

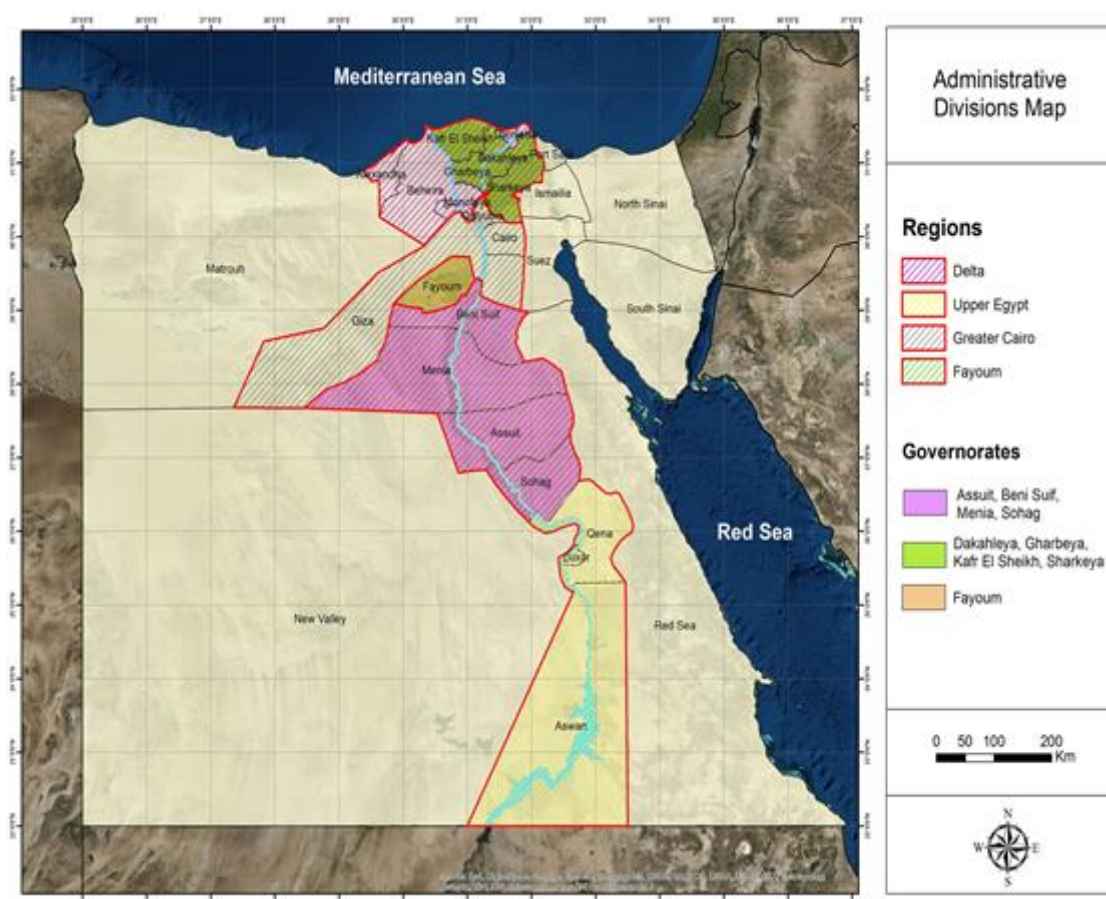
# Midterm Review Report

## UNDP-GEF Project: Sixth Operational Phase of the GEF Small Grants Programme in Egypt

GEF Project ID: 6956

UNDP Project ID: 5471

**Country:** Egypt  
**Region:** Arab States  
**Focal Area:** Multi-focal area (GEF-6): Biodiversity, Land Degradation, Climate Change  
**GEF Agency:** United Nations Development Programme (UNDP)  
**Executing Agency:** United Nations Office for Project Services (UNOPS)



Date	Version	Comments
25 August 2019	1	First draft
19 September 2019	2	Final

# Opening Page

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## PROJECT DETAILS:

<b>Project Name:</b>	Sixth Operational Phase of the GEF Small Grants Programme in Egypt
<b>Project ID:</b>	UNDP PIMS ID: 5471                      GEF Project ID: 6956
<b>Country:</b>	Egypt
<b>Region:</b>	Arab States
<b>Focal Area:</b>	Multi-focal area (GEF-6): Biodiversity, Land Degradation, Climate Change
<b>Focal Area Objective/ Program:</b>	<b>BD-4:</b> Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors; <b>Program 9:</b> Managing the Human-Biodiversity Interface  <b>CCM-2:</b> Demonstrate systematic impacts of mitigation options; <b>Program 3:</b> Promote integrated low-emission urban systems  <b>LD-3:</b> Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wide landscape; <b>Program 4:</b> Scaling-up sustainable land management through the Landscape Approach
<b>Funding Source:</b>	GEF Trust Fund
<b>Implementing Agency:</b>	United Nations Development Programme
<b>Implementation Modality:</b>	Agency Implemented
<b>Executing Agency:</b>	UNOPS

## FINANCIALS:

<b>Project Preparation Grant:</b>	USD 70,000
<b>GEF Project Grant:</b>	USD 2,843,241
<b>Cofinancing Total:</b>	USD 4,073,461
<b>GEF Agency Fees:</b>	USD 270,108
<b>Total Cost:</b>	USD 6,986,702

## PROJECT TIMELINE:

<b>Received by GEF:</b>	13 August 2014
<b>Preparation Grant Approved:</b>	28 April 2015
<b>Concept Approved:</b>	01 June 2015
<b>Project Approved for Implementation:</b>	12 December 2016
<b>State Date:</b>	24 April 2017
<b>Closing Date (Planned):</b>	24 April 2021

## MIDTERM REVIEW DETAILS:

<b>Midterm Review Timeframe:</b>	July-August 2019
<b>MTR Consultant:</b>	James Lenoci, International Consultant
<b>MTR Reporting Language:</b>	English

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## Executive Summary

The multifocal area project is being implemented under the GEF-6 replenishment cycle through an agency implementation modality, supported by the UNDP as the GEF implementation agency. Basic project information is summarized below in **Table 1**.

**Table 1: Project information table**

<b>Project Title:</b>	Sixth Operational Phase of the GEF Small Grants Programme in Egypt		
<b>UNDP Project ID (PIMS #):</b>	5471	<b>PIF Approval Date:</b>	01 Jun 2015
<b>GEF Project ID (PMIS #):</b>	6956	<b>CEO Endorsement Date:</b>	10 Dec 2016
<b>Award ID:</b>	98847	<b>Project Document (ProDoc) Signature Date (date project began):</b>	24 Apr 2017
<b>Country(ies):</b>	Egypt	<b>Date project manager hired:</b>	May 2018
<b>Region:</b>	Arab States	<b>Inception Workshop date:</b>	29-30 May 2018
<b>Focal Area:</b>	Multifocal	<b>Midterm Review date:</b>	Jul-Aug 2019
<b>GEF-6 Focal Area Strategic Objectives and Programs:</b>	BD-4, Prog. 9 CCM-2, Prog. 3 LD-3, Prog. 4	<b>Planned closing date:</b>	24 Apr 2021
<b>Trust Fund:</b>	GEF TF	<b>If revised, proposed closing date:</b>	N/A
<b>Executing Agency:</b>	United Nations Office for Project Services		
<b>Other execution partners:</b>	Arab Office for Youth and Environment		
<b>Project Financing:</b>	<b>at CEO endorsement (USD)</b>	<b>at Midterm Review (USD)*</b>	
<b>[1] GEF financing (incl. PPG):</b>	2,913,241	435,867	
<b>[2] UNDP contribution:</b>	1,500,000	1,000,000	
<b>[3] Government:</b>	62,000	0	
<b>[4] Other partners:</b>	2,511,461	2,281,262	
<b>[5] Total cofinancing [2 + 3+ 4]:</b>	4,073,461	3,281,262	
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>6,986,702</b>	<b>3,717,129</b>	

\*Actual expenditures and cofinancing contributions by 10 August 2019

## Project Description

Collective action by civil society and governments is required to achieve and maintain the resilience of socio-ecological landscape systems in rural and urban areas in Egypt. As such, the project was designed to enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience, through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development. The Small Grants Programme (SGP) is investing in strategic interventions to catalyze and connect local projects to each other and to other large-scale initiatives to bring about sustainable impacts over a broader area over the long run. The project is being implemented in strategic landscapes in the Delta, Fayoum and Upper Egypt governorates. Demonstrations of low-emission technologies are also planned to be implemented in the urban centers of Greater Cairo and Fayoum City.

Local organizations and communities are the main vehicles of this project as they are the agents who identify needs, design approaches for collective action, implement interventions and reap the sustainable development benefits. Local civil society organizations (CSOs) are implementing innovative initiatives on a learning-by-doing approach. Successful initiatives are envisaged to be replicated and up-scaled in other locations within the target governorate and landscapes. By employing a landscape approach, the SGP will enable local actors to better understand the complex relationship they have with the ecosystems in their communities and how best to effect sustainable impacts across the landscape through their individual and combined efforts.

Beyond the activities being piloted in the target landscapes, national level contributions are also included on the project. Lessons learned in the landscapes are envisaged to be cross-referenced and shared, and best practices and lessons learned used to inform national policies.

The 4-year project, which has an expected operational closure date of 24 April 2021, is implemented by UNDP and executed by the United Nations Office for Project Services (UNOPS), under an UN-agency execution modality, utilizing

the existing mechanism of the GEF Small Grants Programme, e.g., approval of project activities by the National Steering Committee and results-based monitoring. The GEF project grant is USD 2,843,241 (excluding agency fee), with confirmed cofinancing of USD 4,073,461.

## Purpose and Methodology

The objective of the MTR was to gain an independent analysis of the progress midway through the project. The MTR focused on identifying potential project design problems, assessing progress towards the achievement of the project objective, and identifying and documenting lessons learned about project design, implementation, and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The project performance was measured based on the indicators of the project results framework. The MTR was an evidence-based assessment and relied on feedback from persons who have been involved in the design, implementation, and supervision of the project, as well as beneficiaries of project interventions, and review of available documents and findings of the field mission.

## Project Progress Summary

The project has had to make up lost time after the approximate one-year delay in initiating project implementation. The GEF endorsed the project in December 2016, the government of Egypt signed the project document on 23 April 2017 (the official start date of the project), but the inception workshop was held 13 months later, on 29-30 May 2018. The National Steering Committee (NSC) was reconstituted and has convened meetings four times between May 2018 and March 2019.

One of the first activities on the project was the formulation of the landscape strategies for the four target landscapes. The strategies were consolidated into one document and approved by the NSC. In support to the development of the landscape strategies, stakeholder consultation workshops were held in each of the four target landscapes to present the project, discuss priorities and obtain feedback from key governmental and non-governmental stakeholders.

In September 2018, in response to a suggestion by the Country Programme Manager (CPM0, the NSC agreed to support the Ministry of Environment in preparing for the 14<sup>th</sup> Meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP 14 Egypt) held in Sharm el Sheikh in November 2018. One of the three USD 150,000 strategic grants budgeted on the project was awarded to the Nature and Science Foundation to support the ministry in preparing for the CBD COP 14.

The first call for proposals was issued during the first half of 2019 and 186 proposals were received from 185 CSOs; one CSO submitted two proposals. The proposals were reviewed and short-listed by the technical sub-committees to the NSC and the NSC then approved 17 interventions. Several proposals from the first call remain under review and those CSOs are being asked to clarify or amend their submittals. A second call is expected to be made in the next couple of months.

Another activity that has been completed during the first half of the project is a gender assessment and action plan. A gender consultant was recruited and the final version of the report was issued in October 2018. And, the project has started to make inquiries to governmental level partners regarding the envisaged multi-stakeholder governance platforms. Two case studies have been prepared in draft form, one summarizing the involvement of the SGP in the CBD COP 14 and the other presenting an overview of one of the awarded small grants, an energy efficiency intervention in the Fayoum landscape.

## Midterm Review Ratings

MTR ratings and a summary of achievements are presented below in **Table 2**.

**Table 2: MTR ratings and achievement summary table**

Measure	MTR Rating	Achievement Description
Project Strategy	Not Rated	<p>The project strategy adopts an integrated landscape approach, consistent with the principles promoted under the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Programme. The project design also builds upon the experiences gained in Egypt during the implementation of the previous operational phases, extending back to 1992, and also does a good job identifying synergies with ongoing initiatives, including other GEF-financed projects.</p> <p>The target landscapes cover large geographic areas, extending into multiple governorates and having several million inhabitants, e.g., Greater Cairo. Implementing a landscape approach across these expansive regions is inconsistent with the resources and time allocated for the project, as well as the capacities of the local CSOs.</p> <p>Several of the project interventions outlined in the Project Document and integrated in the project results framework do not match the circumstances in Egypt or the capacities of the partners; for example, sylvopastoral systems, sustainable agroforestry production, community conservation</p>



Measure	MTR Rating	Achievement Description
		areas (CCAs), reforestation or farmer managed natural regeneration, livestock grazing regimes, agro-ecological practices, conservation of crop genetic resources, and green value chain enterprises.
Progress towards Results	Objective Achievement: <b>Moderately Satisfactory</b>	By the time the MTR mission was carried out in July 2019 the first round of small grants had been awarded, covering interventions in each of the four target landscapes and including the three focal areas of biodiversity conservation, land degradation and climate change. Additionally, one of the earmarked strategic projects was granted in 2018 to a national NGO for supporting the Ministry of Environment in preparing for the CBD COP 14 held in November 2018 in Sharm El Sheikh. The involvement of local CSOs in the CBD COP 14 helped to increase awareness and facilitate new opportunities among both domestic and international stakeholders. Overall a rating of moderately satisfactory is applied as there has been limited results achieved among the target landscapes.
	Outcome 1: <b>Moderately satisfactory</b>	Landscape strategies for the four target landscapes were developed in 2018 and consolidated into a common report. The strategies include descriptions of key environmental threats, proposed priority actions and an outline of a series of indicators that are largely aligned with the project results framework. The application of the social-ecological resilience criteria is not clearly explained and the strategies lack certain details, such as stakeholder analyses, partnership opportunities and alignment with local and national development plans and programs. There has been only limited progress in terms of establishing multi-stakeholder governance platforms; specifically, the Country Program Management Unit (CPMU) has sent letters to governmental level stakeholders inquiring about interest in participating in the platforms. Documentation of project and portfolio experiences has included development of two draft case studies, one on the involvement of local CSOs in the CBD COP 14 in 2018 and the other on the planned intervention of promoting energy efficient LED light bulbs in the Fayoum landscape.
	Outcome 2: <b>Moderately unsatisfactory</b>	The first round of small grants was awarded in July 2019 and, hence, there has been limited time to achieve measurable results among the target landscapes. A rating of moderately unsatisfactory is applied because of the inconsistencies between the project results framework and the landscape strategies for a number of performance targets, including community conservation areas (CCAs), reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry. Moreover, the strategic projects, envisaged to provide guidance to the implementation of the landscape strategies, have not yet been procured.
	Outcome 3: <b>Moderately satisfactory</b>	The envisaged participatory strategies and management plans for low-emission urban development in Greater Cairo and Fayoum City are partly included in the landscape strategies, but not separated out as stand-alone strategic plans. There were multi-stakeholder consultations made when developing the landscape strategies; however, multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems are not yet in place. The draft case study prepared for the Fayoum landscape includes the planned interventions associated with promotion of energy efficient LED light bulbs, but there have not yet been results to evaluate and codify.
	Outcome 4: <b>Moderately satisfactory</b>	The first round of small grants was awarded in July 2019 and, therefore, there has been insufficient time to achieve verifiable results in the field among the target landscapes. And, the strategic projects have not yet been procured. A rating of moderately satisfactory is applied because of the delay in initiating the implementation of the activities, the limited number of renewable energy interventions included in the first round of awarded grants and the fact that less than two years remains of the project implementation timeframe for implementation.
Project Implementation and Adaptive Management	<b>Moderately Satisfactory</b>	This is the first time the SGP Upgraded Country Program (UCP) has implemented a full-size GEF project in Egypt. The approximately one year delay in initiating the implementation of the project was largely due to government officials questioning the implementation arrangements, i.e., agency implementation with support from an NGO national host institution (NHI). For a four-year duration project, the delay has impacted project efficiency, effectiveness and prospects for sustainability after GEF funding ceases.  There is positive rapport and good working procedures among the highly experienced project team, including the UNDP country office staff, the CPMU including the Country Program Manager and Program Assistant, the NHI staff, the National Steering Committee (NSC), the UNDP Global Coordinator for the SGP UCP and the UNOPS staff members. As evident in the large number of CSOs participating in the first call for proposals (186 proposals submitted), public awareness of the SGP is extensive and the CPMU has maintained a wide network among the CSO community.

Measure	MTR Rating	Achievement Description
		Financial delivery has been low, with USD 365,867, or 13% of the GEF grant expended by 10 August 2019. This figure does not include the first round of grants awarded in July; the September expenditure report will reflect these costs Materialized cofinancing by project midterm is reported at USD 3,281,262, which is 65% of the total expected by project closure.
<b>Sustainability</b>	<b>Moderately Likely</b>	The delay in starting the implementation of the project affects the likelihood that results will be sustained after GEF funding ceases. The first grants were awarded in July 2019, more than 2 years after the official start date of the project in April 2017. Implementing the small grants should not be an issue within the remaining timeframe, but garnering multi-stakeholder participation in continuing the landscape approach, integrating with local development priorities and programs and developing the multi-stakeholder governance platforms into functional and sustainable structures will take time. There is high level of interest among local CSOs for participating in the SGP OP6, as evidenced in the fact that 186 CSOs submitted proposals in the first round. And, after 25 years of operating in Egypt, the SGP has developed efficient procedures for administering small grants. The issue is the limited time available to achieve the intended results by the planned closure date in April 2021. There are other factors that diminish the prospects of sustainability. Firstly, there are capacity constraints among the local CSOs, and it is unlikely that some of the interventions initiated will be able to be sustained without external support. Moreover, changing behavior and overcoming cultural preferences and habits take time and require oversight.

## Summary of Conclusions

The sixth operational phase (OP6) is the first time when Egypt is participating in the SGP Upgraded Country Programme (UCP), which has entailed development and approval of a full-sized GEF project. The delay in commencing the implementation of the project, even after the Government of Egypt approved the Project Document, was associated with a certain degree of tension among governmental level stakeholders regarding control of the OP6 project, as the project is being implemented under an agency implementation modality and supported by an NGO national host institution (NHI).

The project is benefitting from an experienced project team, including the Country Program Manager, the Program Assistant, the NHI, the UNDP country staff, the UNDP Global Coordinator for the SGP UCP and the UNOPS staff. The NSC is operating under terms of reference that are similar to that used for the previous operational phases, before Egypt was part of the UCP. The technical sub-committees supporting the NSC are examples of good practice in stakeholder engagement and inclusivity. The composition of the NSC should be reviewed and adjusted to the specific scope of the full-size project, e.g., addressing representation of the beneficiaries in the target landscapes and increasing participation of NGO representatives and other development partners.

Once the issues regarding the delay were resolved, the team was able to quickly mobilize and commence project implementation. In trying to make up ground lost from the delay at the start, there was a sense of urgency in ensuring the grants are awarded as soon as possible. And, in turn, the development of the landscape strategies was somewhat rushed. And, supporting the Ministry in preparing for the CBD COP 14 took up a considerable amount of time in the last quarter of 2018.

Introducing and implementing development projects using the landscape approach is an incremental process, which requires participatory, multi-stakeholder engagement. The project is trying to facilitate the establishment of multi-stakeholder governance platforms concurrent with the formulation of landscape strategies and issuance of the first round of small grants. The project coherence is diminished through this approach. It takes time to develop capacities and also foster multi-stakeholder partnerships to design, adopt and implement landscape approaches with respect to biodiversity, land degradation and climate change that also address broader development objectives, e.g., improving the well-beings of local communities. And it is unclear whether the priority actions outlined in the landscape strategies are more based upon capacities of local CSOs, rather than based on a set of particular priorities that are formulated to achieve strategic issues regarding biodiversity conservation, land degradation and climate change.

Partnering with other projects, including GEF-financed ones, is a clear strength of the project. And, the selection of the landscapes and promotion of some of the interventions are based on the results from other projects, such as biogas renewable energy, rooftop solar collectors, energy efficient LED light bulbs and sustainable transportation solutions, such as bicycle sharing systems.

The other challenge with respect to the project design is the fact that the identified landscapes are geographically expansive, extending across more than one governorate in some cases, e.g., in the Upper Egypt and Delta regions, and encompassing complex administrative jurisdictions, such as in Greater Cairo. The project design does indicate that “the SGP cannot bring about landscape changes by itself, it is geared to advance tactical projects in given geographic areas,



which will synergize with various levels of local action to bring about measurable progress in landscape resilience". The delineated landscapes, however, do not correspond with existing regional definitions, e.g., there are no structures in place that bring together the three governorates in Upper Egypt participating in the project. With respect to establishing multi-stakeholder governance platforms under the current arrangements, one multi-stakeholder governance platform will likely be required in each governorate.

Also, with regard to the project design, some of the planned interventions are not consistent with the ecological and cultural conditions in Egypt. There seems to have been insufficient validation of the project design prior to submittal to the GEF for endorsement.

The decision to grant one of the USD 150,000 strategic projects in September 2018 for supporting the Ministry of Environment in preparing for the CBD COP 14 was an adaptive management measure, something that was not envisaged at the time of project development. In hindsight, integrating some activities associated with the CBD COP 14 might have been included in the project design, as the event was planned years beforehand. As endorsed by the NSC, the decision to support the Ministry was considered a strategic move, increasing the public awareness of the SGP in Egypt among both national and international stakeholders and helping to facilitate opportunities for new and improved partnerships for local CSOs.

The project knowledge management strategy is primarily focused on development and dissemination of case studies. There are limited substantive results to report by the midterm, but two draft case studies have been prepared. It would be advisable to take a broader look at knowledge management, including advocacy for the landscape strategies, identifying target audiences for the case studies and other knowledge products, linkages with capacity building objectives, etc.

Project administrative procedures have been developed through experiences gained through the previous operational phases. For instance, UNOPS has delegated some financial management tasks to the UNDP country office, e.g., payment to the local CSOs by checks, due to the under-developed banking systems among some of the target landscapes. There are some differences between UNDP and UNOPS accounting systems, and regular reconciliation is made to allocate project expenditures under the UNDP Atlas categories A few issues were noted during the MTR regarding financial reporting, for example, there are inconsistencies and delays in allocating project expenditures partly because advance disbursements are made to the NHI's account and then costs are later distributed across the different budget categories. And, project management costs are not being allocated according to the indicative budget included in the Project Document.

An estimated USD 3.28 million of cofinancing has materialized through midterm, which is about 65% of the expected amount by project closure. The pledged governmental cofinancing from the Industrial Council for Technology and Innovation has not yet materialized; these contributions should be pursued and advocated for during the second half of the project, as partnership with this council (and other governmental partners) would enhance the likelihood that project results will be sustained after closure.

Through 10 August 2019, a total of USD 365,867, or 13% of the GEF project grant has been incurred. Financial delivery is expected to increase significantly as the first awarded grants are booked and the second call for proposals is completed. Achieving the intended project results by the April 2021 closing date will, however, be a formidable challenge. Behavioral change takes time and it will be important that proactive sustainability structures are put in place and a practicable sustainability plan is developed during the second half of the project, to ensure partnership and governance arrangements are in place to facilitate achievement of long-term impacts.

## Recommendations

The MTR recommendations outlined below in **Table 3** have been formulated with the aim of improving project effectiveness and enhancing the likelihood that project results will be sustained after GEF funding ceases.

