manar Ahmed/ OIC	KII
		Chief Child Protection/ OIC, Salma El Fawal & Chief Child Protection, Ahmed Abdeldaim/ OIC	KII
		Chief Private Sector, Sawsan Youssef	KII
		SPME Team (Luigi Peter, Shantanu Gupta and others)	FGD
		Chief C4D, Gaia Chiti and Chief Communication, Jonathan Crickx	KII
	MENARO	Monitoring Advisor, Leonardo Menchini	KII
Social Policy Advisor, Samman Thapa		KII	

Annex 3: CDS Evaluation Team

- Dr. Issam El Adawi – Team Leader / Lead Evaluator
- Ms. Geert Phlix – Assistant Evaluator and Thematic Expert
- Ms. Sarah El Sweify – Evaluation Specialist
- Ms. Amina Lotfy – Research Assistant

Team Member	Tasks
<p>Team Leader Dr. Issam El Adawi</p>	<ul style="list-style-type: none"> ▪ Lead the evaluation team technically; ▪ Design the evaluation conceptual framework; ▪ Develop data collection ethical protocol, tools, sampling frame as well as data analytical framework; ▪ Analyze primary and secondary data; ▪ Conduct focus group discussions and in-depth interviews ▪ Write up the evaluation inception, draft and final report; ▪ Present findings to client.
<p>Senior Thematic Expert Ms. Geert Phlix</p>	<ul style="list-style-type: none"> ▪ Provide input to the development of the research tools; ▪ Conduct primary and secondary data analysis on program design, planning and management relevant aspects; ▪ Provide recommendations to improve program design; management and efficiency; ▪ Contribute to the evaluation reporting and presentation.
<p>Evaluation Specialist Ms. Sarah El Sweify</p>	<ul style="list-style-type: none"> ▪ Conduct focus group discussions and in-depth interviews ▪ Contribute to Desk review; ▪ Contribute to data collection and analysis. ▪ Support in the write up of the evaluation inception, draft and final report
<p>Research Assistant Ms. Amina Lotfy</p>	<ul style="list-style-type: none"> ▪ Report on focus groups discussions and in- depth interviews; ▪ Analyze primary and secondary data ▪ Responsible for the tabulation of focus groups discussions and in-depth interviews. ▪ Conduct desk review;

Annex 4: Desk Review Documents

1. Leaving No One Behind: The Imperative of Inclusive Development Report on the World Situation 2016. New York: United Nations, 2016. <https://www.un.org/esa/socdev/rwss/2016/full-report.pdf>.
2. Terms of Reference of Evaluation of Social Inclusion programme of UNICEF Egypt Country Programme partnership with the Government of Egypt 2018-2022.
3. UNICEF, Country Office Annual Report 2019.
4. UNICEF, Country Office Annual Report 2018.
5. UNICEF, Country Programme Document: Egypt, E/ICEF/2017/P/L.19, 17 July 2017.
6. UNICEF, Country Situation – Egypt. January 2020
7. UNICEF, Programme Strategy Note Social Inclusion.
8. UNICEF, Programme Strategy Notes Survival and Early Development
9. UNICEF, Programme Strategy Note Learning and Protection
10. UNICEF, Understanding Child Multidimensional Poverty in Egypt.
11. Website of CAPMAS, Current Population, retrieved from: <https://www.capmas.gov.eg/HomePage.aspx>
12. Sustainable Development Strategy (SDS): Egypt Vision 2030
13. Ministry of Social Solidarity and UNICEF 2018-2019 Work Plan
14. Ministry of Finance and UNICEF 2018-2019 Work Plan
15. Ministry of Finance and UNICEF 2020-2021 Work Plan
16. CAPMAS and UNICEF 2018-2019 Work Plan
17. Faculty of Economics and Political Science and UNICEF 2020-2021 Work Plan
18. Reform of Social Protection in Egypt: Takaful and Karama Programme (TKP) – A pro women programme
19. Assessment of the Readiness of Health and Education Services
20. Making the Education System Work for the Poorest Households in Egypt
21. Making the Health System Work for the Poorest Households in Egypt
22. Ensuring the Successful Implementation of Conditionality for Takaful Beneficiaries
23. Budget Transparency Series: A Guide to Egypt’s State Budget
24. Budget Transparency Series: Spotlight on Children in the 2019/2020 Budget
25. Budget Transparency Series: Citizen Budget Highlights 2018/2019
26. Budget Transparency Series: Mid-year review FY 19/20 (Key Highlights)
27. Budget Transparency Series: Co-Published Brief on State Budget for FY 20/21: Including public spending on COVID-19
28. Data Snapshot - Child Malnutrition: Unfolding the Situation in Egypt 2018
29. Data Snapshot – Children, Adolescents, and HIV-AIDS: Unfolding the Situation in Egypt 2018
30. Data Snapshot – Female Genital Mutilation (FGM) 2019
31. Data Snapshot – Girls’ Empowerment: Creating a More Equitable Environment in Egypt 2019
32. Policy for Action Series – Ending Child Marriage
33. Policy for Action Series– Elimination of Female Genital Mutilation (FGM)
34. Policy for Action Series – Girls’ Empowerment
35. Statistics in Focus Series – Determinants of Violent Disciplinary Practices for Children in Egypt 2018
36. Statistics in Focus Series – Time Use for Adolescents and Youth in Egypt 2018
37. Statistics in Focus Series – Determinants of Violence Against Women 2018
38. Leaving No One Behind in Egypt – Moving in and Out of Poverty in Egypt: An analysis of poverty dynamics between 2012 and 2015
39. Leaving No One Behind in Egypt – Poverty and Inequality in Egypt a Review of Evidence
40. Leaving No One Behind in Egypt – Policy Note: Leaving No One Behind

41. Data for Children – Strategic Framework
42. UNICEF’s Global Social Protection Programme Framework
43. UNICEF Gender Action Plan 2018-2021
44. United Nations Partnership Development Framework
45. UNICEF Country Programme of Cooperation with the Government of Egypt 2018-2022 Mid-Term Review Report
46. SPME Section Activities Summary
47. (RAM) Country Programme Full Approved Report
48. RAM Outcome Output – Social Inclusion and Data
49. Indicator Tracker SPME AWP
50. SDG Report 2018
51. SDG Report 2019