**Table 3: Recommendations table**

No.	Recommendation	Responsibility
1.	<b>Strengthen the landscape strategies.</b> The landscape strategies should be considered as living documents, with regular updates as additional information is available and progress is made with respect to implementation. A few recommended improvements include: (a) breaking out the consolidated landscape strategy into four separate documents, one for each landscape; (b) delineating the project interventions onto landscape level maps, showing other key features such as significant biodiversity areas, land use distribution, etc.; (c) elaborating the strategies by including stakeholder analyses, partnership opportunities, more information on local and national development strategies, etc.; and (d) facilitating validation of the landscape strategies by local government units.	CPMU, NSC, landscape stakeholders
2.	<b>Enhance the composition of the National Steering Committee.</b> The composition of the NSC should be reviewed and enhanced in order to: (a) ensure majority representation by CSOs; (b) address representation of the	NSC, UNDP, CPMU

No.	Recommendation	Responsibility
	beneficiaries within the target landscapes; and (c) include enabling development partners, such as the Ministry of Local Development, National Council of Women, as well as donors and private sector organizations.	
3.	<b>Reconcile achievement of multi-stakeholder governance within the target landscapes.</b> The project should reconcile and simplify the number of multi-stakeholder partnerships, platforms and groups to be established, focusing on strengthening existing structures and incorporate the NSC into the plans for multi-stakeholder governance, possibly assuming an oversight role. Terms of reference should be developed for the multi-stakeholder governance structures envisaged for each landscape, and it would be advisable to convene stakeholder workshops to help initiate the process.	CPMU, NSC
4.	<b>Assess how to best use the project resources allocated for strategic projects.</b> The indicative project budget includes three USD 150,000 value strategic projects. One of these projects was awarded in 2018, to support the Ministry in preparing for the CBD COP 14. Based on the current circumstances of the project, a rapid needs assessment should be made to evaluate how best to use these resources, and procurement and implementation of the other two strategic projects should be expedited according to an agreed course of action.	CPMU, NSC, UNDP
5.	<b>Adjust the performance metrics in the project results framework.</b> The performance metrics in the project results framework should be adjusted, considering approaches that are compatible with the actual circumstances in the target landscapes and consistent with the capacities of the local NGO partners. Some preliminary recommendations, including integrating gender mainstreaming objectives, are included in the MTR report (see <b>Annex 6</b> ).	CPMU, NSC, UNDP
6.	<b>Expand and strengthen stakeholder engagement.</b> The project should expand and strengthen engagement with enabling stakeholders, for example with: (a) protected area stakeholders within the project landscapes, exploring and capitalizing on synergies with PA management plans, community conservation areas, management effectiveness tracking, etc.); (b) the Industrial Council for Technology and Innovation under the Egyptian Ministry of Trade and Industry, one of the project's cofinancing partners; (c) private/business sector enterprises, such as the sugarcane processing companies in the Upper Egypt landscape; and (c) the Desert Research Center and the Ministry of Agriculture and Land Reclamation, e.g., integrating land degradation neutrality aspects into the landscape plans.	CPMU, NSC
7.	<b>Strengthen the knowledge management approach on the project.</b> The project should develop and implement a knowledge management (KM) strategy and action plan that articulates the objectives for knowledge management of the project, describes how advocacy will be carried out to achieve the policy level objectives, explains key messaging at the landscape and national levels, links up with the gender action plan and allocates resources for the duration of the project. The UNDP Global Coordinator for the SGP UCP and the UCP Knowledge Management Consultant should be closely involved in developing and implementing the KM strategy and action plan.	CPMU, UNDP, NSC
8.	<b>Improve project monitoring and evaluation.</b> Recommendations for improving project monitoring and evaluation include, but are not limited to the following: (a) reconstruct a baseline assessment of the GEF-7 core indicators and complete the midterm assessment; (b) track social co-benefits, e.g., number of direct beneficiaries, gender-disaggregated results, etc.; (c) keep a running tally of cofinancing contributions, including from partners not identified at project entry and facilitating synergies with other initiatives; and (d) improve risk management procedures.	CPMU, UNDP
9.	<b>Develop and implement improved procedures for allocating project expenditures.</b> Procedures for allocating project management costs and other project expenditures should be improved in order to enable evaluation of spending according to the indicative budget in the Project Document and annual work plans.	UNDP, UNOPS, NHI
10.	<b>Develop a sustainability plan and initiate implementation prior to project closure.</b> Using the project theory of change as guiding framework, develop and initiate the implementation of a sustainability plan that identifies specific actions, responsible parties and partnerships and funding opportunities.	CPMU, UNDP, NSC
11.	<b>Strengthen asset transfer procedures.</b> It would be advisable to include a condition in the grant agreements, indicating that the assets need to be transferred to the relevant beneficiary at the close of the project or the grant agreement	CPMU, UNOPS, UNDP, NSC, NHI

## Abbreviations and Acronyms

Exchange Rate, EGP: USD:

At project start (24 April 2017):  
18.0405

At midterm review (25 June 2019):  
16.6634

AWP	Annual Work Plan
BD	Biodiversity
BMZ	German Federal Ministry for Economic Cooperation and Development
CCM	Climate Change Mitigation
COP	Conference of the Parties
CPD	Country Program Document (UNDP)
CPMU	Country Program Management Unit
CSO	Civil Society Organization
EGP	Egyptian Pound
ESWA	Egyptian Solid Waste Management Agency
FSP	Full-sized Project
GEF	Global Environment Facility
ISWMS	Integrated Solid Waste Management Sector
LD	Land Degradation
M&E	Monitoring & Evaluation
MSEA	Ministry of State for Environmental Affairs
MTR	Midterm Review
NAP	National Action Plan to Combat Desertification
NCSCB	National Conservation Sector Capacity Building Programme
NEAP	National Environmental Action Plan
NGO	Non-Governmental Organization
NHI	National Host Institution
NSC	National Steering Committee
NSWMP	National Solid Waste Management Programme
PA	Protected Area
PAMU	Protected Area Management Unit
PIR	Project Implementation Review
PV	Photovoltaic
RTA	Regional Technical Advisor (UNDP)
SDG	Sustainable Development Goal
SESP	Social and Environmental Screening Procedure
SGP	Small Grants Programme
SLM	Sustainable Land Management
SLR	Sea-Level Rise
SMART	Specific, measurable, achievable, relevant and time-bound
STAR	System for Transparent Allocation of Resources
SWM	Solid Waste Management
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
USD	United States Dollar

# 1 Introduction

## 1.1 Purpose of the Review

The objective of the MTR was to gain an independent analysis of the progress mid-way through the project. The review focuses on project strategy, progress towards results, project implementation and adaptive management, and the likelihood that the envisaged global environmental benefits will be realized and whether the project results will be sustained after closure.

## 1.2 Scope and Methodology

The MTR was an evidence-based assessment, relying on feedback from individuals who have been involved in the design, implementation, and supervision of the project, and a review of available documents and findings made during field visits. The overall approach and methodology of the evaluation follows the guidelines outlined in the UNDP Guidance for Conducting midterm reviews of UNDP-supported, GEF-financed Projects<sup>1</sup>.

A mission to Egypt took place from 20-27 July 2019. The mission itinerary is compiled in **Annex 1**, and key project stakeholders interviewed for their feedback are listed in **Annex 2**. The MTR Consultant visited two of the four landscapes, Fayoum and Upper Egypt, and photos taken during the group interviews in the respected governorates are shown below in **Figure 1**.



**Figure 1:** MTR mission photos, Fayoum and Qena Governorates

The MTR Consultant completed a desk review of relevant sources of information, such as the Project Document, project progress reports, financial reports, and key project deliverables. A complete list of information reviewed is compiled in **Annex 3**.

As a data collection and analysis tool, an evaluation matrix (see **Annex 4**) was developed to guide the review process. Evidence gathered during the fact-finding phase of the MTR was cross-checked between as many sources as practicable, to validate the findings.

The PMU provided a self-assessment of progress towards results, using the project results framework template provided by the MTR Consultant in the MTR inception report. The project results framework was used as an evaluation tool, in assessing attainment of project objective and outcomes (see **Annex 5**). Suggested modifications to the results framework, based on findings of the MTR, are compiled in **Annex 6**.

Cofinancing details were provided by the PMU and cofinancing partners and are summarized in the cofinancing table compiled as **Annex 7** to the MTR report.

The MTR Consultant also reviewed the baseline GEF tracking tools and the baseline and midterm assessment of the GEF-7 core indicators worksheet provided by the PMU; the filled-in tracking tools and core indicator worksheets are annexed in a separate file to this report.

<sup>1</sup> Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects, 2014, UNDP-GEF Directorate.

The MTR Consultant summarized the initial findings and recommendations of the MTR at the end of the mission on 25 July 2019 in a debriefing held at the UNDP country office in Cairo.

### 1.3 Structure of the Report

The MTR report was prepared in accordance with the outline specified in the UNDP-GEF MTR guideline. The report starts out with a description of the project, indicating the duration, main stakeholders, and the immediate and development objectives. The findings of the evaluation are broken down into the following categories:

- Project Strategy
- Progress towards results
- Project implementation and adaptive management
- Sustainability

The report culminates with a summary of the conclusions reached and recommendations formulated to enhance implementation during the final period of the project implementation timeframe.

### 1.4 Rating Scales

Consistent with the UNDP-GEF MTR guidelines, certain aspects of the project are rated, applying the rating scales outlined in **Annex 8**.

Progress towards results and project implementation and adaptive management are rated according to a 6-point scale, ranging from highly satisfactory to highly unsatisfactory. Sustainability is evaluated across four risk dimensions, including financial risks, socio-economic risks, institutional framework and governance risks, and environmental risks. According to UNDP-GEF evaluation guidelines, all risk dimensions of sustainability are critical: i.e., the overall rating for sustainability cannot be higher than the lowest-rated dimension. Sustainability was rated according to a 4-point scale, including likely, moderately likely, moderately unlikely, and unlikely.

### 1.5 Ethics

The review was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the MTR Consultant has signed the Evaluation Consultant Code of Conduct Agreement form (**Annex 9**).

### 1.6 Audit Trail

To document an “audit trail” of the evaluation process, review comments to the draft report will be compiled along with responses from the MTR Consultant and documented in an annex separate from the main report. Relevant modifications to the report will be incorporated into the final version of the MTR report.

### 1.7 Limitations

The review was carried out over the period of June-August 2019, including preparatory activities, field mission, desk review and completion of the report, according to the guidelines outlined in the Terms of Reference (**Annex 10**).

There were no significant limitations associated with language. Independent interpreters supported the MTR Consultant during the field mission, and much of the project documentation was available in English. Selected documents available only in Arabic were translated in completion or partially.

Field visits were made to two of the four target landscapes: Fayoum and Upper Egypt. The MTR Consultant had the opportunity to interview NGO representatives from the other two landscapes in person during the mission to Egypt; there were no local government officials participating in those interviews.

Skype interviews were held with a few stakeholders who were unavailable to meet in person during the MTR field mission. Overall, the MTR Consultant concludes that the information obtained during the desk review and field mission were sufficiently representative to enable an evaluation of progress made during the first half of the project.

## 2 Project Description

### 2.1 Development Context

The main baseline investments and activities in Egypt relevant to this GEF6 phase, as in previous SGP programming, are those linked with the National Environmental Action Plan (NEAP) and National Action Programme to Combat Desertification (NAP) implementation, Sustainable Development Goals (SDGs) as well as Egypt's Sustainable Development Strategy: 2030 Vision.

The project objective is closely aligned with the programming directions and underlying mission of the GEF-SGP. Since 1992, the GEF-SGP has been supporting community-driven natural resource management aimed at alleviating poverty through promotion of local, sustainable livelihoods. This is reflected in the following excerpt from the GEF-SGP mission statement: "By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP demonstrates that community action can maintain the fine balance between human needs and environmental imperatives."

The interventions funded by the GEF-SGP have tended to support the poorest and most disadvantaged sectors of society, which typically are the most dependent on the ecosystem goods and services within their communities.

The project is also consistent with the strategic priorities of the United Nations Development Framework for Egypt (UNDAF 2013-2017), specifically Outcome 1.4: More and better skilled youth, women and other vulnerable groups have decent job opportunities", and aligned with the following outputs under UNDP Strategic Plan: "Expanding access to environmental and energy services for the poor. Mainstreaming environment and energy".<sup>2</sup>

### 2.2 Problems the Project Sought to Address

As described in the Project Document, the main problem the project was designed to address is that the necessary collective action for adaptive management of natural resources in Egypt for sustainable development and global environmental benefits is hindered by the organizational weaknesses of the communities living and working in affected urban and rural landscapes to act strategically and collectively in building social and ecological resilience. Without the necessary skills and tools, community initiatives are unable to significantly act on environmental degradation. Without strategic coordination, isolated local interventions are unable to achieve meaningful and measurable impacts on landscape level processes and systems, either ecological or social. The opportunities to aggregate community actions and achieve essential synergies are thus lost.

The problem is further exacerbated by lack of resources, structural poverty, and environmental degradation, as well as unstable socio-political conditions. Moreover, CSOs that seek to address these concerns lack developed human resources, financial resources and knowledge and awareness related to environmental challenges on national and global levels. These weaknesses and obstacles for CSOs impede successful organization of activities that seek to galvanize local action for what are at times perceived as less immediate needs—such as environmental quality.

The solution to this problem is for community organizations in rural areas of Fayoum, the Delta, and Upper Egypt to develop and implement adaptive landscape management strategies that build social, economic and ecological resilience based on the production of global environmental and local sustainable development benefits. To pursue achievement of the outcomes of these adaptive landscape management strategies, community organizations will first develop landscape strategies, implement grant projects reviewed and approved by the SGP National Steering Committee, supported by multi-stakeholder agreements involving local government, the private sector, NGOs and other partners, and evaluated as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities and conditions. In order to make use of the limited funds available, the SGP is targeting particular themes (e.g., air pollution, solid waste management and renewable energies) and will be promoting pilots, which can be tested and learned from.

Non-landscape initiatives are also planned, particularly in urban areas of Greater Cairo and Fayoum City, to pilot projects that can reduce emissions, use renewable energies, and address the ongoing problem of solid waste management and air pollution. The thematic approach applied in Greater Cairo and Fayoum City is the same as in the rural landscapes to test initiatives, build expertise in these areas, apply lessons learned and share best practices.

Barriers identified as hindering achievement of the long-term solution outlined above include the following:

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<sup>2</sup> The UNDP Strategic Plan outputs indicated in the Project Document are not included in the 2014-2017 version of the Strategic Plan; it is unclear which plan is referenced here.



- Lack of public awareness of how sustainable measures can enhance people's livelihoods and provide alternative economic streams;
- Community organizations in rural landscapes, as well as community organizations in urban areas lack a larger, longer-term vision and strategy for ecosystem and resource management and suffer from weak adaptive management capacities, i.e.: to innovate, test alternatives, monitor and evaluate results, adjust practices and techniques to meet challenges and incorporate lessons learned;
- Community organizations have insufficient organizational capacities to efficiently and effectively plan, manage and implement initiatives and actions of their own design in favor of landscape resilience objectives in urban and rural areas;
- Community organizations rarely coordinate with other community organizations to pursue collective action for global environmental and landscape management outcomes at a landscape scale;
- Community organizations do not have access to ongoing funding which would allow innovating and testing new ideas, and conducting adaptive management. Instead they have to deliver quickly on short-term goals while funding is available.
- Knowledge from project experience with innovation/experimentation is not systematically analyzed, recorded or disseminated to policy makers or other communities, organizations and programs; and
- Community organizations are not yet recognized for the catalytic role they can play in achieving broader landscape outcomes.

## 2.3 Project Description and Strategy

### Project Strategy:

The objective of the UNDP-GEF project is to enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development.

The project design is predicated on supporting local CSOs in developing landscape management strategies and implementing community projects in pursuit of strategic landscape level outcomes related to biodiversity conservation, sustainable land management, and climate change mitigation and adaptation. Local organizations and communities are the main vehicles of this project as they are the agents who identify needs, design approaches for collective action, implement interventions and reap the sustainable development benefits. The key feature of the SGP is for community based organizations to pilot, test, innovate and analyze new initiatives through a process of learning-by doing. Successful initiatives are envisaged to be replicated and up-scaled in other locations within the governorate and landscapes. However, concentrating the majority of the interventions in defined geographic areas (landscapes) allow results to accrue and produce a critical mass of experience and lessons. By employing a landscape approach, the SGP will enable local actors to better understand the complex relationship they have with a given environment and how best to effect sustainable impacts on the landscape through their individual and combined efforts.

Beyond the activities piloted in the landscape area, contributions are planned at the national level as well. Lessons learned in the landscapes will be cross-referenced, and shared, and best practices and lessons learned will be used to inform the policy context at the national level.

The SGP strategy for GEF 6 is formulated across the following two components.

### **COMPONENT 1: Resilient rural landscapes for sustainable development and global environmental protection**

**Outcome 1-** Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits.

**Outcome 2-** Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape.

### **COMPONENT 2: Promote community-based integrated low emission urban systems**

**Outcome 3-** Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development.

**Outcome 4-** Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs).

**Target Landscapes:**

The four target landscapes are described below.

**Delta:** The Delta landscape includes the Dakahleya, Kufr-El-Sheikh and Sharkeya governorates. Within the climate change focal area, SGP in GEF6 seeks to support projects that promote sustainable transport, installation of biogas units to produce sustainable energy and soil amendments (compost), and promote renewable energy and energy efficiency. Within the biodiversity focal area, projects selected were envisaged to seek to improve the co-management of protected areas, support sustainable harvests in fishing communities and disincentivize unsustainable production practices. Under the land degradation focal area, projects were planned to support the promotion of use of efficient biogas to reduce pressures on exploitation of trees and shrub lands for fuel wood, as well as sustainable use practices in semi-arid areas particularly in PAs. Initiatives were planned to focus on projects that establish community wastewater treatment units and invest in initiatives that improve the efficiency of irrigation to conserve land, water and energy. Selected projects were also envisaged to seek to raise the awareness of and use by farmers of organic fertilizers instead of chemical fertilizers. Capacity building initiatives were planned to be carried out to reduce negative agriculture practices such as field flooding or over-irrigation.

**Upper Egypt:** The Upper Egypt region consists of the Nile River valley South of the Delta, from Cairo to Lake Nasser. The project is focusing on the Menia, Luxor and Qena governorates. The selected projects in this landscape were envisaged to fall under the climate change and land degradation focal areas. Under the climate change focal area projects were planned to target sustainable energy and compost preparation and use, use of solar energy in irrigation, installation of solar water heaters, and promotion of sustainable transport. Projects were also envisaged to deter pollution of canals, mitigate existing pollution, and conserve water, energy and land resources. The project strategy describes how the priorities will be finalized and confirmed during project inception and in the process of developing participatory landscape strategies.

**Fayoum:** The governorates for landscape management within this region include Qaroun, Wadi-El-Rayan and Fayoum City. Under the climate change focal area, SGP-supported projects were envisaged to promote sustainable transport, installation of biogas units to produce sustainable energy and compost, installation of solar water heaters, and promotion of rooftop gardens for home cooling and improvement in the conditions of women and marginalized groups. Under the biodiversity focal area, in full coordination with the Italian Cooperation Project implemented by the Egyptian Environmental Affairs Agency (EEAA), SGP projects are expected to contribute to the following: strategic management plans to de-pollute Lake Qaroun, ecotourism improvement of the waterfall area in Wadi El Rayan PA, development of traditional handicrafts and assistance in marketing them to create sustainable jobs, especially for women, and awareness raising of tourists and local communities on biodiversity and the importance of protected areas. Under the land degradation focal area, projects were planned to combat growing desertification through promotion of the use of efficient biogas to reduce pressures on trees and shrub lands, use of biodigester slurry for soil improvement, and sustainable land use practices, such as reduction of cattle grazing in the PA.

**Greater Cairo:** In the Cairo landscape under the climate change focal area, projects were envisaged to focus on energy efficiency and awareness-raising of local communities; sustainable transport, and solar water heaters. Under the biodiversity focal area, projects were planned to contribute to the sustainable management of protected areas, help develop visitors' centers and facilities to contribute to biodiversity education and raise awareness of the importance of natural protectorates (Wadi Degla and Petrified Forest).

## 2.4 Implementation Arrangements

The project is being implemented under an agency implementation modality, with UNDP as the GEF implementing agency and UNOPS as the executing partner.

UNDP provides overall program oversight and takes responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP also provides high-level technical and managerial support through the Low Emissions Climate Resilient Development Strategies cluster and from the UNDP Global Coordinator for Upgrading Country Program, who is responsible for project oversight for all upgraded country program projects worldwide. SGP's Central Program Management Team (CPMT) monitors the project for compliance of upgraded country programs with the core policies and procedures of the SGP as a GEF Corporate Program

The UNDP Country Office is the business unit in UNDP for the SGP project and is responsible to ensure the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office makes available its expertise in various environment and

development fields, and also provides support at the local level such as infrastructure and financial management services, as required. UNDP is represented in the NSC, and actively participates in grant monitoring activities

UNOPS provides country program implementation services, is responsible for SGP's financial management and provides quarterly financial reports to UNDP

The Arab Office for Youth and Environment, an Egyptian NGO, is the national host institution (NHI), a role that it has held since operational phase 2 in 2003.

The National Steering Committee acts as the project steering committee, responsible for taking appropriate management decisions to ensure that the project is implemented in line with the GEF-SGP Operational Guidelines and the agreed project design and is consistent with national and state development policies and priorities.

The Country Program Management Unit is serving as the project management unit (PMU) and is responsible for the day-to-day implementation of project activities and for the overall coordination of the project, including operational planning, supervision, administrative and financial management and the adaptive management of the project based on inputs from the project monitoring and evaluation plan and the annual Project Implementation Review (PIR). The PMU is comprised of two full-time staff, including the Country Program Manager and the Program Assistant.

## **2.5 Project Timing and Milestones**

### Project Milestones:

Received by GEF:	13 August 2014
Preparation Grant Approved (PIF approval date):	28 April 2015
Project Approved for Implementation:	12 December 2016
Start Date (project document signed by Government of Egypt):	24 April 2017
Project Inception Workshop:	29-30 May 2018
Midterm Review:	July-August 2019
Closing Date (Planned):	24 April 2021

The Project Identification Form (PIF) was approved on 28 April 2015 for incorporation into the GEF Council Work Programme of June 2015, and following the project preparation phase, the project obtained approval for implementation by the GEF CEO on 12 December 2016. The official start date of the project is 24 April 2017, when the Government of Egypt signed the project document. The inception workshop, however, was held on 29-30 May 2018, more than a year after the project start date. The 2018 project implementation review (PIR) report contains reference of this delay indicating: "The project faced a delay to start as planned just after the signature of the Prodoc as the government had some inquiries about the SGP recruitment of project staff and overall decision-making process, which delayed the inception workshop by almost 10 months. It was solved and all inquiries were responded to through the efforts of the UNDP CO and also through several meetings conducted by the CPM with the Ministry of Foreign Affairs and the Ministry of Environment to clear any misunderstandings".

After resolving the issues surrounding the delay, including recruitment of the Country Programme Manager (CPM), which was the same person as served this function since the SGP was established in Egypt, the project was able to organize the inception workshop at the end of May 2018 and begin implementation of activities shortly thereafter.

With the project management unit (PMU) in place, the inception workshop was organized roughly one month afterwards, on 17-18 July 2017. The midterm review is being carried out over the period of July-August 2019, and the 48-month (4-year) duration project is slated to close on 24 April 2021.

## **2.6 Main Stakeholders**

The main stakeholders for the project and their indicative roles and responsibilities are outlined in the project document, as copied below.

The primary stakeholders of the Egypt GEF-SGP Upgrading Country Programme are the community-based organizations and local communities who will receive grants to produce benefits to local sustainable development and the global environment. Women, ethnic minorities and youth will be especially invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives. Primary stakeholders are located in Fayoum, Delta, Upper Nile and Cairo.

NGOs, whose work has been to support CBOs and communities in pursuing local sustainable development, are also important stakeholders. These will include those NGOs who have the interest and capacities to provide key support

services to community-based projects, including technical assistance and capacity development. These NGOs will be identified during the process of project formulation and implementation to initiate with approval of this proposal.

Key supporting actors in this Upgrading Country Programme project will include the Ministry of State for Environmental Affairs, the Egyptian Environmental Affairs Agency (EEAA) / Nature Conservation Sector, the Ministry of Electricity and Energy and the Energy Conservation Unit (IDSC); and the National Council for Women (NCW). UNDP, as Implementing Agency for the GEF Small Grants Programme, will provide support to the Upgrading Country Programme as part of the National Steering Committee, together with the Ministry of State for Environmental Affairs.

**Community organizations:** Principal participants in landscape planning exercises; first-order partners in the multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements; implementing agents of community and landscape level projects. The project will favor organizations run by and for women, ethnic minorities and youth.

**Second level organizations:** Landscape level: Primary participants in landscape planning exercises; first-order partners in the multi-stakeholder partnerships for each landscape; implementing agents of landscape level projects; participants in landscape level policy platforms.

**SGP National Steering Committee:** Functions as Project Steering Committee; reviews and approves landscape strategies; advises regarding multi-stakeholder partnership composition and TORs; approves criteria for project eligibility for each landscape based on proposal by multi-stakeholder partnership and SGP Operational Guidelines; reviews and approves projects submitted by SGP Country Programme Manager; reviews annual project progress reports and recommends revisions and course corrections, as appropriate, representative participant on policy platforms.

**SGP Country Programme Manager (National Coordinator), and team:** Responsible for the overall implementation and operations of the SGP Egypt Country Programme, acting as secretary to the National Steering Committee, mobilizing cofinancing, organizing strategic partnerships with government and non-governmental organizations, and in general for managing the successful achievement of Country Programme Objectives as described in the Project Document.

**NGOs:** Lead and facilitate participatory baseline assessments and landscape planning processes; partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements; provide technical assistance to community organizations for implementation of their projects; potential participant on policy platforms.

**Local governments - Governorates, District Councils, City Councils:** Participate in baseline assessments and landscape planning processes; partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements; primary participant on policy platforms.

**National agencies:** Regional Branches of the Egyptian Environmental Affairs Agency (EEAA), Ministry of Agriculture and Land Reclamation, Ministry of Interior, Ministry of Electricity and Energy, Ministry of Transportation, National Council for Women, Partners in multi-stakeholder partnerships for each landscape; selected members of National Steering Committee; as relevant or appropriate, provide technical assistance to community organizations for implementation of their projects; primary participant on policy platforms.

**Private sector:** Partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; potential participant on policy platforms.

**Academic institutions:** Universities, National Research Center, Desert Research Center, Agricultural Research Center: Potential to assist in participatory baseline assessments and landscape planning processes; partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; provide technical assistance to community organizations for implementation of their projects; potential participant on policy platforms (to be confirmed during project implementation).

## 3 Findings

### 3.1 Project Strategy

#### 3.1.1 Project Design

The multifocal area project was approved under the GEF-6 replenishment cycle and aligned to the following biodiversity (BD), climate change mitigation (CCM) and land degradation (LD) focal area objectives and programs:

**BD-4:** Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors; **Program 9:** Managing the Human-Biodiversity Interface.

**Outcome 9.1:** Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management

**CCM-2:** Demonstrate systematic impacts of mitigation options; **Program 3:** Promote integrated low-emission urban systems.

**Outcome B:** Policy, planning and regulatory frameworks foster accelerated low GHG development and emissions mitigation

**LD-3:** Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape; **Program 4:** Scaling-up sustainable land management through the Landscape Approach.

**Outcome 3.1:** Support mechanisms for SLM in wider landscapes established

The project strategy was developed in accordance with the SGP global programming directions and experiences during earlier operational phases of GEF-SGP in Egypt, as well as the results in other countries involved in the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS). The project design integrated the concepts and approaches demonstrated under the COMDEKS program, such as socio-ecological production landscapes and seascapes (SEPLS).

Declaration of protected areas (PA's) within or near each of the four landscapes underscores commitment by the national and local government to protecting the relevant biodiversity and ecosystem services. And, the fact that the four target landscapes are each located within a key biodiversity area (KBA) (see **Table 4**) reinforces the project's contributions towards protecting globally significant biodiversity.

*Table 4: Key biodiversity areas (KBAs) among project landscapes*

Site ID	Final Code	KBA site name	Project Landscape	Area (ha)	Latitude	Longitude
6191	EG005	Lake Manzala	Delta	77,000	31.28	32.07
6192	EG006	Lake Burullus	Delta	110,089	31.47	30.81
6195	EG009	Lake Qarun Protected Area	Fayoum	25,000	29.47	30.63
6196	EG010	Wadi El Rayan Protected Area	Fayoum	71,000	29.22	30.37
6198	EG012	Upper Nile	Upper Egypt	15,000	25.15	32.72

The project design includes mention of national plans, strategies and priorities in the baseline discussion in the Project Document. Some of the referenced plans, however, are dated. For example, the 1998 version of the National Biodiversity Strategy and Action Plan is discussed, whereas the second version of the NBSAP (2015-2030) was issued in January 2016. Similarly, the 2005 version of the National Action Program to Combat Desertification was described in the Project; the Aligned Egyptian National Action Plan to Combat Desertification, Land Degradation and Drought (2014-2024), issued in February 2015 is not addressed.

With respect to the delineated landscapes, the ones selected cover large geographic regions, extending across more than one governorate per landscape (except for Fayoum). The design does describe that the project is promoting pilot level, demonstration interventions that could be scaled up later. However, managing multi-stakeholder groups and policy platforms across the target landscape presents an implementation challenge for the project.

With respect to the indicative budget included in the Project Document, there are limited details included in the budget notes, making it difficult to ascertain how the budget was broken down.

The SGP has traditionally focused on broader development objectives, promoting bottom-up approaches led by local CSOs. There is room for improvement with respect to integrating development objectives into the project results framework, such as number of direct beneficiaries and gender mainstreaming aspects. The Project Document includes reference to the 2013-2017 UNDAF, specifically Priority Programme Area 1: "Poverty Alleviation through pro-poor growth and equity" and Outcome 1.4 "More and better skilled youth, women and other vulnerable groups have decent job opportunities". The project objectives seem more aligned with Priority Programme Area 5: "Environment and Natural Resource Management: and Outcome 5.3 "The Government of Egypt and local communities have strengthened mechanisms for sustainable management of, and access to, natural resources such as land, water and ecosystems".

The project design does not include a theory of change. For the purposes of the midterm review, the MTR Consultant prepared a draft theory of change for consideration (see **Figure 2**).

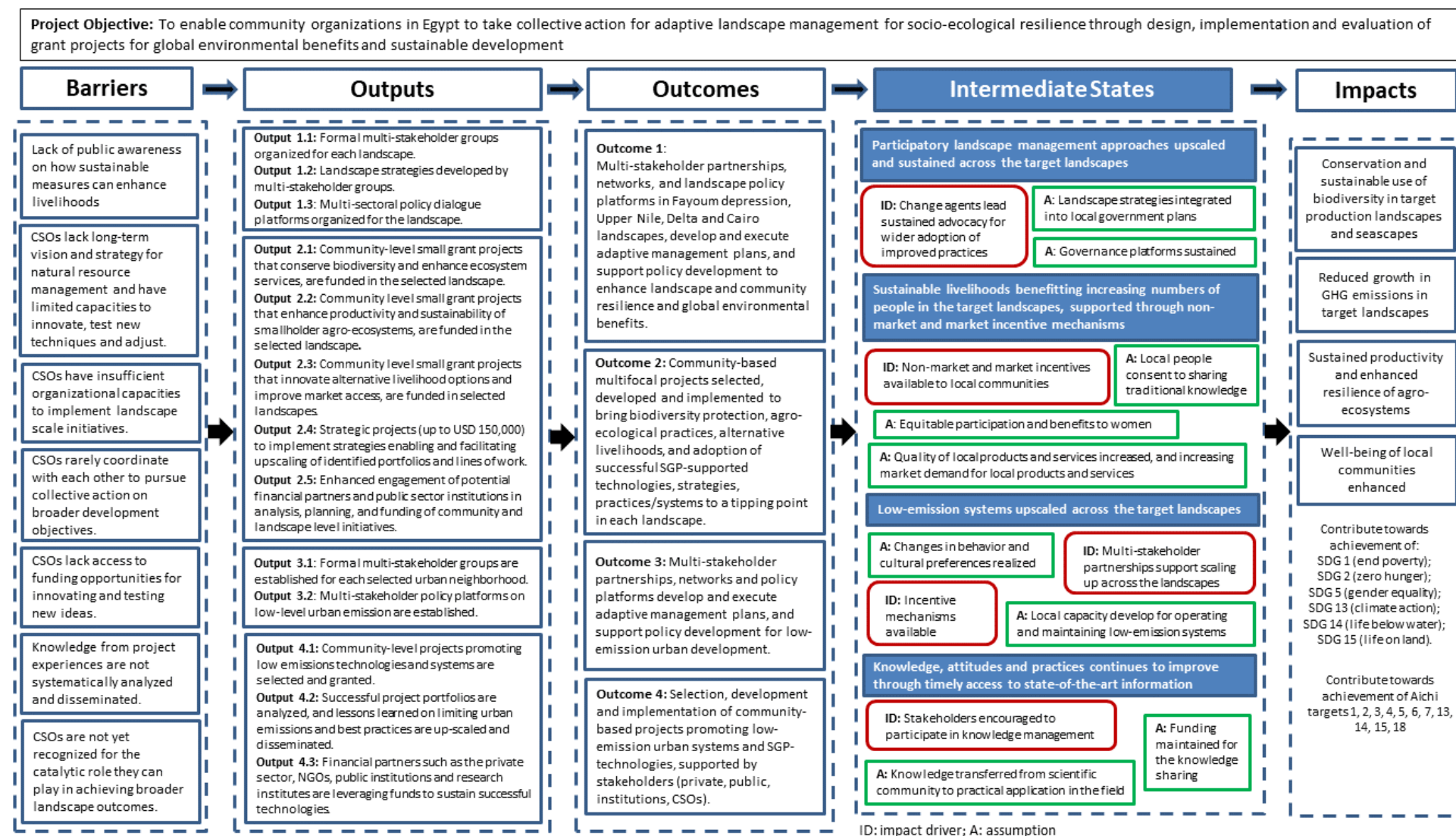


Figure 2: Draft theory of change



### 3.1.2 Results Framework

As part of this midterm review, the project results framework for the project was assessed against “SMART” criteria, to evaluate whether the indicators and targets were sufficiently specific, measurable, achievable, relevant, and time-bound. With respect to the time-bound criterion, all targets are assumed compliant, as they are set as end-of-project performance metrics.

#### Project Objective:

There are four indicators at the project objective level, as described below in **Table 5**.

**Table 5: SMART analysis of project results framework (project objective)**

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
<b>Objective:</b> To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development							
A. Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected	5,000 ha sustainably managed in the three targeted rural landscapes	45,000 ha with sustainable management activities under implementation in the three target rural landscapes that promote long-term biodiversity conservation/agro-ecology and alternative sustainable livelihoods	?	?	?	Y	Y
B. Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes	Four communities participating in community based rural and urban landscape planning and management processes experimenting and innovating with technologies and alternative sustainable practices	At least 20 communities participating in community based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices	?	Y	?	Y	Y
C. Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology	Five communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	?	Y	?	Y	Y
D. Increased number of communities, within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations	20 CSO representatives participating in trainings to improve the financial and administrative sustainability their community organizations	250 producers trained in agro-ecological practices and systems	?	Y	?	Y	Y
		100 livestock producers trained in sylvopastoral systems	Y	Y	N	?	Y
		At least 70 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations;	Y	Y	Y	Y	Y
		Eight workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated	Y	Y	Y	Y	Y
E. Number of case studies and publications documenting lessons learned from SGP-supported projects	Zero case studies/publication prepared and disseminated in previous Operational Phases highlighting experiences following a community-based rural urban landscape management approach	At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

Objective Indicator A is a measure of the area under resilient landscape management. There is no information in the project that describes the 5,000-ha baseline figure of area sustainably managed in the three landscapes, and the 45,000-ha end target is based on an arbitrarily estimated area of 15,000 ha per landscape; the Greater Cairo landscape was not included in this indicator. The term “sustainably managed” is not clearly defined and it is unclear how the local activities were expected to be extrapolated across the larger, landscape-scale areas.

With respect to Objective Indicators B and C, it is unclear how the term “communities” is being defined on the project, as the landscapes cover vast areas in the country. Similarly, the scope of the trainings on agro-ecological practices and systems is unclear. For instance, several of the proposals included in the first call include introduction of more efficient irrigation practices. The second sub-target under Objective Indicator D calls for 100 livestock producers trained in

sylvopastoral systems. Implementing sylvopastoral systems in Egypt does not seem to be compatible with local customs or with geographic conditions in the country, and local NGOs lack the requisite experience and skills.

### Component 1: Resilient rural landscapes for sustainable development and global environmental protection

There are two outcomes under Component 1. Outcome 1 is focused on establishing multi-stakeholder platforms and partnerships and developing inclusive landscape strategies, as outlined below in **Table 6**.

**Table 6: SMART analysis of project results framework (Outcome 1)**

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
<b>Outcome 1:</b> Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits							
1.1. Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the three rural landscapes/	0 multi-stakeholder governance platforms established in the three rural landscapes	At least four multi-stakeholder landscape / governance platforms in place and functioning	?	Y	?	Y	Y
1.2. Number of participatory landscape strategies and management plans for the three targeted rural landscapes	0 strategies to enhance social and ecological resilience of the in the three rural landscapes	Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes and typology of community based activities linked to those outcomes	Y	Y	Y	?	Y
1.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 experiences systematized and codified for dissemination to policy makers, community organizations and others	At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

Indicator 1.1 measures the increase in the number of multi-stakeholder landscape governance platforms. It would be helpful to be more specific on what is envisaged in these governance platforms, e.g., inclusion of local government officials, and define what the term “functioning” means, i.e., only through the lifespan of the project or intended to continue following project closure.

The end target for Indicator 1.2 calls for development of five landscape strategies; this seems more of an output level indicator and not a measure of achievement of Outcome 1. Sustainable implementation of the landscape strategies through stewardship from the multi-stakeholder partnerships and platforms would be a more appropriate metric in this case.

Outcome 2 reflects the contributions of the community-based interventions on strengthening participatory natural resource management and low GHG emission development in the target landscapes, as measured by the nine indicators described below in **Table 7**.

**Table 7: SMART analysis of project results framework (Outcome 2)**

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Outcome 2: Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape							
2.1. Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Prioritized list of projects aligned with landscape outcomes in each landscape	Y	Y	Y	Y	Y
2.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target landscapes	195 projects implemented in the target landscapes to date	At least 30 community based projects implemented by CBOs and NGOs in the targeted rural landscapes	?	Y	Y	Y	Y

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
2.3. Increased area under management for biodiversity conservation and sustainable use	3,000 hectares under management in the four landscape/seascapes as community conservation areas	11,000 hectares under management across the three rural landscape/seascapes as community conservation areas	Y	Y	N	?	Y
2.4. Increased area under reforestation or farmer managed natural regeneration	4,000 hectares under reforestation or farmer managed natural regeneration	11,000 hectares under reforestation or farmer managed natural regeneration across the three landscapes	Y	Y	N	?	Y
2.5. Increased area under improved grazing regimes	3,000 hectares under improved grazing regimes and livestock management 30 livestock producers implementing improved grazing regimes and livestock management systems	10,000 hectares under improved grazing regimes and livestock management across the three landscapes At least 100 livestock producers implementing improved grazing regimes and livestock management systems	Y	Y	?	?	Y
2.6. Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	500 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	13,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	Y	Y	?	?	Y
2.7. Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer organizations in sustainable production of agroforestry, fisheries and waste management	No multi-stakeholder groups with a focus on landscape / seascape resilience engaged in analysis and planning of strategic approaches to upscaling successful experiences in agroforestry, forestry and waste management	Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry, fisheries and waste management	?	?	?	?	Y
		At least 20 second-level organizations established or strengthened.	?	?	?	?	Y
2.8. Number of strategic projects that support these economic activities	No strategy currently exists to enable and facilitate upscaling by community organizations of these economic activities based on the detailed analysis of successful SGP supported community experiences and identification of upscaling requirements and opportunities	Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives	Y	Y	Y	Y	Y
2.9. Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets	4 existing enterprises and staff in ecotourism	At least 10 new ecotourism enterprises	Y	Y	?	Y	Y
	0 Types of green value chain products produced in landscape	At least 10 new green value chain enterprises	Y	Y	N	?	Y
	2 waste management enterprises	At least 5 new waste management enterprises covering 15,000 hectares per landscape	Y	Y	?	Y	Y
	50 people employed in sustainable agroforestry	At least 1,000 people switching to sustainable agroforestry production	Y	Y	N	?	Y
	50 people employed in sustainable fisheries	At least 700 people switching to sustainable fisheries production	Y	Y	N	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

With respect to Indicator 2.2, the end target is focused on rural landscapes; this seems to be a misstatement, as the project design also includes urban landscapes.

The term “community conservation area” is only used in the results framework for Indicator 2.3 in the project document. There is no other description in the project design and the baseline figure of 3,000 ha is not defined. Moreover, CCA’s are not defined in the Egyptian PA legislation and local NGOs are inexperienced to facilitate such arrangements. The end target for Indicator 2.3 is considered unachievable.

Similarly, the phrasing for Indicator 2.4 is unclear, regarding the terms reforestation and farmer managed natural regeneration. There is one entry in the project document that refers to agro-reforestation along irrigation canals. Constructing concrete-lined irrigation canals in farmer fields provides some additional and for cultivation; however, this does not constitute reforestation or farmer managed natural regeneration.

Apart from the project results framework, there is limited description in the project document of the envisaged project interventions regarding livestock grazing regimes and livestock management referred to under Indicator 2.5. The baseline is not defined and the achievability of the end targets is questionable

Similar to the discussion on Objective Indicator B, the term “agro-ecological practices” referred to under Indicator 2.6 is not clearly defined. Moreover, conserving crop genetic resources requires a more robust strategy than introduction of rooftop gardens.

The term “multi-stakeholder group” used in the phrasing of Indicator 2.7 is unclear, e.g., is this term the same as the multi-stakeholder governance platforms?

With respect to Indicator 2.9, there are several terms and interventions that are unclear and incompatible with the circumstances in Egypt. For instance, the first sub-target for this indicator calls for the establishment of 10 new “ecotourism enterprises”, in addition to the four baseline enterprises. It is unclear if this term refers to companies being established or rather NGOs that are supporting local communities and local governments. There is no evidence that the local NGOs have the requisite skills to establish “green value chain enterprises” and there is likely insufficient time and resources on the project to achieve the establishment of such enterprises. The achievability of five new “waste management enterprises” covering 15,000 ha in each landscape is also questionable. Having 1,000 people switching to agroforestry production is considered unachievable within the time and budget constraints of the project. The term “sustainable fisheries production” is unclear and having 700 fishers converting to this type of production within a four-year project timeframe is unlikely.

## Component 2: Promote community-based integrated low-emission urban systems

Component 2 involves community-based integrated low-emission systems in the urban landscapes targeted by the project and includes two outcomes. Outcome 3 is focused on establishing multi-stakeholder partnerships, networks and policy platforms for planning and implementation of interventions contributing towards low-emission urban development (see **Table 8**).

**Table 8: SMART analysis of project results framework (Outcome 3)**

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Outcome 3: Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development							
3.1. Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems	0 partnerships	At least 10 partnerships	?	?	?	Y	Y
3.2. Number of participatory strategies and management plans for the two urban landscapes	0 participatory strategies and management plans for two urban landscapes	At least two participatory strategies and two management plans for low-emission urban development in Greater Cairo and Fayoum City	?	Y	Y	?	Y
3.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 case studies	At least 2 case studies – one per landscape at a minimum	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

Under Indicator 3.1, the terms multi-stakeholder partnerships and community networks are a bit unclear. The project also aims to facilitate the establishment of multi-stakeholder governance platforms and multi-stakeholder groups. It would have been advisable to define these structures and mechanisms in the project design.

With respect to Indicator 3.2, the end target of development of two participatory strategies and management plans seems more appropriate as an output indicator, and does not capture the long-term collaboration required to effectively shift the target urban landscapes towards low-emission development.

Outcome 4 focuses on the implementation of community-based projects promoting low-emission urban systems and is represented by four performance indicators (see **Table 9** below).

**Table 9: SMART analysis of project results framework (Outcome 4)**

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Outcome 4: Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs)							
4.1. Typology of urban neighborhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes	2 urban neighborhoods using renewable energy technologies in the target landscapes, by type of technology	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape	Y	Y	Y	?	Y
4.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighborhoods	Not indicated	At least twenty urban community based projects implemented by CBOs and NGOs in the target neighborhoods	Y	Y	Y	Y	Y
4.3. Increased use of renewable energy and energy efficiency technologies at neighborhood level implemented in the target urban landscape by type and technology	Not indicated	At least three renewable energy technologies or energy efficiency technologies experienced	?	?	?	Y	Y
		At least 14 pilot experiences with renewable energy or energy efficiency technologies systematized, codified and disseminated to policy platforms and community organizations and networks	Y	Y	Y	Y	Y
4.4. Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies	Not indicated	Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies	Y	Y	Y	Y	Y
SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria compliant; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria							

The end target for Indicator 4.1 is a prioritized list of projects being aligned with neighborhood outcomes in the urban landscapes. This is more appropriate as an output level indicator. It would have been more advisable to reflect the number of beneficiaries, including women and vulnerable groups, for example.

The term “experienced” in the phrasing of the first sub-target under Indicator 4.3 is unclear. Previous operational phases of SGP in Egypt have included interventions on energy efficiency interventions, such as LED lamps, and renewable energy, such as solar water heaters. The performance metric in this case should address what are the envisaged direct benefits and co-benefits and possibly also replicability and scaling up.

### 3.1.3 Gender Mainstreaming and Social Inclusion Analysis

The Project Document indicates a GEN-2 gender marker, which implies the project has gender equality as a significant objective. This gender rating is not supported in the project design documentation. Only a short discussion is included on gender in the Project Document, there was no gender analysis or action plan made during the project preparation phase, gender mainstreaming is not addressed in the project results framework, and gender equality was not included among the risks assessed as part of the social and environmental screening procedure (SESP).

The project recruited a gender consultant in 2018 to carry out a gender assessment and develop an action plan, in order to better address gender during project implementation. The final report, dated October 2018, includes an analysis of gender issues in Egypt and in the Upper Egypt and Delta project landscapes. Fayoum is mentioned as part of the Upper Egypt analysis. The analysis was made primarily for the rural landscapes, where gender inequality is more pronounced. The Greater Cairo landscape was not directly analyzed. The action plan includes a set of indicators and targets for each of the project outputs, e.g., representation of women in stakeholder consultations and multi-stakeholder platforms, recruitment of a gender advisor, gender-response landscape strategies, number of women participating in project activities, and development of gender-specific case studies.

## 3.2 Progress towards Results

### 3.2.1 Progress towards Outcomes Analysis

<b>Objective:</b> To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development	
<b>Progress towards achieving the project objective is rated as:</b>	<b>Moderately Satisfactory</b>

By the time the MTR mission was carried out in July 2019 the first round of small grants had been awarded, covering interventions in each of the four target landscapes and including the three focal areas of biodiversity conservation, land degradation and climate change. And, one of the earmarked strategic projects was granted in 2018 to a national NGO for supporting the Ministry of Environment in preparing for the CBD COP 14 held in November 2018 in Sharm El Sheikh. The involvement of local CSOs in the CBD COP 14 helped to increase awareness and facilitate new opportunities among both domestic and international stakeholders. A rating of moderately satisfactory is applied for progress made towards achieving the project objective through midterm, as summarized below in **Table 10**.

*Table 10: Progress towards results, project objective*

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
A. Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected	5,000 ha sustainably managed in the three targeted rural landscapes	It is unclear how the baseline is defined and the breakdown of the 45,000-ha end target. It would be advisable to better define and delineate the areas under resilient landscape management.	45,000 ha with sustainable management activities under implementation in the three target rural landscapes that promote long-term biodiversity conservation/agro-ecology and alternative sustainable livelihoods	Marginally on target
B. Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes	Four communities participating in community based rural and urban landscape planning and management processes experimenting and innovating with technologies and alternative sustainable practices	10 governorates are included among the 4 target landscapes, and the landscape strategy consultations made in July 2018 included representatives from more than 20 communities.	At least 20 communities participating in community based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices	On target
C. Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology	Five communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	6 of the approved projects in the first call for proposals involve renewable energy or energy efficiency.	At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	On target
D. Increased number of communities, within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations	20 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations	Trainings have not yet been delivered, but are planned for later in 2019. Participation of farmers among the first call for proposals is mostly involving improved irrigation practices, not specifically involving agro-ecological systems.	250 producers trained in agro-ecological practices and systems	Marginally on target
		No trainings on sylvopastoral systems have been delivered, and this issue is not addressed in the landscape strategies.	100 livestock producers trained in sylvopastoral systems	Not on target
		Trainings have not yet been delivered, but are planned for later in 2019.	At least 70 CSO representatives participating in trainings to improve the financial and administrative	Marginally on target



Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
			sustainability of their community organizations;	
		Stakeholder consultations were held in July 2018 to discuss the landscape strategies. Moreover, several local CSOs participated in the CBD COP 14 in November 2018.	Eight workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated	On target
E. Number of case studies and publications documenting lessons learned from SGP-supported projects	Zero case studies/publication prepared and disseminated in previous Operational Phases highlighting experiences following a community-based rural urban landscape management approach	The awarded grants include activities on preparing case studies.	At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned	On target

### Component 1: Resilient rural landscapes for sustainable development and global environmental protection

There are four outcomes under Component 1.

<b>Outcome 1:</b> Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits	
<b>Progress towards achieving Outcome 1 is rated as:</b>	<b>Moderately satisfactory</b>

Landscape strategies for the four target landscapes were developed in 2018 and consolidated into a common report. The strategies include descriptions of key environmental threats, proposed priority actions and an outline of a series of indicators that are largely aligned with the project results framework. The application of the social-ecological resilience criteria is not clearly explained and the strategies lack certain details, such as stakeholder analyses, partnership opportunities and alignment with local and national development plans and programs.

There has been only limited progress in terms of establishing multi-stakeholder governance platforms; specifically, the CPMU has sent letters to governmental level stakeholders inquiring about interest in participating in the platforms.

Documentation of project and portfolio experiences has included development of two draft case studies, one on the involvement of local CSOs in the CBD COP 14 in 2018 and the other on the planned intervention of promoting energy efficient LED light bulbs in the Fayoum landscape.

Progress towards achievement of Outcome 1 is rated as moderately satisfactory, as outlined below in **Table 11** in the discussion of each performance metric for this outcome.

**Table 11: Progress towards results, Outcome 1**

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
1.1. Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the three rural landscapes/	0 multi-stakeholder governance platforms established in the three rural landscapes	There has been limited progress with respect to establishing the multi-stakeholder governance platforms. Inquiry letters were sent to some of the key national governmental stakeholders in July 2019. The project needs to better define expectations, possible arrangements, management and sustainability.	At least four multi-stakeholder landscape / governance platforms in place and functioning	Not on target
1.2. Number of participatory landscape strategies and management plans for the three targeted rural landscapes	0 strategies to enhance social and ecological resilience of the in the three rural landscapes	Landscape strategies were completed in 2018 and approved by the NSC. The first call for proposals was based on the priority actions outlined in the strategies. The landscape strategies	Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes	On target

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
		should be strengthened, aligning with local development plans, identifying and facilitating partnership opportunities, etc.	and typology of community based activities linked to those outcomes	
1.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 experiences systematized and codified for dissemination to policy makers, community organizations and others	The awarded grants include activities on preparing case studies, and budget is allocated for analyzing and codifying portfolio experiences.	At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks	<b>Marginally on target</b>

### Output 1.1: Formal multi-stakeholder groups organized for each landscape

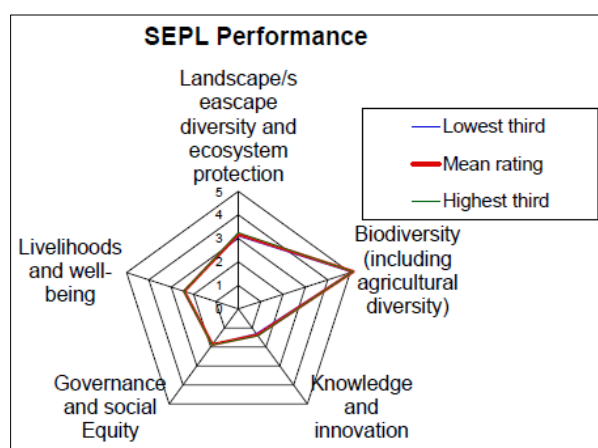
Formal multi-stakeholder groups have not yet been established for each landscape. It is a bit unclear from the project design whether the multi-stakeholder governance platforms referenced in the project results framework are the same as the multi-stakeholder groups called for in Output 1.1. And, the multi-sectoral policy dialogue platforms called for under Output 1.3 is an additional level of complexity.

The project has sent out inquiries to local government departments, requesting them to indicate their interest in joining multi-stakeholder governance platforms or groups. Stakeholders who were interviewed during the MTR mission were largely unaware of the plans for establish these platforms. There was general consensus that it would be a good idea to bring together stakeholders across a number of disciplines, including governmental and non-governmental, but the message shared during the interviews was the importance of sustaining the function of the platforms and having a system to ensure that actions identified are followed up.

### Output 1.2: Landscape strategies developed by multi-stakeholder groups

Shortly after the project inception workshop, stakeholder consultations were held in the four target landscapes during the period of 28 June through 26 July 2018. The four strategies were combined into one consolidated document (undated).

The landscape strategies include an analysis using the Satoyama Initiative resilience indicators in Socio-ecological Production Landscapes and Seascapes (SEPLS)<sup>3</sup>. The SEPLS analysis summary that was made for the Upper Egypt landscape is copied below in **Figure 3**.



**Figure 3: Baseline assessment using SEPLS indicators for the Upper Egypt landscape<sup>4</sup>**

<sup>3</sup> The project document references the following source: UNU-IAS, Bioversity International, IGES and UNDP. 2014. Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes (SEPLS).

<sup>4</sup> Source: Landscape strategy for building social, economic, and ecological resilience landscape strategies, GEF Small Grants Programme – Egypt, Operational Phase 6 (2017-2020).

The SEPLS process is not described in detail in the landscape strategy document, e.g., the definition of the 1-5 scoring – it is unclear whether a score of 5 indicates that that particular issue is of high concern among the surveyed stakeholders. It would also be advisable to review the results of these assessments; for instance, the livelihoods and well-being aspect scored relatively low in each of the four landscapes. If vulnerable groups are among the main stakeholders targeted, then this aspect would be expected to score higher.

In hindsight, it would have been prudent to make the SEPLS baseline assessments during the PPG phase and integrate the results into a project theory of change and the project strategy, including the results framework.

The SEPLS process does not seem to be fully integrated into the landscape strategies. For instance, there is no mention of the results of the SEPLS baseline assessment in the discussion of the criteria for project selection.

The landscape strategy document includes a set of impact indicators for each landscape. Many of the indicators are similar or the same to the indicators in the project results framework, but there are no targets established, making it difficult to ascertain how the project envisages achieving the intended project outcomes.

Governorate level officials were involved during the stakeholder consultations prior to developing the landscape strategies, but there is no evidence indicating that the local governments have reviewed and “validated” the strategies.

The landscape strategies should be considered living documents, and updated regularly as more information is obtained and the project progresses towards achieving the envisaged results. It would be advisable to document how the strategies are consistent with local and national level priorities and, moreover, governorate officials should validate the strategies.

### Output 1.3: Multi-sectoral policy dialogue platforms organized for the landscape

The first round of grants had been awarded shortly before the MTR mission and, consequently, there has been limited time for facilitating replication and learning beyond the target landscapes. It is uncertain how the project plans on establishing the multi-stakeholder policy dialogue platforms under this output. The National Steering Committee might be the best mechanism for facilitating this process, rather than forming new groups that might be difficult to sustain.

**Outcome 2:** Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape

Progress towards achieving Outcome 2 is rated as:

**Moderately unsatisfactory**

The first round of small grants was awarded in July 2019 and, hence, there has been limited time to achieve measurable results among the target landscapes. A rating of moderately unsatisfactory is applied because of the inconsistencies between the project results framework and the landscape strategies for a number of performance targets, including community conservation areas (CCAs), reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry. Moreover, the strategic projects, envisaged to provide guidance to the implementation of the landscape strategies, have not yet been procured.

Progress towards achievement of Outcome 2 is rated as moderately unsatisfactory, as outlined below in **Table 12** in the discussion of each performance metric for this outcome.

**Table 12: Progress towards results, Outcome 2**

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
2.1. Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Priority actions are listed in the landscape strategies.	Prioritized list of projects aligned with landscape outcomes in each landscape	Achieved
2.2. Number of community-based projects implemented by CBOs and NGOs in partnership with	195 projects implemented in the target landscapes to date	17 grants were awarded under the first call for proposals.	At least 30 community based projects implemented by CBOs and NGOs in the targeted rural landscapes	On target

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
others in the target landscapes				
2.3. Increased area under management for biodiversity conservation and sustainable use	3,000 hectares under management in the four landscape/seascapes as community conservation areas	Community conservation areas (CCAs) not included among the landscape strategies, and inconsistent with general practice and regularly frameworks in Egypt.	11,000 hectares under management across the three rural landscape/seascapes as community conservation areas	Not on target
2.4. Increased area under reforestation or farmer managed natural regeneration	4,000 hectares under reforestation or farmer managed natural regeneration	There are limited forests among the target landscapes, and reforestation or farmer managed natural regeneration not addressed in the landscape strategies.	11,000 hectares under reforestation or farmer managed natural regeneration across the three landscapes	Not on target
2.5. Increased area under improved grazing regimes	3,000 hectares under improved grazing regimes and livestock management 30 livestock producers implementing improved grazing regimes and livestock management systems	Improved livestock management not addressed among the first set of awarded grants and not included among the typology of interventions in the landscape strategies.	10,000 hectares under improved grazing regimes and livestock management across the three landscapes At least 100 livestock producers implementing improved grazing regimes and livestock management systems	Not on target
2.6. Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	500 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	The source of the baseline figure is unclear, and the breakdown of the 13,000-ha end target is not defined. The types of interventions mentioned in the landscape strategies include improved irrigation, agricultural waste management and developing rooftop gardens. The end target does not match the scale of the proposed interventions.	13,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	Not on target
2.7. Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer organizations in sustainable production of agroforestry, fisheries and waste management	No multi-stakeholder groups with a focus on landscape / seascape resilience engaged in analysis and planning of strategic approaches to upscaling successful experiences in agroforestry, forestry and waste management	The landscape-level multi-stakeholder groups have not yet been established. The project did facilitate stakeholder workshops in July 2018 when developing the landscape strategies. It will be necessary to clarify what is envisaged with respect to the multi-stakeholder groups called for under this indicator, compared to the multi-stakeholder governance platforms and policy platforms.	Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry, fisheries and waste management	Not on target
		If the local CSOs awarded the small grants under the first call are considered "second-level organizations", then the project is on target in achieving this end target. The definition provided in the Project Document is a bit unclear.	At least 20 second-level organizations established or strengthened.	Marginally on target
2.8. Number of strategic projects that support these economic activities	No strategy currently exists to enable and facilitate upscaling by community organizations of these economic activities based on the detailed analysis of successful SGP supported community experiences and identification of	Procurement of the strategic projects has not yet been initiated. One strategic project was granted in 2018, to help the Ministry prepare for the CBD COP 14.	Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives	Not on target

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
	upscaling requirements and opportunities			
2.9. Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets	4 existing enterprises and staff in ecotourism	Eco-tourism is not mentioned among the typology of interventions included in the landscape strategies. But, 3 of the awarded grants under the first call address eco-tourism. The planned interventions are for supporting ecotourism activities, not specifically addressing creation of new enterprises.	At least 10 new ecotourism enterprises	Marginally on target
	0 Types of green value chain products produced in landscape	Green value chain enterprises are not addressed in the landscape strategies or included among the first round of awarded grants.	At least 10 new green value chain enterprises	Not on target
	2 waste management enterprises	Among the 17 awarded grants in the first call for proposals, 2 of them include waste management, one dealing with utilization of agricultural wastes in Upper Egypt, and the other addressing solid wastes in relation to ecotourism within protected areas in Fayoum. Creation of new waste management enterprises is not specifically mentioned in the landscape strategies.	At least 5 new waste management enterprises covering 15,000 hectares per landscape	Marginally on target
	50 people employed in sustainable agroforestry	There are limited forests among the target landscapes and agroforestry is, hence, not a particularly viable intervention.	At least 1,000 people switching to sustainable agroforestry production	Not on target
	50 people employed in sustainable fisheries	Sustainable fisheries production is not included in the typology of interventions listed in the landscape strategies and is not represented among the first round of awarded projects.	At least 700 people switching to sustainable fisheries production	Not on target

### Output 2.1: Community-level small grant projects that conserve biodiversity and enhance ecosystem services, are funded in the selected landscape

Among the 17 approved grants in the first call, five (5) of them are focused on biodiversity conservation, including 2 projects in Greater Cairo, two in Fayoum and one in the Upper Egypt landscapes, as outlined below in **Table 13**.

**Table 13:** Approved projects under the biodiversity focal area

Landscape	Grantee Name	Project Name
Greater Cairo	Environment with Borders	To support sustainable ecotourism activities for the conservation of biodiversity and the development of visitor management programs in Wadi Degla protected area and Al-Ghaba Al-Motahagera
Greater Cairo	Tourism Development Association in Dahshour	Creative initiatives to economically empower women in Badrshin
Fayoum	Bader for Sustainable Development	Wadi Al-Hitan Electronic Platform: A virtual tour to uncover our natural treasures
Fayoum	Community Development and Youth Training Association	Environmental education to preserve nature
Fayoum	Environmental Tourism Development Association	Development of Solid Waste Management System to Support Ecotourism in Fayoum protected areas
Upper Egypt	Egyptian Society for Endogenous Development of Local Communities (EGYCOM)	Industrial Utilization of Baladi Palm Midribs and leaflets

The multi-focal area project in Fayoum awarded to the Environmental Tourism Development Association is included under this output for the purposes of the MTR report, as the subject of the grant is support to the protected areas in Fayoum.



The typology of potential projects for the Greater Cairo landscape for Outcomes 1 and 2 outlined in the landscape strategy includes improving waste management, enhancing biodiversity conservation awareness for schools and communities residing near protected areas, and promoting solar water heaters (although the solar water heaters seem better suited under Outcome 4). The two biodiversity focal area projects approved in the first call are focused on eco-tourism, something that is not highlighted in the landscape strategy.

The environmental education project awarded to the Community Development and Youth Training Association in Fayoum is consistent with the landscape strategy. The other biodiversity project in Fayoum is development of a virtual experience for the Wadi Al-Hitan protected area; this is more aimed at a national audience, rather than increasing awareness among local communities, which was identified as one of the main threats in the Fayoum landscape.

The awarded project in the Upper Egypt landscape on industrial utilization of Baladi Palm Midribs and leaflets is consistent with the issues regarding sustainable management of agricultural waste and enhances productivity and sustainability of smallholder agro-ecosystems, the focus of Output 2.2.

### **Output 2.2: Community level small grant projects that enhance productivity and sustainability of smallholder agro-ecosystems, are funded in the selected landscape**

Four (4) of the 17 approved grants in the first call are addressing issues under the land degradation focal area, and all four of the projects are located in the Upper Egypt landscape, as outlined below in **Table 14**.

**Table 14:** *Approved projects under the land degradation focal area*

<b>Landscape</b>	<b>Grantee Name</b>	<b>Project Name</b>
Upper Egypt	Community Development Association in Naga'e El-Qet	Improving efficiency of irrigation canals and water rationalization
Upper Egypt	Environmental and Community Development Association in Dandara (Dandara CDA)	Protecting agricultural land degradation and irrigation water conservation
Upper Egypt	Moftah Al-Hayah in Armant	Efficiency of irrigation canals in the villages of Armant Center
Upper Egypt	South Egypt Development Association	Improve the efficiency of irrigation canals in the villages of the Naqada

Each of the land degradation approved projects in the Upper Egypt landscape are dealing with improving efficiency delivering irrigation water to primarily sugarcane fields. This issue was not identified as one of the threats described in the landscape strategy, but one of the type of activities earmarked for the Upper Egypt landscape (and the Fayoum and Delta landscapes) is as follows: "Lining of irrigation canals or using pipes for irrigation water which conserves water, energy and land and accordingly contribute to food security". Importantly, there is capacity and experience developed during the fifth operational phase (OP5) of the SGP; photographs of unlined and line irrigation channels taken during the MTR mission are shown below in **Figure 4**.



**Figure 4:** *Irrigation channels lined with concrete under OP5, Qena Governorate*



Other indicative activities listed in the landscape strategies related to land degradation include the following for the Fayoum, Upper Egypt and Delta landscapes:

- Agroforestry development along irrigation canals to increase food security and combat land degradation
- Improving irrigation systems and techniques, and choosing the most appropriate kinds of crops

There is no mention of livestock management in the landscape strategies, under threats or indicative activities, whereas livestock management is a prominent part of the project design, including the following envisaged results:

- 100 livestock producers trained in sylvopastoral systems
- 10,000 hectares under improved grazing regimes and livestock management across the three landscapes
- At least 100 livestock producers implementing improved grazing regimes and livestock management systems

As discussed in Section 3.1 (Project Strategy) of this MTR report, the project results framework should be revisited and adjusted to the actual circumstances in the landscapes, the capacities of the local NGOs and the project budget and timeframe. It would also be advisable to carry out a critical review of the landscape strategies and make relevant updates accordingly.

### **Output 2.3: Community level small grant projects that innovate alternative livelihood options and improve market access, are funded in selected landscapes**

The project team is breaking down the awarded grants according to the three GEF focal areas: biodiversity (BD), climate change (CC) and land degradation (LD). Among the first round of awarded grants there is limited focus on interventions that address alternative livelihood options and improvements to market access, apart from the project awarded to the Tourism Development Association in Dahshour in the Greater Cairo landscape on creative initiatives to economically empower women in Badrshin.

There are a few indicative activities listed in the landscape strategies that focus on facilitating alternative livelihoods, e.g., producing organic compost and animal fodder from agricultural wastes, producing organic fertilizer from biogas units and promoting agroforestry along irrigation canals. The landscape strategies and the project document include use of solar energy in irrigation and promoting residential/commercial solar water heaters under this category, presumably based on the assumption that local NGOs/CBOs would develop capacity in delivering these systems in the target landscapes.

### **Output 2.4: Strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of identified portfolios and lines of work**

The project design calls for three strategic projects (up to USD 150,000), that would be linked to full-sized GEF projects in Egypt indicatively addressing the following thematic areas

- Sustainable transport in rural landscapes
- Energy use in irrigation, lighting, cooking, and heating: efficiency and renewables
- Waste management in landscape level systems to produce fuel and improve water, health and hygiene
- Increasing access to markets for sustainably produced agricultural goods and services

The strategic projects have not been procured during the first half of the project. These procurements should be prioritized, as it takes time for the advocacy and broader stakeholder engagement expected for the strategic projects.

### **Output 2.5: Enhanced engagement of potential financial partners and public sector institutions in analysis, planning, and funding of community and landscape level initiatives**

Activities have not yet started under this output. It would be advisable to update the landscape strategies with more details on potential partnerships with private sector, NGOs, public institutions, research institutions, etc., specifically addressing partnership opportunities among the first round of awarded grants.

## **Component 2: Promote community-based integrated low-emission urban systems**

There are two outcomes under Component 2.

<b>Outcome 3:</b> Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development	
<b>Progress towards achieving Outcome 3 is rated as:</b>	<b>Moderately satisfactory</b>

The envisaged participatory strategies and management plans for low-emission urban development in Greater Cairo and Fayoum City are partly included in the landscape strategies, but not separated out as stand-alone strategic plans. There were multi-stakeholder consultations made when developing the landscape strategies; however, multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems are not yet in place. The draft case study prepared for the Fayoum landscape includes the planned interventions associated with promotion of energy efficient LED light bulbs, but there have not yet been results to evaluate and codify.

Progress towards achievement of Outcome 3 is rated as moderately satisfactory, as outlined below in **Table 15** in the discussion of each performance metric for this outcome.

**Table 15: Progress towards results, Outcome 3**

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Jul 2019	Apr 2021	
3.1. Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems	0 partnerships	7 of the projects awarded under the first call or proposal are dealing with low-emission development interventions. It is a bit unclear what is envisaged in terms of multi-stakeholder partnerships/community networks. The bicycle-sharing system in Fayoum City is a good example of partnerships, including the university, local CSO, GEF project and local government.	At least 10 partnerships	<b>On target</b>
3.2. Number of participatory strategies and management plans for the two urban landscapes	0 participatory strategies and management plans for two urban landscapes	Greater Cairo and Fayoum City are included in the consolidated landscape strategy. Management plans for low-emission urban development have not yet been prepared.	At least two participatory strategies and two management plans for low-emission urban development in Greater Cairo and Fayoum City	<b>Marginally on target</b>
3.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 case studies	Case studies have not yet been prepared that analyze and codify the experiences gained and lessons learned. The awarded grants include activities on developing case studies.	At least 2 case studies – one per landscape at a minimum	<b>Marginally on target</b>

### Output 3.1: Formal multi-stakeholder groups are established for each selected urban neighborhood

The multi-stakeholder groups envisaged under Output 3.1 are similar to the groups called for in Output 1.1, except Output 3.1 is focused on the urban landscapes. The project has sent out inquiries to local governmental stakeholders, requesting interest in joining the stakeholder groups, or platforms. Considering the large size of the landscapes, it will be important to reconcile the thematic focus, membership and leadership of the stakeholder platforms.

### Output 3.2: Multi-stakeholder policy platforms on low-level urban emissions are established

As mentioned under the discussion on Output 1.3, it is unclear whether establishing separate multi-stakeholder policy platforms, in addition to the multi-stakeholder groups and multi-stakeholder landscape governance platforms. It might be more sensible to utilize the NSC for this function.

<b>Outcome 4:</b> Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs)	
<b>Progress towards achieving Outcome 4 is rated as:</b>	<b>Moderately satisfactory</b>

The first round of small grants was awarded in July 2019 and, therefore, there has been insufficient time to achieve verifiable results in the field among the target landscapes. And, the strategic projects have not yet been procured. A rating of moderately unsatisfactory is applied because of the delay in initiating the implementation of the activities, the limited number of renewable energy interventions included in the first round of awarded grants and the fact that less than two years remains of the project implementation timeframe for implementation.

Progress towards achievement of Outcome 4 is rated as moderately satisfactory, as outlined below in **Table 16** in the discussion of each performance metric for this outcome.

**Table 16: Progress towards results, Outcome 4**

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	Feb 2019	Jun 2021	
4.1. Typology of urban neighborhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes	2 urban neighborhoods using renewable energy technologies in the target landscapes, by type of technology	The typology of urban projects is included in the consolidated landscape strategy. The specific neighborhoods where the project is focusing are not defined.	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape	<b>Mostly Achieved</b>
4.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighborhoods	Not indicated	4 of the 17 awarded projects under the first call for proposal include urban community-based projects. Achieving 20 projects will require a concerted effort under the second call.	At least twenty urban community based projects implemented by CBOs and NGOs in the target neighborhoods	<b>Marginally on target</b>
4.3. Increased use of renewable energy and energy efficiency technologies at neighborhood level implemented in the target urban landscape by type and technology	Not indicated	Approved projects include promotion of energy efficient LED light bulbs, solar energy in agriculture, building the enabling environment for renewable energy, and increasing public awareness. Biogas will likely be included among the projects in the second call; however, some of the interviewed stakeholders stressed skepticism regarding the proposed low-interest loan arrangements.	At least three renewable energy technologies or energy efficiency technologies experienced	<b>Marginally on target</b>
		Case studies have not yet been prepared that analyze and codify the experiences gained and lessons learned. The awarded grants include activities on developing case studies.	At least 14 pilot experiences with renewable energy or energy efficiency technologies systematized, codified and disseminated to policy platforms and community organizations and networks	<b>Marginally on target</b>
4.4. Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies	Not indicated	Procurement of the strategic projects has not yet started. There is limited time remaining within the project's timeframe.	Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies	<b>Not on target</b>

#### Output 4.1: Community-level projects promoting low emissions technologies and systems are selected and granted

Seven (7) of the 17 approved grants in the first call are addressing issues under the climate change focal area, including two in the Fayoum landscape, one in the Delta landscape and four in the Upper Egypt landscape, as outlined below in .

**Table 17: Approved projects under the climate change focal area**

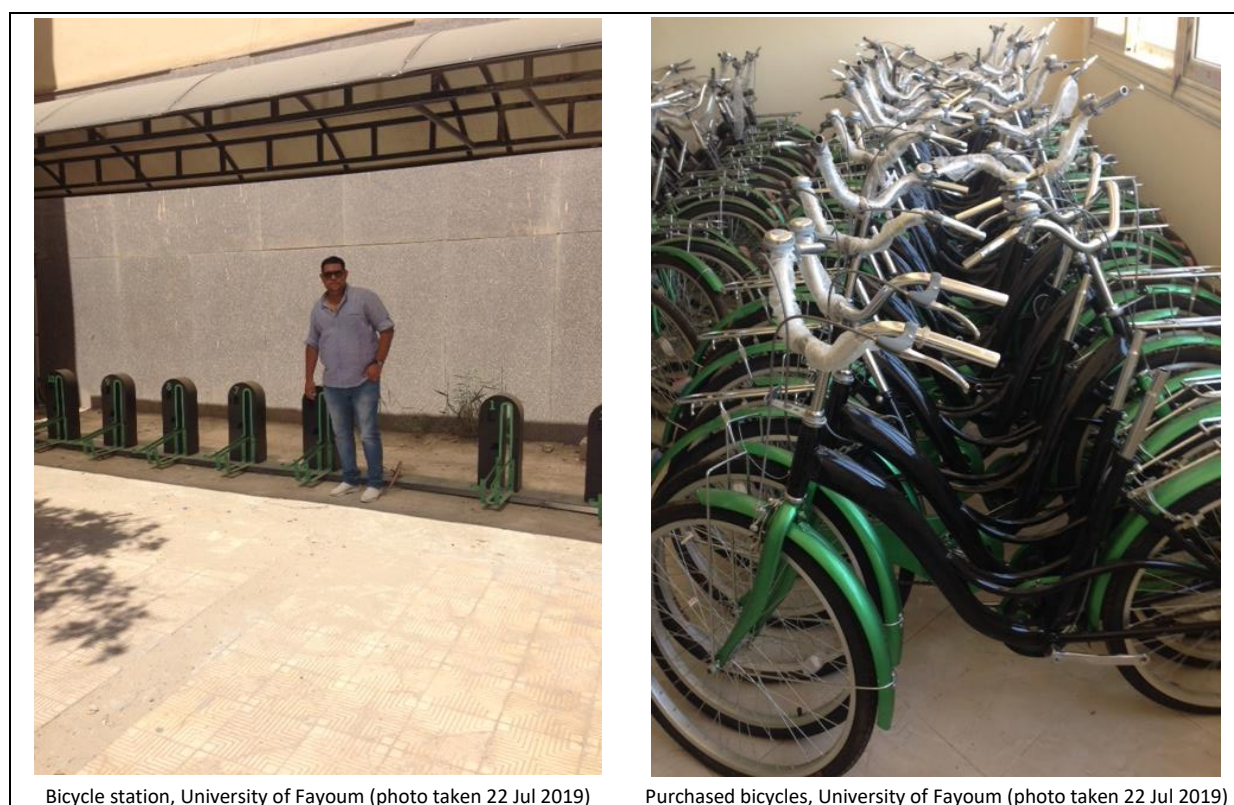
Landscape	Grantee Name	Project Name
Fayoum	Al-Aafak Al-Oulia for Environmental services and development	Electricity rationalization by using LED lamps in Fayoum
Fayoum	Environmental Protection Association in Fayoum	Promote the use of bicycles to reduce emissions
Delta	Youth Association for Human Resources Development	Together for energy use reduction
Upper Egypt	Modern Woman charity foundation in Al-Hella	Save your Energy
Upper Egypt	Um-AlKora Association for local community development	Rationalize energy consumption and raise efficiency in the city of Esna and surrounding villages

Landscape	Grantee Name	Project Name
Upper Egypt	Future Generations Association in Al-Ma'ana	Enabling the community to use renewable energy in Qena Governorate
Upper Egypt	Nile Royal Association for Development and social services	Solar energy in agriculture to tackle climate change in Luxor

Approximately half of the GEF project grant is allocated under the climate change focal area and, therefore, it is understandable why the largest number of awarded projects are addressing this aspect of the project.

The awarded projects represent a good mix of interventions, including promoting energy efficient LED lamps, introducing a bicycle share system at the University of Fayoum, using solar energy in agriculture in Upper Egypt and advocacy and promotion of low emission development.

The bicycle share system being introduced at the University of Fayoum is one of the first such systems in Egypt, and is being implemented in cooperation with the full-sized GEF-5 project. Photographs of a partially completed bicycle station and some of the purchased bicycles in storage at the university are shown below in **Figure 5**.



**Figure 5:** Photographs of bicycle share system, University of Fayoum

Based on the MTR group interview held at the university, there is a high level of interest in the bicycle sharing system, not only as a contribution towards low emission development in the governorate, but as a shift in cultural habitats, particularly with respect to empowering female students, who are housed in dormitories 2-3 km from campus.

Solar water heaters (for domestic hot water supply) are included among the low emission development indicative activities in the landscape strategies, and capacity has been strengthened under OP5 of the SGP in Egypt. One of the NGOs that was awarded a grant for solar water heaters in the Upper Egypt landscape was visited during the MTR mission in July 2019. NGO representatives indicated that 70 solar water heaters were installed with the money granted from the SGP (OP5) and they have managed to install an additional 54 through a revolving fund arrangement, which enables the beneficiaries to pay back the EGP 7,000 (approx. USD 435) for one unit over a period of 12 months interest free. A photograph taken during the MTR mission of two units installed on the rooftop of a residential apartment building is shown below in **Figure 6**.





**Figure 6:** Solar water heaters installed on residential rooftops under OP5, Upper Egypt (photo taken 24 Jul 2019)

There were no interventions in the Greater Cairo landscape among the first round of grants awarded; the landscape strategy for Greater Cairo does address high energy consumption as one of the key environmental threats and highlighted the need to expand the use of affordable renewable energy technologies.

**Output 4.2: Successful project portfolios are analyzed and lessons learned on limiting urban emissions and best practices are up-scaled and disseminated**

The first round of grants was awarded in July 2019, roughly the same time as the MTR mission, and, consequently, there have not yet been results to evaluate and distill into knowledge products. The project has developed a case study entitled “Case Study, Rationalize Electricity Consumption by using LED Saving Bulbs in Fayoum, GEF/Small Grants Programme – Egypt OP6”. This case study describes the objectives and intended outcomes of the grant in the Fayoum landscape awarded to the NGO/association Al-Aafak Al-Oulia for Environmental Services and Development.

**Output 4.3: Financial partners such as the private sector, NGOs, public institutions and research institutes are leveraging funds to sustain successful technologies**

Activities have not yet started under this output. It would be advisable to update the landscape strategies with more details on potential partnerships with private sector, NGOs, public institutions, research institutions, etc., specifically addressing partnership opportunities among the first round of awarded grants.

### 3.2.2 Remaining Barriers to Achieving the Project Objective

A considerable amount of work remains to achieve the project objective and outcomes. Some of the barriers that need to be overcome in the second half of the project include:

**Reconciling the envisaged multi-stakeholder governance platforms.** A functioning multi-stakeholder governance platform is an integral part of the landscape approach; however, it is unclear in the project how these structures will be established and sustained after project closure.

**Limited progress with respect to the strategic projects.** The funds allocated for the strategic projects were intended to provide technical and strategic support to the implementation of the landscape strategies, according to the three GEF focal areas of biodiversity conservation, land degradation and climate change. The project has not procured these strategic projects, except for the one awarded in 2018 to help the Ministry prepare for the CBD COP 14.

**Project performance metrics are inconsistent with respect to the envisaged outcomes in the landscape strategies:** The envisaged results reflected in the project results framework and the landscape strategies should be synchronized and also reconciled according to the limited timeframe remaining and capacity constraints. It would be advisable to adjust the project and landscape strategic results frameworks to a theory of change, that describes the causal pathways required to achieve longer-term impacts.

**Capacity constraints among some of the local CSOs:** Some of the local CSOs lack the capacities for sustaining and upscaling the interventions implemented on the project. It is important that there is a focus on establishing enabling partnerships that will be sustained after project closure.

### 3.3 Project Implementation and Adaptive Management

#### Project Implementation and Adaptive Management is rated as: Moderately Satisfactory

##### 3.3.1 Management Arrangements

The project is being implemented under an agency implementation modality. UNOPS provides country program implementation services, is responsible for SGP's financial management and provides quarterly financial reports to UNDP. The Arab Office for Youth and Environment, an Egyptian NGO, is the national host institution (NHI), a role that it has held since operational phase 2 in 2003.

The project is benefitting from an experienced project team, including the Country Program Manager, the Program Assistant, the NHI, the UNDP country staff, the UNDP Global Coordinator for the SGP UCP and the UNOPS staff. The NSC is operating under terms of reference that are similar to those used for the previous operational phases, before Egypt became an UCP. The technical sub-committees supporting the NSC are examples of good practice in stakeholder engagement and inclusivity. The composition of the NSC should be reviewed and adjusted to the specific scope of the full-size project, e.g., addressing representation of the beneficiaries in the target landscapes and increasing participation of NGO representatives and other development partners.

The NSC has convened four times since project implementation was initiated:

1. 29 May 2018 (coinciding with the inception workshop)
2. 29 September 2018
3. 09 December 2018
4. 27 March 2019

According to the recorded meeting minutes, participation has been variable. It is indeed difficult to assemble a large number of members on an essentially quarterly basis. Apart from the physical meetings, the NSC is also functioning through email correspondence, providing timely feedback and approval on proposal requests and other project issues.

The UNDP Country office in Cairo has provided extensive support to the project, including on strategic guidance, administrative issues, and financial management. And, the UNDP Country Office is actively participating in the GEF-SGP National Steering Committee.

Technical advisory has been delivered by the Global Coordinator of the SGP Upgrading Country Programs based in New York. The Global Coordinator provides feedback to the project implementation review (PIR) reports and delivers support to the project team as needed, sharing lessons learned and experiences across the network of countries where the GEF-SGP is operating.

There is room for improvement with respect to risk management. The risks identified in the Project Document are not represented in the UNOPS risk log. The UNOPS risk log includes the following three risks, which, in fact, should have been included in the Project Document as well:

1. Most of the SGP grantees are NGOs or Community Based Organizations (CBOs) which lack administrative and managerial capacity. This results in the delays in the submission of progress and financial reports.
2. The M&E tools for monitoring grant delivery have only limited and at time incorrect information.
3. Some grant projects can only be implemented during a certain time in the year due to weather conditions.

The risk matrix included in the Project Document includes the following five risks:

1. Political flux and/or crisis threatens project results. Significance rated as: Moderate.
2. The uptake of piloted technologies is low. Significance rated as: Low.
3. Investments in community organizations are not sustainable. Significance rated as Moderate.
4. Results do not accrue at the landscape level. Significance rated as: Moderate.
5. Stakeholders are not engaged and do not have ownership over project activities. Significance rated as: Low.

And, there were an additional six risks identified in the social and environmental screening procedure:

1. Project activities are proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park). Significance rated as: Low.
2. Project may involve utilization of genetic resources. Significance rated as: Moderate.
3. Project activities are proposed adjacent to sites, structures, or objects with historical, cultural values. Significance rated as: Low.
4. The project will include afforestation, reforestation. Significance rated as: Low.



5. Elements of project could potentially provide safety risks to local communities. Significance rated as Low.
6. The project may use intangible forms of cultural heritage for commercial or other purposes. Significance rated as: Not rated.

Each of the risks listed above should be regularly assessed, results shared with the NSC and other stakeholders, mitigation measures put in place and regularly reported. And, some of the risks should be reassessed, including the risk that project results will not accrue at the landscape level. Considering the large size of the delineated landscapes, the delay in starting project implementation, and limited progress on procuring the strategic projects, the significance of the risk is considerable.

### 3.3.2 Work Planning

The GEF approved the project for implementation on 12 December 2016, and the government of Egypt approved the Project Document on 24 April 2017. Project implementation was delayed more than one year, with the inception workshop held at the end of May in 2018. There were concerns raised by officials at the Ministry of State for Environmental Affairs regarding the implementation arrangements, i.e., the GEF funding for the project is from the STAR allocation but the Ministry has no direct implementation role on the project. The ministry is represented on the National Steering Committee. After explaining to Ministry officials that the implementation modality is common among many of the countries where the upgraded SGP is operating, the Minister issued a letter in January 2018 that cleared the project to start implementation. Recruitment of the project management team then commenced and the project inception workshop was arranged on 29-30 May 2018.

With decreasing STAR allocations, it is likely that the tensions that arose during the start-up of OP6 will resurface in subsequent operational phases.

An indicative four-year work plan is included in the Project Document and was approved during the inception workshop. The annual work plans (June-December 2018, and 2019) are not very detailed, with limited specifics on resource allocation.

The landscape strategies contribute to the activity level work planning. The indicator framework included in the consolidated landscape strategy is not directly comparable to the project results framework. It would be useful to align the landscape strategies with the project results framework.

### 3.3.3 Finance and Cofinance

#### Financial Expenditures:

According to the agreement between UNDP and UNOPS, UNOPS prepares cumulative financial reports on a quarterly basis, the reports are submitted to UNDP through the ATLAS project delivery report (PDR) system, the UNDP reconciles the expenditures into the ATLAS budget codes included in the indicative budget in the Project Document and UNDP then summarizes the information into financial expenditure reports referred to as combined delivery reports (CDRs). Considering that UNDP is accountable to the GEF for project expenditures, the MTR focused on evaluation of the CDRs. The UNOPS project expenditure reports were also reviewed for supplemental information.

Total expenditures reported in the CDRs through 10 August 2019 are USD 365,867, which is approximately 13% of the USD 2,843,241 GEF project grant (see **Table 18**).

**Table 18:** Project expenditures and indicative budget breakdown

Component/Outcome	Project expenditures (USD)				Indicative ProDoc budget (USD)
	2017	2018	2019*	Total	
Component 1					
Outcome 1	6,229	71,296	40,493	118,018	200,500
Outcome 2	0	174,473	3,804	178,277	1,133,390
Sub-total, Component 1	6,229	245,769	44,297	296,295	1,333,890
Component 2					
Outcome 3	0	0	65,083	65,083	370,000
Outcome 4	0	3,116	1,372	4,488	1,003,958
Sub-total, Component 2	0	3,116	66,456	69,571	1,373,958
Project Management	0	0	0	0	135,393
Total	6,229	248,885	110,752	365,867	2,843,241

\*UNDP CDR for 2019 dated 10 August.

The first round of grants was awarded in July 2019 to 17 local CSOs; these costs are not included in the expenditure breakdown listed above. There was one USD 150,000 strategic grant awarded in 2018 to the Nature and Science Foundation, a local NGO which supported the project in helping the Ministry of Environment prepare for the 14<sup>th</sup> Meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP 14 Egypt) held in Sharm el Sheikh in November 2018. This grant was accounted under Outcome 2.

Project management costs are not reported in the CDRs. The UNOPS expenditure report shows USD 1,919 in project costs through 01 August 2019, which include USD 503 in 2018 and USD 1,114 in 2019 (through 01 August). The costs for the Country Program Manager, the Program Assistant, and other project management related costs are being accounted under the technical outcomes. The project team should agree upon a procedure for allocating an appropriate amount of project management costs.

### **Currency Fluctuations and Inflation:**

Some of the project costs are in Egyptian pounds (EGP) and, therefore, currency fluctuations and inflation are important factors.

The Central Bank of Egypt floated the EGP on 03 November 2016 in an attempt to stabilize the economy. This resulted in a steep devaluation of the EGP against the USD (see **Figure 7**).



**Figure 7:** EGP:USD exchange rate history, 2014-2019

Inflation has been high over the period of 2017-2019, with the consumer price index exceeding 30% in 2017 and consistently greater than 10% in 2018 and 2019 (see **Figure 8**).



**Figure 8:** Egypt annual inflation history, 2014-2019

The grant agreements to local CSOs are made in USD, and payments are made in EGP at the UN exchange rate at the time of payment, as outlined in the Section 4.2 under Article IV (Payments) of the grant agreements:

“All amounts in this Article IV are expressed in US dollars but shall be paid to the LOCAL CSO in local currency, calculated by reference to the UN rate of exchange as at the month and year of the payment.”

**Asset Management:**

Equipment and other assets used for the project interventions are purchased through the individual grant agreements, and, therefore, the project is not maintaining a register for those assets. According to the standard grant agreements, the grantees are responsible for the assets acquired throughout the timeframe of the agreement. Consistent with standard practice by the SGP, assets will be transferred to the local beneficiaries at the end of the project or grant term. In the opinion of the MTR Consultant, it would be advisable to include a condition in the grant agreements, indicating that the assets need to be transferred to the relevant beneficiary at the close of the project or the grant agreement.

**Financial Audits:**

There have not been any financial audits made yet of the project.

**Cofinancing:**

The cumulative total of cofinancing confirmed at CEO endorsement was USD 4,073,461, including a USD 1,500,000 grant contributions from the UNDP through the UNDP/Egyptian-Italian Cooperative Programme, a USD 62,000 grant from the Industrial Council for Technology and Innovation under the Egyptian Ministry of Trade and Industry (recipient government), USD 496,613 from the Action Against Hunger program (civil society) and USD 2,014,848 from the grantee CSOs. The USD 2,014,848 figure from the grantee organizations is consistent with the SGP policy of requiring a 1:1 cofinancing contribution. This is consistent with the USD 2,004,848 allocated for grants in the indicative budget included in the Project Document.

As of 31 July 2019, materialized cofinancing totals USD 3,281,262, which is 65% of the expected amount by project closure (see **Annex 7**).

USD 1,000,000 of the pledged USD 1,500,000 has materialized through the UNDP/Egyptian-Italian Cooperative Programme, which is focused on nature conservation. Cofinancing activities have been implemented in the Fayoum landscape to support the local communities and to establish an NGO that will be able to continue serving those communities. Moreover, the funds have contributed towards the strengthening the capacities of CSO members and staff.

Cofinancing from the Industrial Council for Technology and Innovation has not yet materialized; the pledged USD 62,000 is expected to be contributed during the second half of the project. The project team should proactively advocate for this funding.

Cofinancing from the Action Against Hunger programme totaled USD 1,485,688, exceeding the amount pledged at project entry by nearly USD 1 million. This programme operated in Egypt from 2015 through 2018 in the Luxor Governorate and Greater Cairo, with interventions on water, sanitation and hygiene, mental health and childcare practices, and food security and resources of existence. The programme was clearly successful in strengthening the capacities of local CSOs in the Luxor Governorate, as evidenced by the large number of proposals submitted by CSOs in this landscape during the first call.

Cofinancing contributions from the grantee organizations are reported at USD 795,574, which are the pledged cofinancing from the local CSOs awarded grants in the first call.

**3.3.4 Project-level Monitoring and Evaluation Systems**

The monitoring and evaluation (M&E) plan was prepared using the standard UNDP-GEF template. The estimated cost for implementation of the M&E plan, as recorded in the Project Document, is USD 83,000, which is approximately 3% of the GEF grant, and is broken down in two parts: USD 58,000 covers the standard and mandatory GEF M&E requirements and an additional USD 25,000 for M&E activities associated with implementation of the individual grants. The indicative M&E budget is relatively low; for example, the GEF-7 Project Document template calls for the total M&E budget to be 5-7% of the total GEF grant.

The M&E plan and requirements were presented at the project inception workshop, which included a presentation on results based management by the SGP-UCP Global Coordinator. There were no changes to the M&E plan noted in the inception workshop report. And, the project results framework was not reviewed or adjusted during the inception workshop (lesson learned). The expected project results have also not been focused on in the NSC meetings held to date. The NSC meetings are primarily focused on approval of grant proposals by local CSOs. Transitioning the mindset of the NSC towards a full-sized GEF project is a work in progress and will take time to adjust from what has been the focus and role of the NSC prior to being upgraded.

The consolidated landscape strategy has a matrix on impact indicators and a separate section on M&E. The impact indicators are broken down by landscape and are generally in line with the project results framework; however, there

are no targets indicated, and it is difficult to see how the indicator matrix in the landscape strategy is linked to the overall project results matrix. The M&E section in the landscape strategy outlines the roles of the grantee CSOs in carrying out participatory M&E, field visits by the Country Program Manager and other stakeholders and reporting progress and evaluation of lessons learned. The M&E plan also indicates that a local consultant will be recruited to support the project in M&E and auditing of grantee projects. This local consultant had not yet been recruited by the time of the MTR mission.

There has been one PIR report prepared through midterm, covering the period of June 2017 through June 2018 (2018 PIR). The 2019 PIR was under preparation at the time of the MTR and a draft version was reviewed. The 2018 PIR was prepared shortly after the project inception (inception workshop was held 29-30 May 2018) and, therefore, there was no substantive progress to report and only USD 25,535 had been expended, less than 1% of the GEF project grant. The ratings applied in the 2018 PIR were “moderately satisfactory” for progress toward development objective (DO), and “moderately satisfactory” with respect to implementation progress (IP). The overall risk rating was “moderate”. Considering the 13-month delay in initiating project implementation, these ratings appear overly optimistic.

Development objectives are not clearly articulated in the project results framework; for example, the number of estimated direct beneficiaries are not indicated and gender issues are not reflected.

#### **Tracking tools and GEF core indicators:**

The following GEF-6 tracking tools were filled in at the project baseline, when the Project Document was submitted for approval.

- Biodiversity, Objective 4, Program 9
- Climate Change Mitigation
- Land Degradation Focal Area - Portfolio Monitoring and Tracking Tool (PMAT)

The baseline tracking tool assessments were completed in November-December 2016 and submitted as an annex to the Project Document. There is no indication in the inception report that the baseline assessments were reviewed or validated at the inception workshop.

The UNDP/SGP UCP Global Coordinator indicated that the project does not need to make midterm and final assessments of the GEF-6 tracking tools, but rather needs to use the GEF-7 core indicator worksheet. The baseline and midterm assessment of the GEF-7 core indicators were not available at the time of the MTR.

#### **3.3.5 Stakeholder Engagement and Partnerships**

The GEF-SGP has operated in Egypt since 1992 and has built up a high level of recognition among governmental level stakeholders as well as across the civil society community. The project is benefiting from this comparative advantage, for example, as reflected in 2018 when the project supported the Ministry of Environment in preparing for the CBD COP 14.

The project strategy is predicated on the landscape approach that entails establishing and facilitating multi-stakeholder engagement. The project organized stakeholder workshops in each of the target landscapes during the project preparation phase and to present the landscape strategies. As outlined in Section 3.1 of this MTR report, the project design is a bit confusing regarding multi-stakeholder groups, platforms and partnerships. Multi-stakeholder governance platforms/partnerships are envisaged for each of the target landscapes and, additionally, multi-stakeholder landscape level policy platforms are planned for identifying potential policy applications with local policy makers and national policy advisors, and multi-stakeholder groups are to be consolidated in each landscape through agreements involving local government, private sector, civil society and other partners. It would be advisable to clarify stakeholder involvement through development of a basic strategy and action plan, that focuses on strengthening existing structures and mechanisms. For example, the NSC is a multi-stakeholder platform that should be an integral part of the landscape approach.

The engagement of the technical sub-committees for reviewing the grant proposals is a good practice that involve technical experts as well as other stakeholders focused on development objectives and policy. There is room for improvement with respect to the composition of the NSC and involvement of the appointed members. Based on meeting minutes of the NSC meetings held, there does not seem to be a majority of civil society members on the committee, some of the governmental stakeholders have not attended and representatives of the local governments of the target landscapes are not included.

The project is doing a good job with respect to substantive engagement with other GEF-financed projects in Egypt. This is commendable and fairly uncommon; in fact, the MTR Consultant has encountered policies in some countries that

deliberately avoid SGP grants in areas where other GEF-financed projects are operating. In Egypt, the SGP has developed good working partnerships with other GEF projects, including the following:

- **Egypt Sustainable transport (GEF-financed).** One of the awarded grants in the first call of the SGP OP6 project involves a bicycle sharing program at the University of Fayoum, building upon activities implemented under the sustainable transport project and focusing on dissemination of information, advocacy and gender mainstreaming.
- **Bioenergy for Sustainable Rural Development (GEF-financed).** The bioenergy project has successfully supported biogas installations across Egypt and contributed towards a revolving fund that is envisaged to provide low-interest loans to beneficiaries. The SGP OP6 project is promoting this revolving fund.
- **Strengthening protected area financing and management systems (GEF-financed) and Support to the Egyptian Protected Areas (Egyptian-Italian Environmental Cooperation Programme).** Several of the local CSOs that submitted and were awarded grant proposals are working with and near protected areas, in the Greater Cairo and Fayoum landscapes. The activities include strengthening information management and developing eco-tourism capacities. There do seem to be opportunities for closer involvement with PA management administrations, e.g., involving community collaborative management, participating in assessment PA management effectiveness, etc.

The stakeholder involvement plan is fairly weak with respect to the private sector, indicating the following: “Partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; potential participant on policy platforms”. More substantive involvement should be promoted. For instance, one of the local CSOs working in the Greater Cairo region indicated during the MTR interview that they are working with Carrefour in providing 500,000 biodegradable plastic shopping bags. There are also opportunities among State-owned companies; it would be advisable to rephrase the term “private sector” to the “business sector”. In the Upper Egypt landscape, sugarcane processing is dominated by large State-owned companies. The project is addressing the issue of handling wastes generated from the harvesting of sugarcane. The processing companies are an important part of the value chain and, by all means, should be involved in an integrated waste management approach in this landscape.

### 3.3.6 Reporting

There has been one project implementation review (PIR) report produced to date, for the period covering June 2017 through June 2018. The 2019 PIR was under preparation at the time of the MTR mission and a draft version was reviewed.

The 2018 PIR report includes a discussion regarding the 13-month delay in initiating the implementation of the project; however, the reasons for the delay outlined in the report are vague, lacking candor. In order to properly mitigate the issues associated with the delay, something that might occur again for the OP7 project, it is important to provide clearly stated information in the PIR reports.

The NSC meeting minutes do not include reference to the PIR reports; it is unclear how the PIR reports are being disseminated to the NSC members.

One of the important adaptive management measures taken during the first half of the project was the decision to grant one of the three envisaged USD 150,000 strategic grants to The Nature and Science Foundation, to provide support to the Ministry of Environment in preparing for the CBD COP 14 held in Egypt in November 2018. An NSC meeting was held on 29 September 2018 and the members informed of the Ministry’s request and the opportunity for the SGP OP6 project to achieve some of the intended biodiversity mainstreaming objectives through delivering this support. Public awareness of the SGP would also be enhanced and there would be the opportunity for several local CSOs to be involved. The NSC, with clearance from the UNDP CO and the SGP UCP Global Coordinator, approved the strategic grant to The Nature and Science Foundation.

### 3.3.7 Communications and Knowledge Management

With respect to internal communication, the SGP in Egypt has developed effective procedures for interacting with UNDP, UNOPS and NHI. The rapport between the project and the UNDP CO is open and constructive, and there is good communication with the project teams managing other GEF-financed projects.

The knowledge management approach in the project is centered on developing case studies. Each individual grant is required to develop a case study and at least two case studies per landscape are envisaged that consolidate the results achieved across the target landscapes. As outlined in the project document: “knowledge will be further systematized

and codified for dissemination at the landscape level through policy dialogue platforms, community landscape management networks and multi-stakeholder partnerships, and knowledge fairs and other exchanges; at the national level through the National Steering Committee, strategic partnerships and their networks, and national knowledge fairs where appropriate; and globally through the SGP global network of SGP Country Programs and UNDP's knowledge management system".

It would be advisable to develop and implement a knowledge management (KM) strategy and action plan that articulates the objectives for knowledge management on the project, describes how advocacy will be carried out to achieve the policy level objectives, explains key messaging at the landscape and national levels, links up with the gender action plan and allocates resources for the duration of the project.

At the global level, an Upgraded Country Programme Knowledge Management Consultant is contracted to support each of the UCP countries. The costs for the KM consultant's services are shared by the UCP countries. It would be helpful if the KM consultant would assist the project team in developing the KM strategy and action plan, sharing lessons learned from other countries and adapting to the circumstances and cultural preferences in Egypt.

Two draft case studies have been prepared by the time of the MTR mission in July 2019:

- Case Study: GEF/Small Grants Programme – Egypt, Mainstreaming Biodiversity and Supporting National Civil Society Organizations in CPD COP 14 and Afterwards
- Case Study: GEF/Small Grants Programme – Egypt OP6, Rationalize Electricity Consumption by using LED Saving Bulbs in Fayoum

The first case study regarding the CBD COP 14 held in November 2018 is important, as this event was a major international conference, the SGP team and the grant to The Nature and Science Foundation had an integral role in preparing for the COP, and many local CSOs in Egypt participated. A photograph included in the case study of the one of the events at the COP is presented below in **Figure 9**.



*Figure 9: Photograph of one of CBD COP 14 events<sup>5</sup>*

The draft case study summarizes the SGP's involvement in the COP, describes the engagement of local CSOs and indicates the knowledge management materials that were developed and disseminated. When finalizing this case study, it would be important to determine the objective of the case study, e.g., who is the target audience and what is the key message, and also determine how to best deliver the product, for instance in paper copy, through social media, in a press conference, etc.

The second case study regarding energy efficient LED light bulbs in the Fayoum landscape, summarizes the objectives of the awarded grant to the local CSO, describes the partnership with the GEF full-sized project "Energy Efficiency for Lighting and Appliances" and explains the planned involvement of women and youth. The case study would have more value and interest once the intervention is completed.

<sup>5</sup> Source: Case Study: GEF/Small Grants Programme – Egypt, Mainstreaming Biodiversity and Supporting National Civil Society Organizations in CPD COP 14 and Afterwards



### 3.4 Sustainability

Sustainability is generally considered to be the likelihood of continued benefits after the GEF funding ends. Under GEF criteria each sustainability dimension is critical, i.e., the overall ranking cannot be higher than the lowest one among the four assessed risk dimensions.

#### Overall:

**Likelihood that benefits will continue to be delivered after project closure: Moderately likely**

The delay in starting the implementation of the project does affect the likelihood that results will be sustained after GEF funding ceases. The first grants were awarded in July 2019, more than two years after the official start date of the project in April 2017. The project will likely succeed in awarding the remaining USD 50,000 value grants before the end of 2019; however, it is unclear when the two remaining USD 150,000 value strategic grants will be tendered.

There is high level of interest among local CSOs to participate in the SGP OP6, as evidenced in the fact that 186 CSOs submitted proposals in the first round. And, after 25 years of operating in Egypt, the SGP has developed efficient procedures for administering small grants. The issue is the limited time available to achieve the intended results by the planned closure date in April 2021.

Implementing the small grants should not be an issue within the remaining timeframe, but garnering multi-stakeholder participation in continuing the landscape approach, integrating with local development priorities and programs and developing the multi-stakeholder governance platforms into functional and sustainable structures will take time.

There are other factors that diminish the prospects of sustainability. Firstly, there are capacity constraints among the local partners, and it is unlikely that some of the interventions initiated will be able to be sustained without further external support. Moreover, changing behavior and overcoming cultural preferences and habits take time and require oversight.

Realizing change takes time, and it is important that the project develops and facilitates the implementation of an exit strategy that ensures progress made through the incremental GEF funding is sustained moving forward.

Overall, the likelihood that benefits will continue to be delivered after project closure is rated as **moderately likely**. The following sections include considerations across the four sustainability risk dimensions, including financial, institutional and governance, socioeconomic, and environmental.

#### 3.4.1 Financial Risks to Sustainability

##### Financial Risks:

**Likelihood that benefits will continue to be delivered after project closure: Moderately likely**

The underlying objective of the project – which is reflected in the landscape strategies – is strengthening the social-ecological resilience of the target landscapes. It would be advisable to work towards better integrating the landscape strategies with the development plans of the local governments in the target areas, in order to identify partnership opportunities and strengthen advocacy efforts to incorporate priority actions into annual budget frameworks.

The UNDP/Egyptian-Italian Cooperative Programme, one of the project's cofinancing partners, has been operating in Egypt since 2011 on enhancing the financial sustainability of managing the protected area system in the country. Some of the awarded grants are focused on supporting protected areas (in the Greater Cairo and Fayoum landscapes); thus, contributing towards financial sustainability.

The Action Against Hunger program, another project cofinancing partner, was successful in strengthening the capacities of local CSOs in the Upper Egypt (and Greater Cairo) regions. The proportionally high number of proposals from CSOs in Upper Egypt is evidence of the impact this program has had, for example, on developing skills in preparing grant proposals. The project has recognized the importance of strengthening the financial management and business skills among the CSO community, and plans on delivering trainings in these subjects. Even with training and mentoring on these aspects, it is unlikely that many of the local partners would attain sufficient capacity within the four-year project timeframe to enable them to independently raise and manage funding moving forward. It would be prudent to identify this risk in a sustainability plan and identify partnership opportunities for ensuring further capacity development is extended to these partners after the project closure.

Inadequate government funding, for example for implementing the National Action Program (NAP) to Combat Desertification<sup>6</sup>, diminishes the likelihood that project results will be sustained.

A target setting report was issued in January 2018 for achieving Land Degradation Neutrality (LDN)<sup>7</sup>. UNCCD Party countries were invited to formulate voluntary targets to achieve LDN, in response to Sustainable Development Goal (SDG) Target 15.3: “to combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world”. And an LDN fund has been set up to encourage participation among the private sector in financing LDN related interventions. The sustainability of the OP6 project results would be enhanced through incorporating LDN targets into the landscape strategies, building capacity among local CSOs and identifying potential private sector partners.

In summary, there are capacity constraints that limit the likelihood that local partners will be able to secure financial support to continue advancing the landscape strategies after project closure, rendering the prospect of sustaining project results moderately likely.

### 3.4.2 Socioeconomic Risks to Sustainability

#### Socioeconomic Risks:

**Likelihood that benefits will continue to be delivered after project closure: Moderately likely**

One of the key strengths of the SGP is the focus on the well-being of the local communities. And the program has delivered benefits to local people in Egypt for over 25 years. Following the landscape approach in OP6, the developed landscape strategies provide general guidance to stakeholders for strengthening the social-ecological resilience of the communities in the target landscapes. However, the landscapes are large, extending across more than one governorate in most cases, and it is difficult to ascertain how social benefits achieved by the project will be extended throughout the expansive landscapes. The SGP has traditionally been focused on empowering grassroot level community based organizations in local communities. The transition to the landscape approach promoted in the upgraded country program requires broader integration that depends on multi-stakeholder participation. It will take time to build partnerships across the target landscapes, advocate for integration of priority actions into local development plans and facilitate a sustainable multi-stakeholder governance structure.

There are other socioeconomic issues that affect the likelihood that project results will be sustained. For instance, governmental processes are highly centralized, which imply that implementation of the landscape strategies also requires close cooperation with national level stakeholders. The NSC could play an important role in this regard.

The factors outlined above render the likelihood that project results are sustained as moderately likely, with respect to socioeconomic risks.

### 3.4.3 Institutional Framework and Governance Risks to Sustainability

#### Institutional Framework and Governance Risks:

**Likelihood that benefits will continue to be delivered after project closure: Moderately likely**

Strengthening governance structures through developing multi-stakeholder platforms, groups and partnerships in the target landscapes is an integral part of the project strategy. As discussed in Section 3.1 of this MTR report, it would be advisable to streamline the targets associated with development of multi-stakeholder groups and focus on strengthening existing structures, including the NSC.

Facilitating participatory planning and monitoring and evaluation of the landscape strategies enhances sustainability. The likelihood of sustainability could be enhanced through strengthening and expanding stakeholder involvement, e.g., aligning the landscape strategies with local government plans and strategies, and linking up with community initiatives facilitated by the management administrations of the protected areas within and near the landscapes.

Institutional framework and governance risks remain relevant, but the project is poised to address these during the second half of the project. At midterm, a rating of moderately likely is applied for this sustainability dimension.

<sup>6</sup> Egyptian National Action Program to Combat Desertification, 2005, Arab Republic of Egypt, Ministry of Agriculture and Land Reclamation, 2005, in response to the requirements of the United Nations Convention to Combat Desertification (UNCCD).

<sup>7</sup> Final Report of the Land Degradation Neutrality Target Setting Programme, Arab Republic of Egypt, Ministry of Agriculture and Land Reclamation, Desert Research Center, January 2018.

### 3.4.4 Environmental Risks to Sustainability

#### Risks:

#### **Likelihood that benefits will continue to be delivered after project closure: Moderately likely**

There are a few common environmental threats among the four target landscapes, as outlined in the landscape strategies. For example, water pollution caused by poor management of domestic wastewater and solid waste; pollution resulting from excessive use of agricultural chemicals; unsustainable use of ecosystem goods and services due to a lack of awareness; and limited awareness regarding climate change issues. The underlying objective of implementing the landscape approach of the project is to strengthen the social, economic and ecological resilience of the local communities in the target landscapes. Introducing and applying these concepts enhances the likelihood that project results will be sustained after GEF funding ceases.

Whilst implementing a landscape level approach is an effective strategy for achieving meaningful reductions in threats, the landscapes identified on the project are expansive, extending across more than one governorate in most cases. It is unrealistic to think that the small grants awarded on the project will have significant direct impact; however, if the landscape strategies reflect more of a demonstration role for the project, then it might be clearer for stakeholders to understand what is required to upscale and replicate the interventions throughout the broader landscapes.

A moderately likely rating has been applied for the environmental sustainability dimension at midterm.

## 4 Conclusions and Recommendations

### 4.1 Conclusions

The sixth operational phase (OP6) is the first time when Egypt is participating in the SGP Upgraded Country Programme (UCP), which has entailed development and approval of a full-sized GEF project. The delay in commencing the implementation of the project, even after the Government of Egypt approved the Project Document, was associated with a certain degree of tension among governmental level stakeholders regarding control of the OP6 project, as the project is being implemented under an agency implementation modality and supported by an NGO national host institution (NHI).

The project is benefitting from an experienced project team, including the Country Program Manager, the Program Assistant, the NHI, the UNDP country staff, the UNDP Global Coordinator for the SGP UCP and the UNOPS staff. The NSC is operating under terms of reference that are similar to those used for the previous operational phases, before Egypt became an UCP. The technical sub-committees supporting the NSC are examples of good practice in stakeholder engagement and inclusivity. The composition of the NSC should be reviewed and adjusted to the specific scope of the full-size project, e.g., addressing representation of the beneficiaries in the target landscapes and increasing participation of NGO representatives and other development partners.

Once the issues regarding the delay were resolved, the team was able to quickly mobilize and commence project implementation. In trying to make up ground lost from the delay at the start, there was a sense of urgency in ensuring the grants are awarded as soon as possible. And, in turn, the development of the landscape strategies was somewhat rushed. And, supporting the Ministry in preparing for the CBD COP 14 took up a considerable amount of time in the last quarter of 2018.

Introducing and implementing development projects using the landscape approach is an incremental process, which requires participatory, multi-stakeholder engagement. The project is trying to facilitate the establishment of multi-stakeholder governance platforms concurrent with the formulation of landscape strategies and issuance of the first round of small grants. The project coherence is diminished through this approach. It takes time to develop capacities and also foster multi-stakeholder partnerships to design, adopt and implement landscape approaches with respect to biodiversity, land degradation and climate change that also address broader development objectives, e.g., improving the well-beings of local communities. And it is unclear whether the priority actions outlined in the landscape strategies are more based upon capacities of local CSOs, rather than based on a set of particular priorities that are formulated to achieve strategic issues regarding biodiversity conservation, land degradation and climate change.

Partnering with other projects, including GEF-financed ones, is a clear strength of the project. And, the selection of the landscapes and promotion of some of the interventions are based on the results from other projects, such as biogas renewable energy, rooftop solar collectors, energy efficient LED light bulbs and sustainable transportation solutions, such as bicycle sharing systems.

The other challenge with respect to the project design is the fact that the identified landscapes are geographically expansive, extending across more than one governorate in some cases, e.g., in the Upper Egypt and Delta regions, and encompassing complex administrative jurisdictions, such as in Greater Cairo. The project design does indicate that “the

SGP cannot bring about landscape changes by itself, it is geared to advance tactical projects in given geographic areas, which will synergize with various levels of local action to bring about measurable progress in landscape resilience". The delineated landscapes, however, do not correspond with existing regional definitions, e.g., there are no structures in place that bring together the three governorates in Upper Egypt participating in the project. With respect to establishing multi-stakeholder governance platforms under the current arrangements, one multi-stakeholder governance platforms will likely be required in each governorate.

Also, with regard to project design, some of the planned interventions are not consistent with the ecological and cultural conditions in Egypt. There seems to have been insufficient validation of the project design prior to submittal to the GEF for endorsement.

The decision to grant one of the USD 150,000 strategic projects in September 2018 for supporting the Ministry of Environment in preparing for the CBD COP 14 was an adaptive management measure, something that was not envisaged at the time of project development. In hindsight, integrating some activities associated with the CBD COP 14 might have been included in the project design, as the event was planned years beforehand. As endorsed by the NSC, the decision to support the ministry was considered a strategic move, increasing the public awareness of the SGP in Egypt among both national and international stakeholders and helping to facilitate opportunities for new and improved partnerships for local CSOs.

The project knowledge management strategy is primarily focused on development and dissemination of case studies. There have limited substantive results to report by the midterm, but two draft case studies have been prepared. It would be advisable to take a broader look at knowledge management, including advocacy for the landscape strategies, identifying target audiences for the case studies and other knowledge products, linkages with capacity building objectives, etc.

Project administrative procedures have been developed through experiences gained through the previous operational phases. For instance, UNOPS has delegated some financial management tasks to the UNDP country office, e.g., payment to the local CSOs by checks, due to the under-developed banking systems among some of the target landscapes. There are some differences between UNDP and UNOPS accounting systems, and regular reconciliation is made to allocate project expenditures under the UNDP Atlas categories A few issues were noted during the MTR regarding financial reporting, for example, there are inconsistencies and delays in allocating project expenditures partly because advance disbursements are made to the NHI's account and then costs are later distributed across the different budget categories. Project management costs are not being allocated according to the indicative budget included in the Project Document.

An estimated USD 3.28 million of cofinancing has materialized through midterm, which is about 65% of the expected amount by project closure. The pledged governmental cofinancing from the Industrial Council for Technology and Innovation has not yet materialized; these contributions should be pursued and advocated for during the second half of the project, as partnership with this council (and other governmental partners) would enhance the likelihood that project results will be sustained after closure.

Through 10 August 2019, a total of USD 365,867, or 13% of the GEF project grant have been incurred. Financial delivery is expected to increase significantly as the first awarded grants are booked and the second call for proposals is completed. Achieving the intended project results by the April 2021 closing date will, however, be a formidable challenge. Behavioral change takes time and it will be important that proactive sustainability structures are put in place and a practicable sustainability plan is developed during the second half of the project, to ensure partnership and governance arrangements are in place to facilitate achievement of long-term impacts.

## 4.2 Recommendations

No.	Recommendation	Responsibility
1.	<b>Strengthen the landscape strategies.</b> The landscape strategies should be considered as living documents, with regular updates as additional information is available and progress is made with respect to implementation. A few recommended improvements include: (a) breaking out the consolidated landscape strategy into four separate documents, one for each landscape; (b) delineating the project interventions onto landscape level maps, showing other key features such as significant biodiversity areas, land use distribution, etc.; (c) elaborating the strategies by including stakeholder analyses, partnership opportunities, more information on local and national development strategies, etc.; and (d) facilitating validation of the landscape strategies by local government units.	CPMU, NSC, landscape stakeholders
2.	<b>Enhance the composition of the National Steering Committee.</b> The composition of the NSC should be reviewed and enhanced in order to: (a) ensure majority representation by CSOs; (b) address representation of the beneficiaries within the target landscapes; and (c) include enabling development partners, such as the Ministry of Local Development, National Council of Women, as well as donors and private sector organizations.	NSC, UNDP, CPMU

No.	Recommendation	Responsibility
3.	<b>Reconcile achievement of multi-stakeholder governance within the target landscapes.</b> The project should reconcile and simplify the number of multi-stakeholder partnerships, platforms and groups to be established, focusing on strengthening existing structures and incorporate the NSC into the plans for multi-stakeholder governance, possibly assuming an oversight role. Terms of reference should be developed for the multi-stakeholder governance structures envisaged for each landscape, and it would be advisable to convene stakeholder workshops to help initiate the process.	CPMU, NSC
4.	<b>Assess how to best use the project resources allocated for strategic projects.</b> The indicative project budget includes three USD 150,000 value strategic projects. One of these projects was awarded in 2018, to support the Ministry in preparing for the CBD COP 14. Based on the current circumstances on the project, a rapid needs assessment should be made to evaluate how best to use these resources, and procurement and implementation of the other two strategic projects should be expedited according to an agreed course of action.	CPMU, NSC, UNDP
5.	<b>Adjust the performance metrics in the project results framework.</b> The performance metrics in the project results framework should be adjusted, considering approaches that are compatible with the actual circumstances in the target landscapes and consistent with the capacities of the local NGO partners. Some preliminary recommendations, including integrating gender mainstreaming objectives, are included in the MTR report (see Annex 6).	CPMU, NSC, UNDP
6.	<b>Expand and strengthen stakeholder engagement.</b> The project should expand and strengthen engagement with enabling stakeholders, for example with: (a) protected area stakeholders within the project landscapes, exploring and capitalizing on synergies with PA management plans, community conservation areas, management effectiveness tracking, etc.); (b) the Industrial Council for Technology and Innovation under the Egyptian Ministry of Trade and Industry, one of the project's cofinancing partners; (c) private/business sector enterprises, such as the sugarcane processing companies in the Upper Egypt landscape; and (c) the Desert Research Center and the Ministry of Agriculture and Land Reclamation, e.g., integrating land degradation neutrality aspects into the landscape plans.	CPMU, NSC
7.	<b>Strengthen the knowledge management approach on the project.</b> The project should develop and implement a knowledge management (KM) strategy and action plan that articulates the objectives for knowledge management on the project, describes how advocacy will be carried out to achieve the policy level objectives, explains key messaging at the landscape and national levels, links up with the gender action plan and allocates resources for the duration of the project. The UNDP Global Coordinator for the SGP UCP and the UCP Knowledge Management Consultant should be closely involved in developing and implementing the KM strategy and action plan.	CPMU, UNDP, NSC
8.	<b>Improve project monitoring and evaluation.</b> Recommendations for improving project monitoring and evaluation include, but are not limited to the following: (a) reconstruct a baseline assessment of the GEF-7 core indicators and complete the midterm assessment; (b) track social co-benefits, e.g., number of direct beneficiaries, gender-disaggregated results, etc.; (c) keep a running tally of cofinancing contributions, including from partners not identified at project entry and facilitating synergies with other initiatives; and (d) improve risk management procedures.	CPMU, UNDP
9.	<b>Develop and implement improved procedures for allocating project expenditures.</b> Procedures for allocating project management costs and other project expenditures should be improved in order to enable evaluation of spending according to the indicative budget in the Project Document and annual work plans.	UNDP, UNOPS, NHI
10.	<b>Develop a sustainability plan and initiate implementation prior to project closure.</b> Using the project theory of change as guiding framework, develop and initiate the implementation of a sustainability plan that identifies specific actions, responsible parties and partnerships and funding opportunities.	CPMU, UNDP, NSC
11.	<b>Strengthen asset transfer procedures.</b> It would be advisable to include a condition in the grant agreements, indicating that the assets need to be transferred to the relevant beneficiary at the close of the project or the grant agreement	CPMU, UNOPS, UNDP, NSC, NHI

## Annex 1: MTR Mission Itinerary

Date	Time	Description
Saturday, 20 July	19:30	MTR Consultant arrives to Cairo
Sunday, 21 July	9:30 – 10:30	Briefing by the SGP Team
	11:00 – 12:00	Meeting with some NSC members
	12:00 – 13:30	GEF Full Size Projects Project Managers & SGP Stakeholders
	15:00 – 16:00	Meeting with Ambassador / Soha El Gendi Director, Department of International Cooperation and Development & NSC member
Monday, 22 July	9:00 – 16:00	Interview with Governor of Fayoum Governorate Field visit in Fayoum Landscape
Tuesday, 23 July	9:00 – 14:00	Desk Review
	16:40	Flight to Luxor Governorate
Wednesday, 24 July	8:30 – 15:00	Travel to Qena Governorate, field visits and meetings with SGP Stakeholders
	18:20	Fly back to Cairo
Thursday, 25 July	9:00 – 10:00	Meet with SGP coordination team
	10:00 – 12:00	Meeting with SGP Stakeholders from Greater Cairo and Delta Landscapes
	13:00 – 14:00	Meeting with Dr. Bayoumi, UNDP CO
	14:00 – 16:00	MTR debriefing at UNDP CO
Friday, 26 July	13:00 – 18:00	Consolidate findings, desk review
Saturday, 27 July	11:30	MTR Consultant departs Cairo



## Annex 2: List of Persons Interviewed

Name	Position	Organization
Ms. Soha Gendi	Director, Department of International Cooperation and Development	Ministry of Foreign Affairs
Ms. Randa Aboul-Hosn	Resident Representative	United Nations Development Programme, Egypt
Mr. Mohamed Bayoumi	Assistant Resident Representative, Energy and Environment Team Leader	UNDP Egypt
Ms. Magda Ghonem	Chairperson of SGP National Steering Committee, Professor Emeritus for Rural Development	Ain Shams University, Faculty of Agriculture, Cairo
Mr. Emad Eldin Adly	Country Programme Manager	SGP OP6, Egypt
Ms. Ghada Ahmadein	Programme Assistant	SGP OP6, Egypt
Ms. Diana Salvemini	UNDP Global Coordinator for the SGP Upgraded Country Programme	UNDP
Mr. Nick Remple	Former UNDP Global Coordinator for the SGP Upgraded Country Programme	Consultant
Mr. Edriss Riffat	Manager, Grant Management Services	United Nations Office for Project Services (UNOPS)
Ms. Rosanna De Luca	Associate Portfolio Manager, Grants Management Services	UNOPS

### 21 July, group interview in Cairo:

Name	Position	Organization
Ms. Abir Abu Zeid	Undersecretary International Cooperation and Technical Assistance – SGP NSC Member & Representative of the GEF OFF	Ministry of Environment
Ms. Hoda Omar	Unit Director & SGP NSC Member	GEF Unit Egyptian Environmental Affairs Agency (EEAA)
Eng. Samah Saleh	Head of Sustainable Development Unit, EEAA, SGP NSC Member	Sustainable Development /Gender specialist
Mr. Tamer Abougharara	Advisor to the Minister of Environment	Ministry of Environment
Ms. Amany Nakhla	SGP NSC Member	UNDP CO
Dr. Salah Soliman	SGP NSC Member	Alexandria University
Dr. Ahmed El Khouly,	SGP NSC Member	Land Degradation Expert – Desert Research Center

### 21 July, group interview in Cairo:

Name	Position	Organization
Eng. Viola Zaklama	Project Manager	GEF/ Improving Energy Efficiency for Lighting & Building Appliances
Dr. Khaled Allam	Senior Biodiversity Consultant	GEF/ Strengthening Protected Area Financing and Management Systems
Dr. Yousria Hamed	Project Manager	Egyptian Italian Environmental Cooperation Project
Mr. Mohamed Hwihi	Biodiversity Expert	Nature Conservation Sector, Egyptian Environmental Affairs Agency (EEAA).
Dr. Hend Farouh	Project Manager	GEF/Grid Connected Small-Scale Photovoltaic Systems
Dr. Tarek El Araby	Project Manager	GEF / Medical and E-Waste Project
Eng. Aly Abou Sena	CEO	Bioenergy Association

### 22 July, group interview at Governor's Office in Fayoum:

Name	Position	Organization	Governorate
Major General. Essam Salama	Fayoum Governor	Office of Fayoum Governorate	Fayoum
Ms. Sajeda Sayed Mohamed	General director	Environmental affairs department, Fayoum Government	Fayoum
Eman Ahmed Zaki	General director	Ministry of Social Solidarity, Fayoum Government	Fayoum
Eng. Hassan Gouda	Under secretary, Fayoum Government	Ministry of Agriculture	Fayoum
Eng. Mohamed Khodair	Under secretary, Fayoum Government	Ministry of water resources and irrigation	Fayoum
Dr. Sayed Houzain	Under secretary, Fayoum Government	Ministry of Youth and Sports	Fayoum

**22 July, group interview at Lake Qaroun Protected Area Administration Office, Fayoum Governorate**

Name	Position	Organization	Governorate
Dr. Naglaa Fouad Ebrahim	Chairman of Board of Directors	Rooh Al-Hayah for Dialogue and Development	Fayoum
Dr. Sameh Omer Mohamed	Treasurer	Rooh Al-Hayah for Dialogue and Development	Fayoum
Tamer Salah Khater	Executive Director	Rooh Al-Hayah for Dialogue and Development	Fayoum
Eng. Haidy Samir Sadek	Chairman of Board of Directors	Al-Tareek for Development in Fayoum	Fayoum
Ms. Mai Mohamed Reda	Financial and Administration Manager	Al-Tareek for Development in Fayoum	Fayoum
Ashraf Mokhtar Amin	Deputy Chairman	Al-Aafak Al-Oulia for Environmental services and development	Fayoum
Hani Abdelmonem Zaki	CEO	Environmental Tourism Development Association	Fayoum
Awad Sharif El Sayed	Project Manager	Environmental Tourism Development Association	Fayoum
Mohamed Ismail	Project Manager	Bader for Sustainable Development	Fayoum
Mohamed Moawad Ismail	Executive Manager	Community Development and youth training Association	Fayoum
Ehab Mohamed	Executive Manager	Environment Conservation Association	Fayoum
Mahmoud Thabet Khalifa	Field Coordinator	Environment Conservation Association	Fayoum
Eng. Ayman Mohamed Salem	Director	Wadi Al Rayan protected area	Fayoum
Eng. Adel Fayeze	Director	Qaroun protected area	Fayoum

**22 July, group interview at Fayoum University:**

Name	Position	Organization	Governorate
Prof. Ahmed Hosny Ibrahim	University Consultant for Student activities	Fayoum University	Fayoum
Dr. Wael Ahmed Tobar	Assistant Professor General Coordinator for Student activities	Fayoum University	Fayoum
Ms. Suzan Abdel Kader Abdel Hameid	General Director, Community Service Department, (Project Committee member)	Fayoum University	Fayoum
Mr. Hisham Ragab Abdel Fattah	General Director of Student Care Dep.	Fayoum University	Fayoum
Mohamed Yehia Abdel Fattah	STP university coordinator (Project Committee member)	Fayoum University	Fayoum

**24 July, group interview in Qena Governorate, Upper Egypt landscape:**

Name	Organization	Governorate
Shoeib Shehata Abdel Mawgood Abo Bakr	Future Charity Association of Amr Sons	Qena
Hassanein Mohasseb	Community Development in Nakkada	Qena
Ahmed Hassan Abdel Lateef	NGO Sector – Ministry of Social solidarity in Qena	Qena
Hussein Elsayed Ahmed	Head of Social solidarity Moderya	Qena
Hoda Saady Mohamedein	National Council for Women	Qena
Hamdy Mohamed Ali Hassan	Board member	Qena
Saad Rashed Ibrahim	El-Ashraf NGO	Qena
Adel Ghazal Ahmed	South of Egypt Development NGO	Qena
Ahmed Mohamed Mostafa Ahmed	Community Development Association in Naga'e Qet	Qena
Hala Fouad Hashem	Community Development Association in Naga'e Qet	Qena
Wafaa Aly Hussein Omar	Community Development Association in Naga'e Qet	Qena
Ahmed Mahmoud Abdel Kader	Future Generations in Man'ea	Qena
Hussein Mostafa Ibrahim	Together for Development in Luxor	Qena

**24 July, group interview in Qena Governorate, Upper Egypt landscape:**

Name	Organization	Governorate
Ahmed Ali Abdel Rahman	Together for Development in Luxor	Luxor
Mohamed Abdel Rady Fahmy	Together for Development in Luxor	Luxor
Sherifa Noureldin Aly	Modern Women Charity Association	Qena
Eng. Adel Nagy Mohamed	Head of Electricity Sector	Qena
Rehab El-Masry	Insan Aid Association	Qena
Hamdy Abdallah Mohamed	Community Development Association in Shouaikhat	Qena
Saad Rashed Ibrahim	Community Development Association in Shouaikhat	Qena
Hamdy Mohamed Aly	Community Development Association in Shouaikhat	Qena
Ramadan Sayed	Community Development Association in Shouaikhat	Qena
Mobarak Mohamed Ali	Community Development Association in Shouaikhat	Qena
Sayed Abdel Wahed	Culture and Social development Association	Qena
Elsayed Hanafy	Development Association	Qena
Mahmoud Ahmed Abo Zeid	Culture and Social development Association	Qena
Ahmed Alaa Eldin Saad Ahmed	Water resources and Irrigation Engineer	Qena

**24 July, group interview in Qena Governorate, Upper Egypt landscape:**

Name	Organization	Governorate
Asaad Mohamed Ahmed	EEAA	Qena
Gamal Youssef Nedeeef	Key of Life Association in Armant – Luxor	Qena
Sayed Ahmed Ibrahim Karar	El Sheikh Eissa CDA	Qena
Sayed Abo Bakr El-Hawary	El Sheikh Eissa CDA	Qena

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Name	Organization	Governorate
Fatma Mohamed Hassan	El Sheikh Eissa CDA	Qena
Aly Sayed Ahmed	El Sheikh Eissa CDA	Qena
Refa'ey Abdel Aal	El Sheikh Eissa CDA	Qena
Zeinab Mohamed Hanafy	El Sheikh Eissa CDA	Qena
Fatma Ibrahim Aly	El Sheikh Eissa CDA	Qena
Ashraf Gouda	El Sheikh Eissa CDA	Qena
Heba Fathy Mobarak	Environmental and Community Development Association in Dandara	Qena
Katreen Mahrous Shoukry	Environmental and Community Development Association in Dandara	Qena

**25 July, Group interview in Cairo**

Name	Position	Organization	Governorate
Fathy Ahmed Defeeh	Executive Director	Community Development Association in Met Gharab	Dakahliya
Noha Abdel Fattah Mohamed	Chairman of the Board	Youth Association for Human Resources Development	Kafr El-Shikh
Mr. Mohamed Salah	Chairman of the Board	Tourism Development association in Dahshour	Giza
Mr. Motamer Amin	CEO	Seen 9 for Sustainable Development	Giza
Eng. Anan Roshdy Helal	Chairman of the Board	Ain Masr Association for Consumer and Environment Protection	Giza
Eng. Omar Abdel Moniem Ahmed	Executive Director	The Egyptian Society for Endogenous Development of Local Communities	Cairo
Dr. Hazem Safwat Abbas	Technical Consultant	The Egyptian Society for Endogenous Development of Local Communities	Cairo
Mr. Mohamed Abdel Raouf	Executive Director	Nature Conservation Egypt "NCE"	Cairo
Ms. Nataly Al Asiouty	Communication Officer	Nature Conservation Egypt "NCE"	Cairo
Ms. Amal Salah	Executive Director	Youth Association for Women Care and Enhancing the Environment	Cairo
Mr. Ezzat Naeem	Technical Consultant	Youth Association for Women Care and Enhancing the Environment	Cairo
Mr. Ahmed el Attar	Executive Director	Environment Without Borders Foundation "EWBF"	Cairo
Ms. Salama Sami Zalat	Project Manager	Nature and Science Association	Qaliobeya

## Annex 3: List of Documents Reviewed

1. Project Identification Form (PIF)
2. Review Comments
3. Meeting minutes of stakeholder consultations held at each of the four landscapes during the project preparation phase (January-March 2016)
4. Project Document
5. GEF CEO Endorsement Request
6. UNDP Environmental and Social Screening results
7. Project inception report
8. Annual work plans for each year of implementation
9. Annual financial project reports (project expenditure reports provided by UNDP, UNOPS and the NHI)
10. Cofinancing inputs from project team
11. Project Implementation Reports (PIR's)
12. Quarterly Progress Reports (QPRs) and Annual Progress Reports (APRs)
13. Finalized GEF focal area Tracking Tools at CEO endorsement (baseline)
14. National Steering Committee meeting minutes
15. Landscape strategy for building social, economic, and ecological resilience landscapes strategies. GEF Small Grants Programme – Egypt, Operational Phase 6 (2017-2020)
16. Letters to governmental level stakeholders, inquiring about interest in participating in multi-stakeholder governance platforms (letters dated July 2019)
17. Gender assessment and action plan, October 2018
18. Spreadsheet of grant proposals submitted in first call for proposals
19. Proposal template
20. Proposals for four of the 16 grant proposals that were approved in the first call for proposals
21. Memoranda of Agreement between UNOPS and awarded grant recipient CSOs
22. Case study, strategic project on biodiversity
23. Case study, energy efficiency
24. UNDP Country Programme Document (CPD) 2013-2017 and 2018-2022
25. Sustainable Development Strategy: Egypt's vision 2030 and Planning Reform, 2015
26. Sustainable Development Goals Report: Egypt 2030. November 2018
27. Egyptian Biodiversity Strategy and Action Plan 2015-2030
28. The Fifth National Report of Egypt to the Convention on Biological Diversity, 2014
29. Egyptian National Action Program (NAP) to Combat Desertification, 2005
30. The Aligned Egyptian National Action Plan to Combat Desertification, Land Degradation and Drought, 2014-2024. February 2015
31. Egypt – Land Degradation Neutrality National Report, 2018
32. Egypt Third National Communication under UNFCCC, March 2016
33. Egypt: Human Development Indices and Indicators: 2018 Statistical Update
34. UNOPS SGP SOP Manual
35. Key Biodiversity Area Database, the KBA Partnership ([www.keybiodiversityareas.org](http://www.keybiodiversityareas.org))

## Annex 4: Evaluation Matrix

Evaluation theme	Questions	Sources	Methodology
<b>Project Strategy</b>			
Project Design:	To what extent is the project suited to local and national development priorities and policies?	National development strategies, sector plans, medium term development plan, project document	Desk review, interviews
Project Design:	To what extent is the project in line with GEF operational programs?	GEF focal area strategies, project design, PIR reports	Desk review, interviews
Project Design:	To what extent are the objectives and design of the project supporting environment and development priorities?	UNPDF, UNDP CPD, multilateral environmental agreements, etc.	Desk review, interviews
Project Design:	Does the project design remain relevant in generating global environmental benefits?	GEF strategies, national and subnational development plans, PIF, project document, CEO endorsement request, reviews, PIRs	Desk review, interviews
Results Framework:	Does the results framework fulfil SMART criteria and sufficiently captures the added value of the project?	Strategic results framework, tracking tools, inception report, PIRs	Desk review, interviews
Results Frameworks:	What changes could be made (if any) to the design of the project in order to improve the achievement of the project's expected results?	SMART analysis of results framework, current national and local development strategies	Desk review, interviews
Mainstreaming:	How are broader development objectives are represented in the project design?	Project document, social and environmental social screening procedure, gender action plan, work plans for community activities, training records, monitoring reports of community activities, project steering committee meeting minutes, stakeholder feedback during MTR mission	Desk review, interviews, field visits
<b>Progress towards Results</b>			
Progress towards Outcomes Analysis:	Has the project been effective in achieving the expected outcomes and objective?	PIRs, self-assessment reports by PMU, annual reports, monitoring reports, output level deliverables, midterm tracking tool, stakeholder feedback during MTR mission	Desk review, interviews, field visits
Progress towards results:	To what extent has the project increased institutional capacity to sustainably manage the national protected area system?	Progress reports, national and local development strategies, etc.	Desk review, interviews, field visits.
Progress towards results:	How has the project been able to influence monitoring and evaluation associated with landscape/seascape conservation and management?	Progress reports, national and local development strategies, budget allocations, increased level of awareness	Desk review, interviews, field visits
Risk management:	What were the risks involved and to what extent were they managed?	Project document, risk log, progress reports	Desk review, interviews, field visits
Lessons learned:	What lessons have been learned from the project regarding achievement of outcomes?	Progress reports, lessons learned reports, back-to-office reports	Desk review, interviews
Remaining Barriers to Achieving the Project Objective:	How are the project outputs addressing key barriers?	PIRs, annual reports, project steering committee meeting minutes, stakeholder feedback during MTR mission	Desk review, interviews, field visits
<b>Project Implementation &amp; Adaptive Management</b>			
Management Arrangements, GEF Partner Agency:	How were lessons learned on other projects incorporated into project implementation?	PIRs, project steering committee meeting minutes, audit reports, feedback obtained during MTR mission	Desk review, interviews
Management Arrangements, Executing Agency/Implementing Partner:	How effective has adaptive management been, e.g., in response to recommendations raised by project steering committee?	PIRs, project steering committee meetings, feedback obtained during MTR mission	Desk reviews, interviews
Work Planning:	Are milestones within annual work plans consistent with indicators in strategic results framework.	Project document, multi-year work plan, annual work plans, PIRs, financial expenditure reports, feedback obtained during MTR mission	Desk review, interviews



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Evaluation theme	Questions	Sources	Methodology
Finance and Cofinance:	How efficient has financial delivery been?	Financial expenditure reports, combined delivery reports, audit reports, project steering committee meeting minutes, PIRs, midterm cofinancing report, feedback obtained during MTR mission	Desk review, interviews
Cost-effectiveness:	How cost-effective have the project interventions been?	Analysis of progress towards results, financial delivery	Desk review, interviews, field visits
Project-level Monitoring and Evaluation Systems:	How timely has implementation of adaptive management measures been?	PIRs, midterm tracking tools, monitoring reports, annual progress reports, self-assessment reports by PMU, project steering committee meeting minutes, feedback obtained during MTR mission	Desk review, interviews, field visits
Stakeholder Engagement:	How inclusive and proactive has stakeholder involvement been?	Stakeholder involvement plan in the project document, meeting minutes, records of exchange visits, stakeholder feedback obtained during MTR mission	Desk review, interviews, field visits
Partnership Arrangements:	How effective have partnership arrangements been?	Partnership agreements, contracts, progress reports, cofinancing realized	Desk review, interviews, field visits
Local Capacity Utilized:	Has the project efficiently utilized local capacity in implementation?	Contracts, financial expenditure records, progress reports	Desk review, interviews, field visits
Reporting:	Adaptive management measures implemented in response to recommendations recorded in PIRs.	PIRs, annual progress reports, midterm tracking tools, output level project deliverables, feedback obtained during MTR mission	Desk review, interviews
Communication:	Project information is effectively managed and disseminated.	Internet and social media, press releases, media reports, statistics on awareness campaigns, evidence of changes in behavior, feedback obtained during MTR mission	Desk review, interviews, field visits
<b>Sustainability</b>			
Risk Management:	How timely has delivery of project outputs been?	Project document, risk logs, PIRs, project steering committee meeting minutes, feedback during MTR mission	Desk review, interviews
Lessons Learned:	What lessons can be drawn regarding sustainability of project results, and what changes could be made (if any) to the design of the project in order to improve sustainability of project results?	Progress reports, monitoring and evaluation reports, feedback from stakeholders, current national and local development strategies and sector plans	Desk review, interviews, field visits
Financial Risks to Sustainability:	How has the project addressed financial and economic sustainability? Are recurrent costs sustainable after project closure? What evidence is available that demonstrates budget allocations have been or will be made to sustain project results?	Budget allocations, progress reports, government publications	Desk review, interviews, field visits
Socioeconomic Risks to Sustainability:	What incentives are in place or under development to sustain socioeconomic benefits? What evidence is available that demonstrates capacities and resilience of local communities have been strengthened?	Project outputs realized, progress reports	Desk review, interviews, field visits
Institutional Framework and Governance Risks to Sustainability:	How have management plans and other approaches promoted by the project been integrated into institutional frameworks? What is the operating status of multi-stakeholder governance platforms? What is the level of ownership of approaches promoted by the project? What policies are in place that enhance the likelihood that project results will be sustained?	Tracking tool, training records, evidence of policy reform, governance platform records	Desk review, interviews, field visits
Environmental Risks to Sustainability:	What evidence is available that demonstrate reduction of key threats to biodiversity and ecosystems?	Tracking tool, budget allocations, training record, statistics on awareness campaigns	Desk review, interviews, field visits

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Evaluation theme	Questions	Sources	Methodology
	Have any new environmental threats emerged?		
<b>Progress towards Impact</b>			
Environmental stress reduction	What evidence is available that demonstrates progress towards environmental stress reduction?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Environmental status change	What evidence is available that demonstrates progress towards environmental status change?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Community well-being	What evidence is available that demonstrates progress towards improving community well-being?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Policies	What evidence is available that demonstrates progress towards changes in policies?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Governance mechanisms	What evidence is available that demonstrates progress towards changes in governance mechanisms?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Capacities	What evidence is available that demonstrates progress towards changes in capacities?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits
Unintended consequences	What unintended consequences have occurred?	Delivered outputs, progress reports, feedback from stakeholders, monitoring and evaluation reports	Desk review, interviews, field visits

## Annex 6: Progress towards Results

Assessment Key:	Achievement Rating Scale:
<b>Achieved</b>	Ratings assigned using the following 6-point scale: highly satisfactory, satisfactory, moderately satisfactory, unsatisfactory, highly unsatisfactory
<b>On target to be achieved</b>	
<b>Not on target to be achieved</b>	
<b>Unable to assess</b>	

Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
<b>Objective: To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development</b>					
A. Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected	5,000 ha sustainably managed in the three targeted rural landscapes	45,000 ha with sustainable management activities under implementation in the three target rural landscapes that promote long-term biodiversity conservation/agro-ecology and alternative sustainable livelihoods		<b>Marginally on target</b>	It is unclear how the baseline is defined and the breakdown of the 45,000-ha end target. It would be advisable to better define and delineate the areas under resilient landscape management.
B. Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes	Four communities participating in community based rural and urban landscape planning and management processes experimenting and innovating with technologies and alternative sustainable practices	At least 20 communities participating in community based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices		<b>On target</b>	10 governorates are included among the 4 target landscapes, and the landscape strategy consultations made in July 2018 included representatives from more than 20 communities.
C. Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology	Five communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology		<b>On target</b>	6 of the approved projects in the first call for proposals involve renewable energy or energy efficiency.
D. Increased number of communities, within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations	20 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations	250 producers trained in agro-ecological practices and systems		<b>Marginally on target</b>	Trainings have not yet been delivered, but are planned for later in 2019. Participation of farmers among the first call for proposals is mostly involving improved irrigation practices, not specifically involving agro-ecological systems.
		100 livestock producers trained in sylvopastoral systems		<b>Not on target</b>	No trainings on sylvopastoral systems have been delivered,

Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
					and this issue is not addressed in the landscape strategies.
		At least 70 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations;		Marginally on target	Trainings have not yet been delivered, but are planned for later in 2019.
		eight workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated		On target	Stakeholder consultations were held in July 2018 to discuss the landscape strategies. Moreover, several local CSOs participated in the CBD COP 14 in November 2018.
E. Number of case studies and publications documenting lessons learned from SGP-supported projects	Zero case studies/publication prepared and disseminated in previous Operational Phases highlighting experiences following a community-based rural urban landscape management approach	At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned		On target	The awarded grants include activities on preparing case studies.
Achievement rating, project objective:					Moderately Satisfactory
<b>Component 1: Resilient rural landscapes for sustainable development and global environmental protection</b>					
<b>Outcome 1: Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits</b>					
1.1. Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the three rural landscapes/	0 multi-stakeholder governance platforms established in the three rural landscapes	At least four multi-stakeholder landscape / governance platforms in place and functioning		Not on target	There has been limited progress with respect to establishing the multi-stakeholder governance platforms. Inquiry letters were sent to some of the key national governmental stakeholders in July 2019. The project needs to better define expectations, possible arrangements, management and sustainability.
1.2. Number of participatory landscape strategies and management plans for the three targeted rural landscapes	0 strategies to enhance social and ecological resilience of the in the three rural landscapes	Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes and typology of community based activities linked to those outcomes		On target	Landscape strategies were completed in 2018 and approved by the NSC. The first call for proposals was based on the priority actions outlined in the strategies. The landscape strategies should be strengthened, aligning with local development plans, identifying

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Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
					and facilitating partnership opportunities, etc.
1.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 experiences systematized and codified for dissemination to policy makers, community organizations and others	At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks		<b>Marginally on target</b>	The awarded grants include activities on preparing case studies, and budget is allocated for analyzing and codifying portfolio experiences.
<b>Achievement rating, Outcome 1:</b>					<b>Moderately Satisfactory</b>
<b>Outcome 2: Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape</b>					
2.1. Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Prioritized list of projects aligned with landscape outcomes in each landscape		<b>Achieved</b>	Priority actions are listed in the landscape strategies.
2.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target landscapes	195 projects implemented in the target landscapes to date	At least 30 community based projects implemented by CBOs and NGOs in the targeted rural landscapes		<b>On target</b>	17 grants were awarded under the first call for proposals.
2.3. Increased area under management for biodiversity conservation and sustainable use	3,000 hectares under management in the four landscape/seascapes as community conservation areas	11,000 hectares under management across the three rural landscape/seascapes as community conservation areas		<b>Not on target</b>	Community conservation areas (CCAs) not included among the landscape strategies, and inconsistent with general practice and regularly frameworks in Egypt.
2.4. Increased area under reforestation or farmer managed natural regeneration	4,000 hectares under reforestation or farmer managed natural regeneration	11,000 hectares under reforestation or farmer managed natural regeneration across the three landscapes		<b>Not on target</b>	There are limited forests among the target landscapes, and reforestation or farmer managed natural regeneration not addressed in the landscape strategies.
2.5. Increased area under improved grazing regimes	3,000 hectares under improved grazing regimes and livestock management 30 livestock producers implementing improved grazing regimes and livestock management systems	10,000 hectares under improved grazing regimes and livestock management across the three landscapes At least 100 livestock producers implementing improved grazing regimes and livestock management systems		<b>Not on target</b>	Improved livestock management not addressed among the first set of awarded grants and not included among the typology of interventions in the landscape strategies.

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Sixth Operational Phase of the GEF Small Grants Programme in Egypt

UNDP PIMS ID: 5471; GEF Project ID: 6956

Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
2.6. Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	500 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	13,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources		<b>Not on target</b>	The source of the baseline figure is unclear, and the breakdown of the 13,000-ha end target is not defined. The types of interventions mentioned in the landscape strategies include improved irrigation, agricultural waste management and developing rooftop gardens. The end target does not match the scale of the proposed interventions.
2.7. Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer organizations in sustainable production of agroforestry, fisheries and waste management	No multi-stakeholder groups with a focus on landscape / seascape resilience engaged in analysis and planning of strategic approaches to upscaling successful experiences in agroforestry, forestry and waste management	Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry, fisheries and waste management		<b>Not on target</b>	The landscape-level multi-stakeholder groups have not yet been established. The project did facilitate stakeholder workshops in July 2018 when developing the landscape strategies. It will be necessary to clarify what is envisaged with respect to the multi-stakeholder groups called for under this indicator, compared to the multi-stakeholder governance platforms and policy platforms.
		At least 20 second-level organizations established or strengthened.		<b>Marginally on target</b>	If the local CSOs awarded the small grants under the first call are considered "second-level organizations", then the project is on target in achieving this end target. The definition provided in the Project Document is a bit unclear.
2.8. Number of strategic projects that support these economic activities	No strategy currently exists to enable and facilitate upscaling by community organizations of these economic activities based on the detailed analysis of successful SGP supported community experiences and identification of upscaling requirements and opportunities	Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives		<b>Not on target</b>	Procurement of the strategic projects has not yet been initiated. One strategic project was granted in 2018, to help the ministry prepare for the CBD COP 14.
2.9. Increased alternative livelihoods and innovative products developed through support of	4 existing enterprises and staff in ecotourism	At least 10 new ecotourism enterprises		<b>Marginally on target</b>	Eco-tourism is not mentioned among the typology of interventions included in the



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Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets					landscape strategies. But, 3 of the awarded grants under the first call address eco-tourism. The planned interventions are for supporting ecotourism activities, not specifically addressing creation of new enterprises.
	0 Types of green value chain products produced in landscape	At least 10 new green value chain enterprises		Not on target	Green value chain enterprises are not addressed in the landscape strategies or included among the first round of awarded grants.
	2 waste management enterprises	At least 5 new waste management enterprises covering 15,000 hectares per landscape		Marginally on target	Among the 17 awarded grants in the first call for proposals, 2 of them include waste management, one dealing with utilization of agricultural wastes in Upper Egypt, and the other addressing solid wastes in relation to ecotourism within protected areas in Fayoum. Creation of new waste management enterprises is not specifically mentioned in the landscape strategies.
	50 people employed in sustainable agroforestry	At least 1,000 people switching to sustainable agroforestry production		Not on target	There are limited forests among the target landscapes and agroforestry is, hence, not a particularly viable intervention.
	50 people employed in sustainable fisheries	At least 700 people switching to sustainable fisheries production		Not on target	Sustainable fisheries production is not included in the typology of interventions listed in the landscape strategies and is not represented among the first round of awarded projects.
Achievement rating, Outcome 2:					Moderately unsatisfactory
Component 2: Promote community-based integrated low-emission urban systems					
Outcome 3: Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development					
3.1. Number and type of multi-stakeholder partnerships/community networks for managing the development and	0 partnerships	At least 10 partnerships		On target	7 of the projects awarded under the first call or proposal are dealing with low-emission development interventions. It is a bit unclear what is envisaged in

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Sixth Operational Phase of the GEF Small Grants Programme in Egypt

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Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
implementation of community-based urban integrated low-emission systems					terms of multi-stakeholder partnerships/community networks. The bicycle-sharing system in Fayoum City is a good example of partnerships, including the university, local CSO, GEF project and local government.
3.2. Number of participatory strategies and management plans for the two urban landscapes	0 participatory strategies and management plans for two urban landscapes	At least two participatory strategies and two management plans for low-emission urban development in Greater Cairo and Fayoum City		<b>Marginally on target</b>	Greater Cairo and Fayoum City are included in the consolidated landscape strategy. Management plans for low-emission urban development have not yet been prepared.
3.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 case studies	At least 2 case studies – one per landscape at a minimum		<b>Marginally on target</b>	Case studies have not yet been prepared that analyze and codify the experiences gained and lessons learned. The awarded grants include activities on developing case studies.
<b>Achievement rating, Outcome 3:</b>					<b>Moderately satisfactory</b>
<b>Outcome 4: Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs)</b>					
4.1. Typology of urban neighborhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes	2 urban neighborhoods using renewable energy technologies in the target landscapes, by type of technology	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape		<b>Mostly Achieved</b>	The typology of urban projects is included in the consolidated landscape strategy. The specific neighborhoods where the project is focusing are not defined.
4.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighborhoods	Not indicated	At least twenty urban community based projects implemented by CBOs and NGOs in the target neighborhoods		<b>Marginally on target</b>	4 of the 17 awarded projects under the first call for proposal include urban community-based projects. Achieving 20 projects will require a concerted effort under the second call.
4.3. Increased use of renewable energy and energy efficiency technologies at neighborhood level implemented in the target urban landscape by type and technology	Not indicated	At least three renewable energy technologies or energy efficiency technologies experienced		<b>Marginally on target</b>	Approved projects include promotion of energy efficient LED light bulbs, solar energy in agriculture, building the enabling environment for renewable energy, and increasing public awareness. Biogas will likely be

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Indicator	Baseline	End of Project target	Self-assessment by PMU, Jul 2019	Midterm Assessment	MTR Assessment Justification
					included among the projects in the second call; however, some of the interviewed stakeholders stressed skepticism regarding the proposed low-interest loan arrangements.
		At least 14 pilot experiences with renewable energy or energy efficiency technologies systematized, codified and disseminated to policy platforms and community organizations and networks		<b>Marginally on target</b>	Case studies have not yet been prepared that analyze and codify the experiences gained and lessons learned. The awarded grants include activities on developing case studies.
4.4. Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies	Not indicated	Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies		<b>Not on target</b>	Procurement of the strategic projects has not yet started. There is limited time remaining within the project's timeframe.
<b>Achievement rating, Outcome 4:</b>					<b>Moderately satisfactory</b>

## Annex 6: Suggested Modifications to Project Results Framework

Indicator	Baseline	End of Project target	Comments
<b>Objective: To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development</b>			
A. Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected	5,000 ha sustainably managed in the three targeted rural landscapes	<del>45,000 ha with sustainable management activities under implementation in the three target rural landscapes that promote long-term biodiversity conservation/agro-ecology and alternative sustainable livelihoods</del> 45,000 ha of landscapes under improved management	Recommend revising the phrasing of the end target.
B. Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes	Four communities participating in community based rural and urban landscape planning and management processes experimenting and innovating with technologies and alternative sustainable practices	At least 20 communities participating in community based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices	No changes recommended.
C. Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology	Five communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	No changes recommended.
D. Increased number of communities, within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations	20 CSO representatives participating in trainings to improve the financial and administrative sustainability of their community organizations	250 producers (including 30% women) trained in agro-ecological practices and systems	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.
		<del>100 livestock producers trained in sylvo-pastoral systems</del>	Recommend deleting this end target.
		At least 70 CSO representatives (including 30% women) participating in trainings to improve the financial and administrative sustainability of their community organizations;	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.
		Eight workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated; at least two events/products are focused on gender mainstreaming	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.
E. Number of case studies and publications documenting lessons learned from SGP-supported projects	Zero case studies/publication prepared and disseminated in previous Operational Phases highlighting experiences following a community-based rural urban landscape management approach	At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned; at least one case study focused on gender mainstreaming.	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.
F. Number of direct beneficiaries (% women)	To be determined	To be determined	Recommend adding this indicator at the objective level.
<b>Outcome 1: Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits</b>			
1.1. Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive	0 multi-stakeholder governance platforms established in the three rural landscapes	At least four multi-stakeholder landscape / governance platforms in place and functioning, with 30% women representation	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.

Indicator	Baseline	End of Project target	Comments
management in the three rural landscapes/			
1.2. Number of participatory landscape strategies and management plans for the three targeted rural landscapes	0 strategies to enhance social and ecological resilience of the in the three rural landscapes	Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes and typology of community based activities linked to those outcomes, <b>validated by governorate administrations.</b>	<b>Recommend enhancing the sustainability of the landscape strategies through validation by the governorate administrations.</b>
1.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 experiences systematized and codified for dissemination to policy makers, community organizations and others	At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks; <b>including at least one focusing on the role of women.</b>	<b>Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.</b>
<b>Outcome 2: Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape</b>			
2.1. Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes	Prioritized list of projects aligned with landscape outcomes in each landscape	<b>No changes recommended.</b>
2.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target landscapes	195 projects implemented in the target landscapes to date	At least 30 community based projects implemented by CBOs and NGOs in the targeted rural landscapes, <b>with 30% women participation.</b>	<b>Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.</b>
2.3. Increased area under management for biodiversity conservation and sustainable use	3,000 hectares under management in the four landscape/seascapes as community conservation areas	<del>11,000 hectares under management across the three rural landscape/seascapes as community conservation areas</del> <b>Local communities in target landscapes participating in the collaborative management of approximately 11,000 ha of protected areas</b>	<b>Recommend revising the end target.</b>
2.4. Increased area under reforestation or farmer managed natural regeneration	4,000 hectares under reforestation or farmer managed natural regeneration	<del>11,000 hectares under reforestation or farmer managed natural regeneration across the three landscapes</del> <b>11,000 ha of degraded land identified in the landscape strategies, rehabilitation intervention demonstrated and upscaling plan included into the landscape strategies.</b>	<b>Recommend revising the end target.</b>
<del>2.5. Increased area under improved grazing regimes</del>	<del>3,000 hectares under improved grazing regimes and livestock management</del> <del>30 livestock producers implementing improved grazing regimes and livestock management systems</del>	<del>10,000 hectares under improved grazing regimes and livestock management across the three landscapes</del> <del>At least 100 livestock producers implementing improved grazing regimes and livestock management systems</del>	<b>Recommend deleting this indicator.</b>
2.6. Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	500 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources	13,000 hectares of agricultural land <b>under improved management, adopting the principles of agro-ecological practices and systems</b> <del>that increase sustainability and productivity and/or conserve crop genetic resources</del>	<b>Recommend revising the end target.</b>
2.7. Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer	No multi-stakeholder groups with a focus on landscape / seascape resilience engaged in analysis and planning of strategic approaches to	Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry,	<b>Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.</b>

Indicator	Baseline	End of Project target	Comments
organizations in sustainable production of agroforestry, fisheries and waste management	upscaling successful experiences in agroforestry, forestry and waste management	fisheries and waste management, <b>with 30% women representation.</b>  At least 20 second-level organizations established or strengthened.	
2.8. Number of strategic projects that support these economic activities	No strategy currently exists to enable and facilitate upscaling by community organizations of these economic activities based on the detailed analysis of successful SGP supported community experiences and identification of upscaling requirements and opportunities	Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives	
2.9. Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets	4 existing enterprises and staff in ecotourism	At least 10 new ecotourism enterprises	
	<del>0 Types of green value chain products produced in landscape</del>	<del>At least 10 new green value chain enterprises</del>	Recommend deleting this sub-indicator and end target.
	2 waste management enterprises	<del>At least 5 new waste management enterprises covering 15,000 hectares per landscape</del> Local CSOs support at least 5 new waste management interventions, covering 15,000 ha per landscape	Recommend revising the end target.
	<del>50 people employed in sustainable agroforestry</del>	<del>At least 1,000 people switching to sustainable agroforestry production</del>	Recommend deleting this sub-indicator and end target.
	<del>50 people employed in sustainable fisheries</del>	<del>At least 700 people switching to sustainable fisheries production</del>	Recommend deleting this sub-indicator and end target.
<b>Outcome 3: Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development</b>			
3.1. Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems	0 partnerships	At least 10 partnerships, <b>with 30% women representation.</b>	Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.
3.2. Number of participatory strategies and management plans for the two urban landscapes	0 participatory strategies and management plans for two urban landscapes	At least two participatory strategies and two management plans for low-emission urban development in Greater Cairo and Fayoum City, <b>validated by the governorate or district government administrations.</b>	Recommend enhancing the sustainability and ownership of the strategies by having the governorate or district government administrations validate the strategies.
3.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 case studies	At least 2 case studies – one per landscape at a minimum	No changes recommended.
<b>Outcome 4: Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs)</b>			
4.1. Typology of urban neighborhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes	2 urban neighborhoods using renewable energy technologies in the target landscapes, by type of technology	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape	No changes recommended.



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Indicator	Baseline	End of Project target	Comments
4.2. Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighborhoods	Not indicated	At least twenty urban community based projects implemented by CBOs and NGOs in the target neighborhoods, <b>including at least 30% women participation.</b>	<b>Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.</b>
4.3. Increased use of renewable energy and energy efficiency technologies at neighborhood level implemented in the target urban landscape by type and technology	Not indicated	At least three renewable energy technologies or energy efficiency technologies experienced  At least 14 pilot experiences with renewable energy or energy efficiency technologies systematized, codified and disseminated to policy platforms and community organizations and networks; <b>with at least 2 focusing on gender mainstreaming.</b>	<b>Recommend integrating gender mainstreaming aspects – should ensure consistent targets with the gender action plan.</b>
4.4. Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies	Not indicated	Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies	

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## Annex 7: Cofinancing Table

Note	Sources of Cofinancing <sup>1</sup>	Name of Cofinancer	Type of Cofinancing <sup>2</sup>	Amount Confirmed at CEO Endorsement USD	Actual Amount Contributed at Stage of Midterm Review USD	Expected Amount by Project Closure <sup>3</sup> USD	Actual % of Expected Amount USD
4	GEF Agency	UNDP/Egyptian-Italian Cooperative Programme	Grant	\$1,500,000	\$1,000,000	\$1,500,000	0.67
5	Recipient Government	Industrial Council for Technology and Innovation under the Egyptian Ministry of Trade and Industry	Grant	\$62,000	\$0	\$62,000	0
6	Civil Society Organization	Action Against Hunger	Grant	\$496,613	\$1,485,688	\$1,485,688	1.0
7	Civil Society Organization	Grantee Organizations	In-kind and Grant	\$2,014,848	\$795,574	\$2,014,848	0.39
	Total			\$4,073,461	\$3,281,262	\$5,062,536	65%
Notes:							
1	Sources of Co-financing may include: Bilateral Aid Agency(ies), Foundation, GEF Partner Agency, Local Government, National Government, Civil Society Organization, Other Multi-lateral Agency(ies), Private Sector, Other						
2	Type of Co-financing may include: Grant, Soft Loan, Hard Loan, Guarantee, In-Kind, Other						
3	Expected amount by project closure includes actual materialized by midterm and expected cofinancing during the second half of the project.						
4	The UNDP/Egyptian-Italian Cooperative Programme is focused on nature conservation. Cofinancing activities have been implemented in the Fayoum landscape to support the local communities and established an NGO to continue serving those communities. Moreover, they developed the capacities of NGO’s members and staff and provided them with the necessary support to submit a successful proposal that was accepted by Subcommittee and NSC members.						
5	Cofinancing from the Industrial Council for Technology and Innovation has not yet materialized; the pledged USD 62,000 is expected to be contributed during the second half of the project.						
6	Action Against Hunger operated a program in Egypt from 2015 through 2018 in the Luxor Governorate and Greater Cairo, with interventions on water, sanitation and hygiene, mental health and childcare practices, and food security and resources of existence.						
7	Materialized cofinancing from the grantee organizations is from the 17 interventions approved in the first call for proposals in addition to the strategic project funded in 2018.						

## Annex 8: Rating Scales

Ratings for progress towards results:

<b>Highly Satisfactory (HS)</b>	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
<b>Moderately Satisfactory (MS)</b>	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
<b>Moderately Unsatisfactory (MU)</b>	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
<b>Unsatisfactory (U)</b>	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
<b>Highly Unsatisfactory (U)</b>	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Ratings for project implementation and adaptive management:

<b>Highly Satisfactory (HS)</b>	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
<b>Moderately Satisfactory (MS)</b>	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
<b>Moderately Unsatisfactory (MU)</b>	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
<b>Unsatisfactory (U)</b>	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
<b>Highly Unsatisfactory (HU)</b>	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for sustainability (one overall rating):

<b>Likely (L)</b>	Negligible risks to sustainability, with key Outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
<b>Moderately Likely (ML)</b>	Moderate risks, but expectations that at least some Outcomes will be sustained due to the progress towards results on Outcomes at the Midterm Review
<b>Moderately Unlikely (MU)</b>	Significant risk that key Outcomes will not carry on after project closure, although some outputs and activities should carry on
<b>Unlikely (U)</b>	Severe risks that project Outcomes as well as key outputs will not be sustained

## Annex 9: Signed UNEG Code of Conduct Agreement Form

### Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/ or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: James Lenoci

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Budapest on 4 February 2019



**James Lenoci**  
MTR Consultant

## **Annex 10: MTR Terms of Reference**

## **TERMS OF REFERENCE (Individual Contractor Agreement)**

**Title:** UNDP-GEF Midterm Review Consultant  
**Project:** Multiple  
**Duty station:** Home Based  
**Section/Unit:** NYSC SDC GMS  
**Contract/Level:** ICS-11/IICA-3  
**Supervisor:** Manager GMS, Mr. Edriss

### **1. General Background**

The Small Grants Programme (SGP) is a corporate programme of the Global Environment Facility (GEF) implemented by the United Nations Development Programme (UNDP) since 1992. SGP grant-making in over 125 countries promotes community-based innovation, capacity development, and empowerment through sustainable development projects of local civil society organizations with special consideration for indigenous peoples, women, and youth. SGP has supported over 20,000 community-based projects in biodiversity conservation, climate change mitigation and adaptation, prevention of land degradation, protection of international waters, and reduction of the impact of chemicals, while generating sustainable livelihoods.

Since 2008, following an SGP Upgrading Policy, nine SGP Country Programmes (Bolivia, Brazil, Costa Rica, Ecuador, India, Kenya, Mexico, Pakistan, and Philippines) were upgraded at the beginning of OP-5 in 2011, with each of these country programmes becoming a separate Full Sized Project after cumulative grants disbursement of USD 6 million over 15 years. Another six SGP Country Programmes (Egypt, Indonesia, Kazakhstan, Peru, Sri Lanka, and Thailand) were upgraded at the beginning of OP-6 in 2016. These 15 *Upgraded Country Programmes* (UCPs) follow the same programmatic approach as other SGP country programmes to achieve global benefits through local community and civil society action, but are placing an emphasis on integrated solutions at the landscape level that can address the combination of income, food security, environmental and social issues that confront rural communities. With each successive Operational Phase, SGP has refined its approach and streamlined its focus. This evolution has been marked by a gradual change from funding stand-alone projects during the original pilot phase, to building progressively greater levels of coherence, consolidation, and strategic focus within a Country Programme's project portfolio. This has culminated in the adoption of the current *community-based landscape and seascape approach*, which forms a central feature of OP-6.

The proposed interventions are aimed at enhancing social and ecological resilience through community-based, community-driven projects to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change. The pilots will build on experiences and lessons learned from previous SGP operational phases, and lessons learned from the COMDEKS Programme, to assist community organizations in carrying out and coordinating projects in pursuit of outcomes they have identified in landscape plans and strategies. Coordinated community projects in the landscape will generate ecological, economic and social synergies that will produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits. Multi-stakeholder groups will also take experience, lessons learned, and best practices from prior initiatives and implement a number of potential scaling up efforts during this project's lifetime.

### **2. Purpose and Scope of Assignment**

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

The successful candidates will be assigned to conduct MTRs in the following SGP Country Programmes: Bolivia, Egypt, Peru, and Sri Lanka.

The MTR must provide evidence based information that is credible, reliable and useful. The MTR consultant will review all relevant sources of information including documents prepared during the preparation phase



(i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR consultant will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR consultant is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR consultant is expected to conduct field missions to SGP project sites.

### **3. Monitoring and Progress Controls**

The MTR consultant will assess the following four categories of project progress. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for extended descriptions. Further guidance on specific questions to be addressed will be provided at the beginning of the assignment.

#### **i. Project Strategy**

##### Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

##### Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

#### **ii. Progress Towards Results**

##### Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using

the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

### **iii. Project Implementation and Adaptive Management**

#### Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

#### Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

#### Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

#### Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

#### Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public

awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

**iv. Sustainability**

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

**Conclusions & Recommendations**

The MTR consultant will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable,

achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR consultant should make no more than 15 recommendations total.

## Ratings

The MTR consultant will include its ratings of the project's results and brief descriptions of the associated achievements in a MTR Ratings & Achievement Summary Table in the Executive Summary of the MTR report.

**Table. MTR Ratings & Achievement Summary Table for (*Project Title*)**

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	

## MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	<b>MTR Inception Report</b>	MTR consultant clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission	MTR consultant submits to the Commissioning Unit and project management
2	<b>Presentation</b>	Initial Findings	End of MTR mission	MTR consultant presents to project management and the Commissioning Unit
3	<b>Draft Final Report</b>	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	<b>Final Report*</b>	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft	Sent to the Commissioning Unit

## 4. Qualifications and Experience

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document and should not have a conflict of interest with project's related activities.

### a. Education (Level and area of required and/or preferred education)

A Master's degree in environment, sustainable development, project management, or a related field.

### b. Work Experience

- Minimum 9 years' experience in Results-based Management, biodiversity conservation, climate change or land degradation or related fields.
- Experience working with the GEF or GEF evaluations is considered desirable.
- Experience with the GEF Small Grants Programme will be considered an advantage
- Demonstrated understanding of issues related to gender and Biodiversity Conservation, Climate Change and Land Degradation
- Experience in gender sensitive evaluation and analysis is desired
- Project evaluation/review experiences within United Nations system will be considered an asset
- Fluency in English, spoken and written

**c. Key Competencies**


Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title):		Contract holder (Name/Title):	
Signature	Date	Signature	Date

## Annex 11: Signed MTR final report clearance form

<b>Midterm Review Report Reviewed and Cleared By:</b>	
<b>Commissioning Unit</b>	
Name:	
Signature:	Date:
<b>UNDP-GEF Regional Technical Advisor</b>	
Name:	
Signature:	Date: