

Final Evaluation Report Of Participatory Strategic Planning for Balanced Spatial Development (SpaD 2020)

Implementing Agency	General Organization for Physical Planning United Nations Development Programme
Country/Region or Area	Egypt
Award ID	00107093
Project Duration	years and 6 months 3
Evaluation Period	November 2021 – December 2021

Prepared by
Professor Dr. Ingy El Barmelgy



December 2021

Project/outcome Information		
Project/outcome title	Participatory Strategic Planning for Balanced Spatial Development-SPAD2020	
Atlas ID	Award ID.: 00107093 Input ID: 00107493	
Corporate outcome and output	A more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion and sustainability of all regions and urban settlements.	
Country	Egypt	
Region		
Date project document signed	June 2018	
Project dates	Start	Planned end
	July 2018	December 2021
Project budget	1,054,569.00 US\$	
Project expenditure at the time of evaluation	1,005,977 US\$	
Funding source	GOPP & UNDP	
Implementing party¹	General Organization for Physical Planning	

Evaluation information		
Evaluation type (project/outcome/thematic/country programme, etc.)	Final report – evaluation	
Final/midterm review/ other	Final review	
Period under evaluation	Start	End
	July 2018	December 2021
Evaluators	Dr Ingy El Barmelgy	
Evaluator email address	i_barmelgy@yahoo.com	
Evaluation dates	Start	Completion
	October 2021	January 2022

¹ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Table of contents

1. Executive summary	8
2. Introduction.....	12
3. Description of the intervention	13
4. Evaluation scope and objectives.	17
4.1. Evaluation objectives	18
4.2. Evaluation Criteria	19
4.3. Evaluation Questions	20
4.4. Evaluation approach and methods	22
4.5. Data sources and Data collection instruments	23
4.6. Limitations	25
5. Data analysis	25
5.1. Project Design and formulation	26
5.2. Project Implementation	28
6. Findings	43
7. Conclusions.....	51
8. Recommendations.....	53
9. Lessons learned.....	56
10. Annexes.....	58

List of Tables

Table 1: Project partners and their role in the project.....	24
Table 2: The assessment of the project indicators	27
Table 3: Assessment of project achievements	28
Table 4: Evaluation matrix results	32
Table 5: Project partners and their role in the project their interview results	37
Table 6: The project budget details across the project duration.....	Error! Bookmark not defined.
Table 7: Women ratio in training program – workshop – gender equality output A	41
Table 8: Women ratios in training program – workshop – gender equality-output B	41
Table 9: Different possible risks related to the owner stakeholder in relation to the impact and probability.	48
Table 10: shows these recommendations with their related tasks and the proposed partner responsible for achievement	55

List of Figures

Fig. (1): system functions /beneficiaries	16
Fig. (2): Methodology of Final Evaluation	23
Fig. (3): Women ratios in training program – workshop- output A.....	41
Fig. (4): women ratios in training program – workshop- output B.....	42
Fig. (5): Women ratios in team and experts.....	43
Fig. (6): The outputs interrelations	44

List of acronyms and abbreviations

AWP	Annual Work Plan
EGM	Expert Group Meeting
GIS	Geographic Information Systems
GMS	General Management Support
GOPP	General Organization for Physical Planning
JMC	Joint Management Committee
LA	Local Authority
M&E	Monitoring and Evaluation
MHUUC	Ministry of Housing, Utilities & Urban Communities
MOFA	Ministry of Foreign Affairs
NEX	National Execution
NMT	Non-motorized transport
NPD	National Project Director
OMA	Operational Management Agreement
OU DA	Operational Unit for Development Assistance
RC /RPPC	Regional Center /Regional Physical Planning Center
PM	Project Manager
SDGs	Sustainable Development Goals
SDS	Sustainable Development Strategy
SUP	Strategic Urban Plan
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework

Acknowledgements

This final evaluation report for “Participatory Strategic Planning for Balanced Spatial Development” project was prepared by Professor Dr. Ingy Elbarmelgy. The evaluator would like to acknowledge with much appreciation all stakeholders she interviewed for sharing their experiences, opinions, and insights. The evaluator would also like to express her gratitude and appreciation to the team of United Nations Development Programme responsible of this project for providing all the facts and key information related to this project. Special thanks goes to the project manager Ms. Madiha Mahmoud who efficiently organise meetings with numerous stakeholders within a short timeframe and offered all the required data. The evaluator would like to thank in particular the national project director Eng. Maha Fahim who gave her valuable time and input to provide all technical details required with regard to GOPP and all related stakeholders. Special Thanks are also extended to Assoc. Prof. Sherin Gammaz and Dr. Esraa Magdy for their contributions in editing the report due to time limitations. Furthermore, the evaluator would like to recognize the valuable contributions of Eng. Mohamed Ahmed for the technical evaluation and testing of GIS enterprise outputs. All these contributions and valuable support played a crucial role and helped the evaluator to conduct this evaluation.

1. Executive summary

This executive summary provides an overview of the final evaluation report of the Participatory Strategic Planning for Balanced Spatial Development-SPAD 2020 project. The project represents a collaboration between UNDP and GOPP building on the experience gained from their former collaboration, in which this project is under the guidance of UNDP and is funded by GOPP and UNDP and implemented by GOPP. The duration of this project is 3 years in which its start date was July 2018 and was planned to end its activities on June 2021, but it got extended for further six months with no-cost extension to end on December 2021 with an overall project budget of 1,054,569.00 USD. SPAD 2020 project was established to address the urban challenges related to the imbalanced growth and distribution of economic development and services among different regions and respond to the crucial need to translate the national strategies, goals, and priorities to a strategic spatial vision for Egypt in the form of land-use map of Egypt that can serve as the main base of spatial development, suitability analysis, budget allocation, and investments to ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations.

The project is formulated in line with the New Urban Agenda (NUA) and United Nations' SDGs through the SDS with a main goal and Country Program Outcome 3: Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved, in accordance with CPAP/Project outcomes: Local and national capacity strengthened to regulate integrated and participatory city and village strategic plans. The capacity of sub-national institutions for strategic planning, implementation, monitoring, and evaluation improved in line with the decentralization process.

The Project Outcome is identified to be: **A more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion, and sustainability of all regions and urban settlements.**

The project Outcome indicators as stated in the Country/ Regional/ Global Program Results and Resources Framework, including baseline and targets:

- a- Number of regions with regulated participatory plans;
- b- Number of governorates with participatory strategic plans;
- c- Policies formulated supporting the transfer of powers and decision-making to lower levels.

SPAD 2020 project is designed based on two main interventions/outputs: Output (A); The preparation of National strategic land use plan (NSLUP), including defining a new set of priority areas/projects, revisiting the regional administrative boundaries, and disseminating the results through a collaborative and inclusive work platform, and Output (B); The development of the GIS enterprise to incorporate larger sets of data, applications, and tools for geospatial analyses to enable better networking and functionality under different operating system platforms and support the NSLUP preparation, negotiation and dissemination. The project also includes 8 sub-outputs, with several activities under the umbrella of these two main outputs (A&B).

This final evaluation assesses the achievements of project results and the extent to which the project has successfully been carried out, and to draw lessons that can both improve the sustainability of benefits from this project and new related projects, and aid in the overall enhancement of future UNDP programming. The scope of this evaluation is divided into two parts: Part 1: Project Design and Formulation which focuses on how to measure, identify and assess the extent to which the objectives of the project design part by assessing the relevance, indicators, risk log, evaluation of M&E design at entry, and Part 2: Project Implementation focuses on the outcome and output analysis, interaction with stakeholders, sustainability

of results. Accordingly, three main objectives of the final evaluation were identified. First, the final evaluation aims to promote accountability and transparency, through assessing the project output, performance in terms of baselines, achievements, and efficiency of resources utilization. Second, to draw lessons that can improve the sustainability of the project and develops a series of findings and recommendations for enhancing the project's future performance as well as the design of new projects. Third, to assess the extent to which the budget meets the project objectives.

The evaluation is conducted in accordance with the guidance, rules, and procedures established by UNDP and their Standards and Norms for Evaluation. The evaluation is structured around the five main evaluation criteria set out by the Development Assistance Committee (DAC) which are: Relevance, Effectiveness, Efficiency, Sustainability, and impacts as a contribution to expected effects, by addressing sets of evaluation questions, that also incorporate the cross-cutting issues represented in gender equality and human rights. The evaluation adopted the Utilization-Focused Evaluation approach which engages stakeholders in all phases of the evaluation process, to use the evaluation findings for general messages, technical purposes and improve the performance of the project.

The Evaluator rated the project achievements using two rating systems. First, is the quantitative rating which assesses the fulfillment of the achievements under a three-point scale (target achieved, on target to be achieved, and not on target to be achieved). While the second rating is qualitative to measure the extent to which the project achievements comply with the evaluation criteria through a three-point scale (high, medium, and low), the same scale is used to assess the degree of risk.

This evaluation depends on different data sources to verify the credibility and reliability of the information and ensure the triangulation of different sources of information. Information first was driven from the project documents, and then verified through data-gathering activities conducted for this evaluation, most prominently key informant interviews, and focus groups. Based on the triangulation approach, the evaluation depends on using several evaluation tools and gathering information from different types of stakeholders at different levels of management to validate findings.

The evaluation first started with assessing the project design and formulation depending mainly on the content analysis using documentation review, and the analysis of project indicators logical framework regarding the SMART criterion. Therefore, evaluation findings of this part indicated that the project is a highly relevant project supporting the government development plan to perform balance in planning. Besides, having a good project design with a coherent Logical Framework Matrix integrating past experiences and good management arrangements.

Furthermore, the evaluation focused on how the project has been implemented in reference to the outcome and the outputs, stakeholder interaction, and project management. The result achievements progress related to target and indicators of the project outcome and outputs. The stakeholder's analysis is another important part of the implementation analysis, in the is part the evaluator tries to refer to the role of each in the project implementation with a summary of the results of the interviews in reference to criteria, challenges, and risks. The analysis used both quantitative and qualitative analysis methods, depends mainly on the Evaluation matrix to analyse the project outcome, and outputs through a set of indicators in accordance with the evaluation criteria suggested for this phase. Hence, the evaluation findings of this part indicated that the project used a comprehensive management approach to secure project deliverables while maintaining performance to the overall project design. In addition to that, the Project partnerships with key

stakeholders were conducive to a good implementation of activities; despite several government reorganizations/changes.

Regarding the extent to which the project considers the cross-cutting issues related to gender equality, The evaluation indicated that the design of SPAD 2020 was Gender blind that takes into consideration only ratios needed for services and activities, yet during its Implementation phase, it opened gates for access to services and job opportunities equally to both women and men through balanced land uses and resources on the national level. The GIS enterprise through its applications (dashboard) also draws a great role in gender mainstreaming, gender equality, and interventions through spatial data management and indicators that help in decision-making. The governance of the project has to encounter gender equality in team formulation, experts assigned and building capacity activities.

The evaluation referred to the high achievement levels of the project, in which all the output (A) has been achieved, except for output A3 that was on hold because of security and governmental procedures (parliament approval). Regarding output B, most of them have been achieved except for the activity of data update as it is a continuous process as it is related to urban growth. Some achievements of the output (A) find their way in implementation on land due to the relevance with the development plan and mega projects. Also, the GIS enterprise strengthened the impact of achievements in managing data and giving alternatives to serve deprived villages that suffer lack of services through the presidential initiated project (Hayah Karima) that was able to support the decision-makers effectiveness by urgent services, plots of land suitable for implementation in the very short term.

The significant achievements related to Output (A) mainly the national land use map could work as a catalyst to strengthen synergies between spatial and economic planning in Egypt. The land-use plan will also assist decision-making regarding defining land development priorities, not only based on resource availability but also according to other economic, administrative, financial, and managerial manifestations. Also, the Project's achievements in GIS enterprise represent great strengths in setting the indicators and measures to be used by international bodies and national parties in formulating reports. Provision of database for other projects in the GOPP and Governorates as in the Markaz level of planning. The strength gained through data analysis also helps decision-makers in creating balanced planning and service. Yet, there is a limitation of GIS initiative use in general except within GOPP only.

The final evaluation then provides a set of recommendations that could contribute to enhancing the project's sustainability. The recommendations emphasized how to ensure that all outputs produced by the project be published and handed to governmental agencies Ministries and Governorates and discussed on the Governor level. This could be achieved by organizing a conference in the Supreme council for planning focusing on NSLUP produced, a proposed gateway for developments, priority regions, and Tourism, in addition to a final workshop focusing on achievements of the project and the way forward for Geospatial planning tools and data established supporting urban planning and decision-making mechanisms. It is also recommended producing a roadmap detailing the way forward in GIS Platform updating. (Orientation for every project launch team for the GIS delivery) glossary and scheme. For the building capacity of GOPP, it is recommended to sustain their human resources and sustain the GIS team needed to adopt a policy in which each trainee should train two of his RC colleagues. As for enhancing good planning practice the "Quality Control" should be considered in the process of the database, by publishing GIS scheme and quality control program to be used for planning deliverables on different levels and by all experts and professionals, while adopting a control policy to secure the servers of the GIS enterprise to introduce it to

the public uses. Finally, the evaluation recommended the integration of the environmental impact and climate change in the update of the national development plan.

Finally, several lessons learned are drawn from the assessment of the SPAD 2020 Project, which could pave the way for successful future projects. The lessons learned shed light on the importance of the design and formulation phase of a project, and how the concrete deliverables need to be identified to achieve tangible results brought to beneficiaries with positive direct and immediate impacts on them, which contributes to achieving strong participation of beneficiaries in project activities and overall better effectiveness of project activities. Also, the need for framing ambitious yet achievable targets is essential to guarantee the implementation of plans. The participatory approach during the planning process with different stakeholders and institutions at all project main stages and final outputs represent the key to success. On another side regarding GIS enterprise, the project presents a good enhancement for the capacity building for GIS teams and users with GOPP employees through the TOT training program to grantee the continuity in training activity required for the sustainability of the GIS enterprise updates in long run, and the good design for quality control in database formation for GIS enterprise produced a program to achieve the need that could be adopted by the information center in GOPP for quality control in any data entry delivery QC program.

2. Introduction

In an attempt to face the challenges of the imbalanced growth and distribution of economic development and services among different regions in Egypt and confronting the socio-economic imbalances accompanied by many spatial disparities, and based on the sustainable development strategy (SDS): Egypt's Vision 2030 adopted by the Government, SpaD 2020 was established to translate the National vision, goals and priorities to a strategic spatial vision for Egypt. The project is designed to translate the national strategies and programs into a land use map of Egypt. Hence, this map will be the main base of spatial development, environmental protection, budget allocation and investments to ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations.

SpaD2020 project is established on outcomes of SpaD activities in previous years and builds on the previous experience gained through the former GOPP-UNDP collaboration. The project has attempted to relieve population pressure on valuable resources, providing a strategic framework for priority investments. And to promote economic opportunities by introducing new development projects and priorities for future investment. Its overall goal is to enable and implement a balanced spatial development in Egypt. The project results are based on two main interventions:

- (1) The preparation of National strategic land use plan (NSLUP), including defining a new set of priority areas/projects, revisiting the regional administrative boundaries, and disseminating the results through a collaborative and inclusive work platform,
- (2) The development of the GIS enterprise to incorporate larger sets of data, applications and tools for geospatial analyses. The enterprise platform will be refined to enabling better networking and functionality under different operating system platforms. The GIS enterprise will support the NSLUP preparation, negotiation and dissemination.

This final evaluation report of SpaD 2020 will focus on validating the results reported by the project, evaluating the current situation while identifying any challenges, problems and issues that hinder its operation, in order to draw lessons that can both improve the sustainability of benefits from this project and new projects and reach a set of recommendations to increase sustainability in the future, and give good guidance for the opportunity of establishing similar project on the national and governmental levels. The evaluation findings would also benefit both UNDP and GOPP to develop their cooperation and enhance further activities building on solid ground and refined steps. In addition, it will aid in the overall enhancement of UNDP programming. Teams involved in project design and formulation, management and implementation would benefit on the technical side to avoid any errors or problems in future projects and to develop plans to meet any challenges revealed by the evaluation.

This project is supported by UNDP in cooperation with GOPP. The duration of this project is 3 years in which its start date was July 2018, but the actual operation was launched on September 2018 after the preparatory project's activities which included the finalization of the financial and administrative agreement with OUDA, the opening of the Project's bank account, and GOPP's transfer of the first co-sharing amount to UNDP, furthermore, the National Project Director was selected and assigned by GOPP. The project was

planned to end its activities on June 2021 but it got the approvals to extend for further six months with no cost extension to end on December 2021 with an overall project budget of 1,054,569.00 USD.

All the ministries and relevant entities will benefit from the outputs of this project.

The evaluation will be conducted in accordance with the guidance, rules and procedures established by UNDP and their Standards and Norms for Evaluation. This report representing the final evaluation documentation will monitor the achievement of the project outputs and track the contribution at the outcome level and their impact using different methods of analysis. The report includes four sections. Section One presents an overview of the project. Section two describes the evaluation framework including scope, objectives, approach, and methods in addition to the procedures of data collection and analysis. Section 3 presents the final evaluation findings. Section four presents the main conclusions, recommendations and lessons learned. Lastly, further details are shown in the relevant annexes at the end of this report.

3. Description of the intervention

The rapid urbanization represents one of the biggest challenges that faces Egypt's urban development accompanied by great population pressure on valuable resources. Many urban challenges related to the imbalanced growth and distribution of economic development and services among different regions have become acute urban problems. However, the Egyptian government tried to respond to these challenges in Egypt's vision 2030. There is a crucial need to translate the national strategies and programs into a land use map of Egypt that can serve as the main base of spatial development, environmental protection, budget allocation and investments to ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations. As a response to address these challenges SpaD 2020 project was designed to ensure a more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion and sustainability of all regions and urban settlements. The "Participatory National, Regional and Governorate Strategic Planning for Balanced Spatial Development (SpaD) 2020" project builds on the previous experience gained through the former GOPP-UNDP collaboration.

Since 2011, GOPP/SpaD played an important role to translate the National vision, goals and priorities to a strategic spatial vision for Egypt, through Supporting the role of GOPP in preparing and testing methodologies for multi-level strategic planning and consolidate the use of the new SUP methodologies and technologies, adapt participatory and sustainability processes to higher levels of planning (governorates and regions), produce Regional Planning Guidelines, and contribute to national spatial development. The outcomes of the previous SpaD activities was considered as the baseline for SpaD 2020 project. In addition, the project establishes strategic collaborative relations with the Egyptian Cabinet as well as the Ministry of Planning, Follow-Up and Administrative Reform (which is responsible for national budgeting). The project is formulated in line with the New Urban Agenda (NUA) and United Nations' SDGs through the SDS with a main goal and Country Programme Outcome 3: Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved, in accordance with CPAP/Project outcomes: Local and national capacity strengthened to regulate integrated and participatory city and village strategic plans. Capacity of sub-national institutions for strategic planning, implementation, monitoring and evaluation improved in line with the decentralization process.

The Project Outcome is identified to be **a more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion and sustainability of all regions and urban settlements**. In order to reach the main goal the project attended to:

- *Ensure a more inclusive urban planning process.*
- *Encourage multi-level dialogue to ensure involvement of wide range of stakeholders.*
- *Promote cooperation among relevant government agencies for implementation.*

The Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets:

- a- Number of regions with regulated participatory plans;
- b- Number of governorates with participatory strategic plans;
- c- Policies formulated supporting transfer of powers and decision making to lower levels.

SpaD 2020 project is designed based on two main interventions/outputs: (1) The preparation of National strategic land use plan (NSLUP), including defining a new set of priority areas/projects, revisiting the regional administrative boundaries, and disseminating the results through a collaborative and inclusive work platform, and (2) The development of the GIS enterprise to incorporate larger sets of data, applications and tools for geospatial analyses to enable better networking and functionality under different operating system platforms and support the NSLUP preparation, negotiation and dissemination. The project also includes eight activities under the umbrella of these two outputs that can briefly mentioned as follows:

1- Output (A) National strategic land use plan (NSLUP) produced, activated and in process of implementation *includes the following activity:*

- *(A1) Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities,*
- *(A2) Identify and prepare relevant development studies for a new set of priority projects, areas, and centers,*
- *(A3) Study the requirements of new demarcation of regional and governorate administrative boundaries.*
- *(A4) Conduct capacity-building programs in urban planning, management and plan implementation.*

2- Output (B): “Geospatial planning tools and data established and supporting urban planning and decision-making mechanisms.” *includes the following activity:*

- *(B1) Improve the GIS enterprise platform for better networking, outreaching and stakeholders’ engagement in planning process,*
- *(B2) Introduce new geospatial tools and analytical models (e.g. demographic, socio-economic, scenario building, etc..) as an integral component of the GIS enterprise,*
- *(B3) Increase the efficiency of data management and improve the operational capability of data,*
- *(B4) Conduct capacity-building programs in system management, operation and utilization of the new introduced tools and models.*

The project activities were all included in the implementation strategy and framework except for “(A3) *Study the requirements of new demarcation of regional and governorate administrative boundaries*” which was postponed due to governmental procedures (for parliament approvals).

The Project is highly relevant to the UNPDF outcome: “Regional Human Development Disparities are reduced: Including Reducing the Gender Gap, and Environmental Sustainability Improved.” The Project focuses on reducing the disparities through a balanced spatial planning that integrates social, environmental, and economic aspects in a multi-levels/ cross-sectorial collaboration. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

The outcomes of the Project are consistent with the expected outcomes outline in CPD: UNDP Priority 1. Enabling Frameworks for the implementation of Egypt 2030 and the SDGs, strengthening institutional capacities for planning and monitoring. The project should achieve this by a combination of strategic/participatory planning process implementation, capacity building, and support to spatial data management and dissemination.

The project is linked to several bi-lateral projects based on cooperation between GOPP and UNDP which are currently assisting in providing strategic planning to several Egyptian regions and cities, namely: (1) The Strategic development plan in Greater Cairo region 2050, (2) The participatory strategic urban planning for Alexandria city till 2032, and (3) The strategic development plan of southern Egypt (new valley). It is worth mentioning that the outputs of the three bi-lateral projects are of significant importance to Spad in terms of defining priority development areas and projects in the different regions of Egypt.

In addition, the project is aligned with other several projects that UN-Habitat is carrying out to address some of the urban challenges such as (1) the strategic national development support project, with the aim of ensuring that national and local stakeholders work jointly in the preparation and implementation of Strategic Development Plans and Budget of the Governorate and Markaz levels. The new Project aims to continue coordination with the different projects as well as with other relevant ministries, authorities, and stakeholders to assure the integrated implementation of programs and plans.

The project has a wide scale of deliverables, which include and not limited to the following:

- A national environmental assessment on 15 priority areas.
- Definition of functional roles of priority areas.
- Preparation of National map for tourism development.
- Analysis and assessment of Egypt’s western Gateway assessed and analyze.
- Analysis and assessment of The National Project of 1.5 million feddan.
- Analysis and assessment of New Delta national Mega Project.
- Preparation of Strategic Plan for North Sinai prepared, and identification of priority development projects.
- Finalization of Strategic Plan for South Sinai.
- Finalization of Strategic Plan for Southwestern zone of Egypt.
- Finalization of Development and detailed plans of the North West Coast finalized.
- Training of GOPP staff
- Conducting Capacity-building programs.
- Finalization and operation of GIS enterprise platform

The project adopts a participatory approach in preparing strategic plans, land use plans and priority interventions. Series of workshops, consultations and meetings with different beneficiaries are conducted during each planning process. Decisions regarding defining priorities and land use allocation are carried out collaboratively with relevant stakeholders at the different planning levels. GOPP is managing all project stages, reviewing and approving project document and outputs, as well as communication and coordination with all stakeholders. UNDP provide administrative and technical assistance, managing financial resources, participating in issuing tenders and procurements of services in addition to providing necessary expertise. Various departments within the GOPP are involved to provide technical input to prepare urban plans and monitor urban development strategies, providing information for development areas, and sharing responsibilities on activities. The GOPP technical units and the GOPP RQ, s in the different regions are responsible for following up on the implementation of local projects related to all ministries and governorates.

The project serves at the national and regional levels and covers wide geographical areas with its outputs represented in the national land use plans. In addition, the project serves a large number of beneficiaries along the 3 years and six months of the project duration in which it targets many categories of beneficiaries represented mainly in GOPP staff, data manipulators, planners, consultants and decision makers, as shown in fig. (1).

SYSTEM FUNCTIONS/BENEFICIARIES

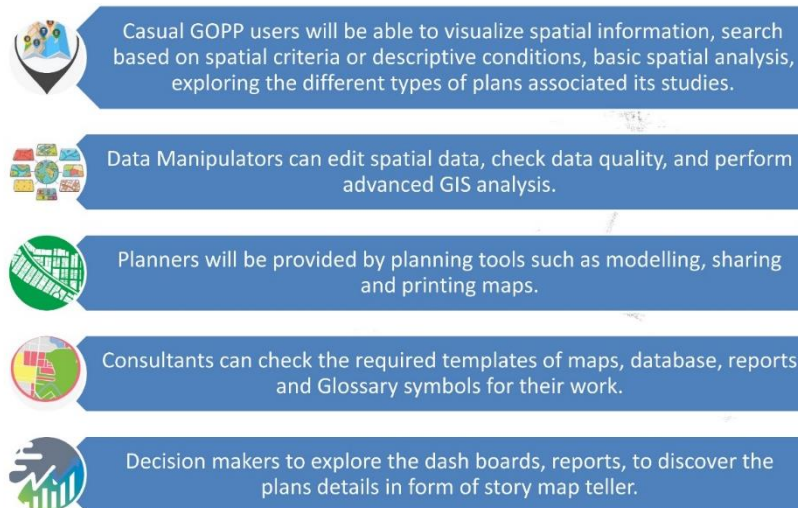


Fig. (1): system functions /beneficiaries

The Project total budget is 1,054,569.00 US \$, in which GOPP Cost sharing is 1,004,569,00 US \$ whilst UNDP cost sharing is 50,000 US \$. The total expenditures of the project until September 2021 is 1,005,977.08 US \$ representing 95.37 % of total budget, 742,364.02 US \$ of which represented the project

expenditure from 2018 to 2020, while 263,613.00 US \$ was the project expenditure in the year 2021 till September representing 26.36% of the total expenditures of the project. .

UNDP and GOPP have agreed to conduct a final evaluation of the project in order to capture and validate their results so far, as well as to identify lessons learned and identify areas that require further support or strengthening. Therefore, the evaluator will monitor the achievement of outputs and track changes at the outcome level, their focus is on ensuring activities and budget expenditures are efficient, and examine on a comprehensive level whether the project objectives were achieved or not. Consequently, relevance, efficiency, and effectiveness are examined based on both the project design and formulation, and the project implementation represented in the actual situation and performance. Sustainability is also examined based on performance and the status of activities up to that point, with regards to future trends and feasibility. However, for the impact evaluation, it is the “prospects” that will be judged in the final evaluation. Whilst using triangulation to measure achievement and contribution towards outcomes and their impact. Different methods are used for analysis and ultimately evaluators make a judgment on performance and merit of the project evaluated.

4. Evaluation scope and objectives.

The scope of this final evaluation is conducting an assessment of achievements of project results and the extent to which the project has successfully carried out, and to draw lessons that can both improve the sustainability of benefits from this project and new related projects, and aid in the overall enhancement of future UNDP programming. Following UNPD’s quality standards for evaluation; this evaluation will assess the following criteria; relevance, effectiveness, efficiency and Sustainability by addressing sets of evaluation questions, that will also incorporate the cross cutting issues represented in gender equality and human rights. Besides, this evaluation will shed lights onto the expected impact of the project. Data collection methods and analysis will be determined in accordance with UNDP’s guidelines to ensure an effective project evaluation with regard to the nature of the indicators that need to be assessed. The scope of this evaluation is divided into two parts summarized as follows:

1- Part 1: Project Design and Formulation:

- Review the problem addressed by the project and the underlying assumptions;
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results;
- Review the project's objectives and outcomes/components and how feasible they can be reached within the project's time frame;
- Undertake a critical analysis of the project's log frame indicators and targets;
- Review how the project addresses country priorities;
- Review management arrangements and decision-making processes;
- Review the extent to which relevant gender issues were raised in the project design;
- Assess how gender aspects are integrated into the project design;
- Review linkages between the project and other interventions within the sector.

2- Part 2: Project Implementation

- Review overall effectiveness of project as outlined in the project document;
- Review the quality of implementation /Implementing Partner;
- Review any delays in project start-up and implementation;
- Examine and test the use of the project's results of GIS enterprise as a tool.
- Consider the financial management of the project, including cost-effectiveness;
- Review the decision making processes to align financing priorities and annual work plans
- Review the monitoring tools currently being used and the project progress reporting function as well
- Review stakeholder's participation and country-driven project implementation processes;

4.1. Evaluation objectives

The final evaluation aims to promote accountability and transparency, to assess and disclose the extent of project accomplishments against the expected objective and outcomes to assess the efficiency of the project implementation modality including its management arrangements, to analyse the sustainability of activities supported by the project, and to draw lessons that can both improve the sustainability, assess progress towards the expected results and to identify and assess any changes in the log frame during implementation. Therefore, the final evaluation main objectives are identified as follows:

- Evaluation objective 1 (accountability/results):

Assess the project output, performance in terms of baselines, achievements and efficiency of resources' utilization.

- Evaluation objective 2:

The second evaluation objective is related to identifying the lessons learned: what is working well, what is not working so well, and the reasons behind the success and/or failure. This objective is crucial because it provides for the Project management information and recommendations that could increase the effectiveness and efficiency of future actions. It also could help GOPP and UNDP to build on the accumulative experiences earned from current and previous collaborations. The lessons learnt shall provide advice that should be actively considered during the remaining Project's timeline and future extensions (or other new projects executed through GOPP /UNDP collaboration). Furthermore, learning/improvement develops a series of findings and lessons learned for enhancing the project's future performance as well as the design of new projects.

- Evaluation objective 3:

The extent to which the budget meets the project objectives, are all budget items compatible with the needs of the project to achieve all its objectives? So one of the most important factors for the success of this project is the provision of permanent funding for its continued success, its continued use, and the realization of the process of distributing it to all the agencies entrusted with it.

4.2. Evaluation Criteria

The evaluation criteria adopted by this final evaluation complies with international criteria and professional norms and standards; including the norms and standards adopted by the Guidance for Conducting Terminal Evaluations of UNDP-supported projects. The evaluation was conducted, and findings were structured around five major evaluation criteria; set out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), which are:

- Relevance is the extent to which the intervention objectives and design respond to beneficiaries, Global, country, and partner/institution needs, policies, and priorities, and continue to do so if Circumstances change.
- Effectiveness is the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
- Efficiency is the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
- Sustainability is the extent to which the net benefits of the intervention continue or are likely to continue
- Impacts is the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Since, this evaluation study is based on two parts in terms of project design and formulation, and project implementation. Accordingly, the evaluation criteria are divided into the following:

- Part 1: Project Design and formulation: the evaluation will assess the following:

- Relevance: Verify how the project relates to the objectives.
- Indicators: Check whether the indicators set out in the project logical framework meet the SMART criterion (specific, measurable, affordable, relevant, and time-limited).
- Assumption and risks: Analyze the assumptions and risks established in the project to verify if they were logical and coherent and their approximation to the national reality.
- Gender: Review the documents and information of the project to verify the integration of the gender approach, through its elements of participation with equal opportunities and benefits for men and women.
- Evaluation of M&E design at entry: Identify whether they used monitoring and evaluation (M&E) tools in a systematic way to identify adjustment needs and the possible application of adaptive management.

- Part 2: Project Implementation: the evaluation will assess and include the following:

- Outcomes and outputs analysis: Perform an analysis of the logical framework and the fulfillment of its objectives through the verification of the indicators and the fulfillment of the goals established in the project.
- Interaction with stakeholders: Check the effectiveness of the functioning of the Project Board, through the minutes and decisions taken as well as the effectiveness of the key stakeholders on the regional and local level.

- Evaluation of M&E plan and implementation: check the effectiveness of the monitoring framework and how it is related to the project activities and how it is represented in quantitative and qualitative measures.
- Sustainability: check the institutional and governance sustainability of the project achievements as well as the overall likelihood of sustainability.
- Impact: predict whether the project achievements would make a difference and to what extent the project results are consistent with capacity building needs and priorities of project stakeholders and beneficiaries, in addition to the contribution of the expected effects to the change and development of the institutional and capacity building of project beneficiaries.

4.3. Evaluation Questions

The evaluation questions define the information that the evaluation will generate, in which these questions when answered, will give users of the evaluation the information they seek in order to make decisions, act or add to knowledge. The questions are divided into two parts, the one for Project Design and formulation, and the other for Implementation. And can be categorized based on the criteria of relevance, effectiveness, efficiency, sustainability and impacts as contribution to expected effects as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects, in addition to the related cross- cutting issues of the project. The evaluation questions could be briefly mentioned as follows:

- Relevance/Coherence
 - To what extent is the initiative in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups?
 - To what extent SPAD 2020 project support relevant to the achievement of the SDGs in the country?
 - To what extent did SPAD 2020 adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
 - To what extent is SPAD 2020 engagement a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
 - To what extent was the method of delivery selected by the project appropriate to the development context?
 - To what extent was, the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- Effectiveness
 - To what extent has progress been made towards outcome achievement?
 - What have been the key results and changes attained for men, women and vulnerable groups?
 - Have there been any unexpected outcome-level results achieved beyond the planned outcome?
 - To what extent has SPAD 2020 improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
 - To what extent has SPAD collaborated with governmental bodies, local communities to promote environmental, and disaster risk awareness in the country?
 - To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
 - To what extent have marginalized groups benefited?

- To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

- Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were resources used to address inequalities and gender issues?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent did SPAD 2020 monitoring systems provide management with a stream of data, disaggregated by sex that allowed it to learn and adjust implementation accordingly?
- To what extent have SPAD 2020 practices, policies, processes and decision-making capabilities affected the achievement of the country programme outcomes?
- To what extent did GOPP engage or coordinate with different beneficiaries (men and women), implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

- Sustainability of results

- Is the GOPP continuing the project activities?
- Is the effect aimed for by the project (project purpose or overall goal) being continually produced by this? What are the impeding and contributing factors for sustainability?
- Is there sufficient organizational capacity to implement activities to produce effects? (Assignment of human resources, decision-making process, etc.)
- Is there a sense of ownership towards the project at the GOPP?
- Is there a dissemination mechanism (including the spread to other regions for projects that were implemented on pilot sites)? Society, culture, environment
- Were there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent were financial and economic resources available to sustain the benefits achieved by the project?
- Were there any social or political risks that jeopardized the sustainability of the project outputs and the project's contributions to country programme outputs and outcomes?
- Did the legal frameworks, policies and governance structures and processes within which the project operated pose risks that jeopardized sustainability of project benefits?
- To what extent did stakeholders support the project's long-term objectives?
- To what extent did UNDP interventions in SPAD 2020 have well-designed and well-planned exit strategies?

- Achievement of impacts and their contribution to expected effects

- Will the data in the application be constantly updated within changes?
- Are there any positive or negative impacts beside the overall goal? * Influence on the development of policies, laws, systems, standards, and the like * Influence on social and cultural aspects such as gender,

human rights, rich and poor * Influence on environmental protection * Influence from technical changes

* Economical influence on the target society, concerned parties, beneficiaries

- What are the impending and contributing factors for the achievement of the overall goal?
- Are the important assumptions from the project purpose to the overall goal correct within the current situation?

- *Incorporation of the gender approach in the implementation of the project*

Though Gender approach is a crucial and important criterion in evaluation, yet it is tricky in evaluation for SPAD 2020 as great part of the project design is gender blind. The first part that deals with numerical and quantitative data on regional scale is gender blind, while in Implementation stage in team forming, activities and outcomes it is important to incorporate gender perspective.

- To what extent have gender equality and the empowerment of women been addressed in the implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- Which specific tools are you using to guarantee gender responsive programming?
- How was gender analysis of the context, sector, problem, stakeholders considered during the formulation of the project's intervention

4.4. Evaluation approach and methods

The evaluation will be conducted in accordance with the guidance, rules and procedures established by UNDP and their Standards and Norms for Evaluation. The evaluation will adopt Utilization Focused Evaluation approach, which engages stakeholders in all phases of the evaluation process, to use the evaluation findings for decision-making purposes and improve performance of the project. Using this approach, the Evaluator did not make decisions independently of the intended users, but he rather facilitated decision-making amongst the people who will use the findings of the final evaluation.

The evaluation process will use evaluation tools in accordance with UNDP guidelines to ensure an effective project evaluation. The evaluation is structured around the five main evaluation criteria set out by the Development Assistance Committee (DAC), which are: Relevance, Effectiveness, Efficiency, Sustainability, and impacts as contribution to expected effects, these criteria are discussed previously in this report in evaluation criteria and question section.

The methodology of this evaluation is based on two parts. The first part focusses on how to measure, identify and assess the extent to which the objectives of the project design part by assessing the relevance, indicators, risk log, evaluation of M&E design at entry. While the second part represents the project implementation, which focusses on outcome and output analysis, interaction with stakeholders, sustainability of results. The methodology of evaluation of the final report is shown in fig (2).

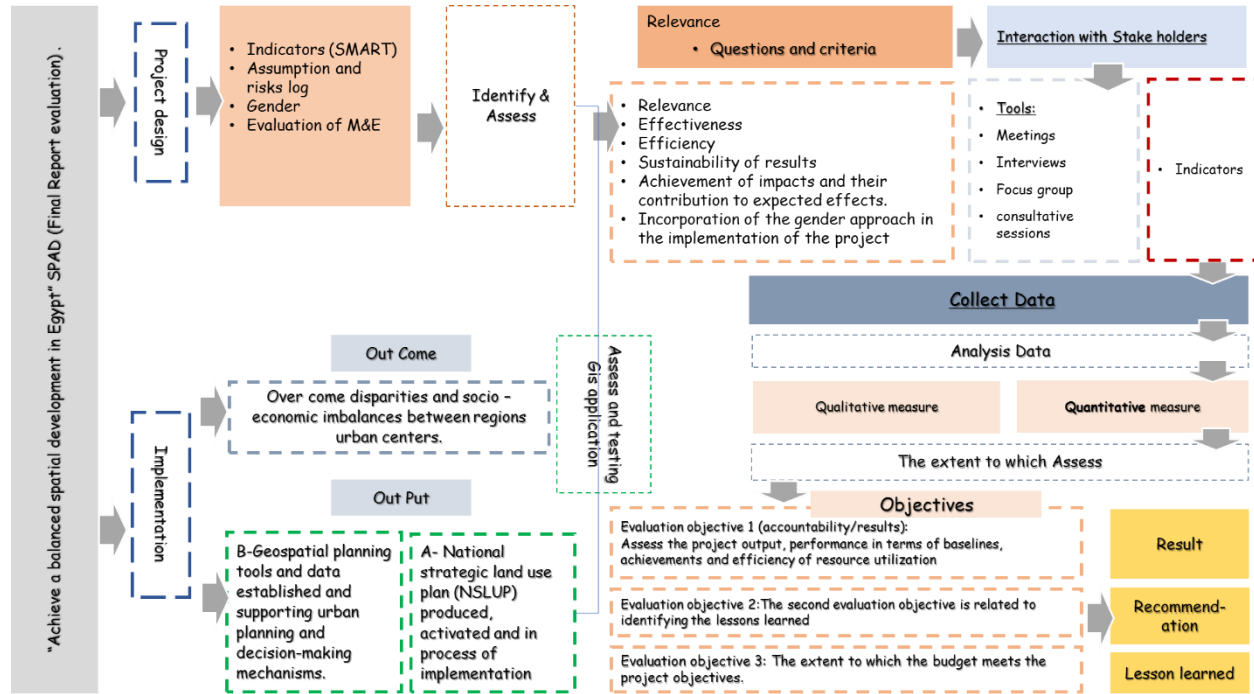


Fig. (2): Methodology of Final Evaluation

4.5. Data sources and Data collection instruments

This evaluation depends on different data sources to verify the credibility and reliability of the information and ensure the triangulation of different sources of information the evaluation started by preparing the evaluation matrix based on the evaluation scope and objectives. The matrix is structured along with the five relevant evaluation criteria and includes all key questions and specific sub-questions, identifying data sources and collection methods, indicators which will be measured and methods of data analysis. (Annex 2)

Stakeholders Analysis is carried out to identify who are the different groups in the project, and why and how they should be included in the evaluation process to avoid the possibility of positive bias, by focusing on beneficiaries only. The identification of stakeholders is done through reviewing the project documents including the joint programme document, brief, quarterly progress reports, financial documents and Project Boardminutes from Board meetings, etc... A List of Stakeholders to be interviewed was prepared ensuring a proper balance of men and women in selection. Based on triangulation approach the data required for this evaluation was gathered using different data collection methods and tools and from different stakeholders. These methods and tools can be summarized as follows:

- Review of Project Documentation: including project key documents, progress reports, annual work plans and board meeting minutes.
- Interview with Stakeholders: face to face semi structured interviews were conducted with project director, manager, staff, partners as well as remote interviews methods using Zoom online

application with administrative units of GOPP in different regions outside Cairo, in addition to phone calls with experts.

- Focus groups: with joint programme staff and beneficiaries.
- Field visits: to relevant joint programme sites, coordinated with GOPP.
- Meetings: with UNDP team for preparation.

Table (1) shows the project partners and their role in the project and the tools suggested to be used to collect data from each group.

Table 1: Project partners and their role in the project

Stakeholders	Role in Project	Tools to collect data from stakeholders
GOPP	<ul style="list-style-type: none"> ▪ Managing all project stages ▪ Reviewing and approving project document and outputs. ▪ Communication and coordination. 	<ul style="list-style-type: none"> ▪ Formal interviews ▪ Informal meetings GOPP staff
UNDP	<ul style="list-style-type: none"> ▪ Provide administrative and technical assistance, managing financial resources ▪ Participating in issuing tenders and procurements of services. ▪ Provide necessary expertise (communication, gender strategies, etc...) 	<ul style="list-style-type: none"> ▪ Interviews ▪ meetings
The various departments within the GOPP	<ul style="list-style-type: none"> ▪ Provide technical tool to prepare urban plans and monitor urban development strategies ▪ Provide information for development areas ▪ Sharing responsibilities on activities 	<ul style="list-style-type: none"> ▪ Focus group
Administrative units of the GOPP in the different regions	<ul style="list-style-type: none"> ▪ Following up on the implementation of local projects ▪ Easily discover the weaknesses spots in projects ▪ Helping the decision makers to be aware of the national project in order to make the decision 	<ul style="list-style-type: none"> ▪ meetings, ▪ interviews
Experts and project consultants	<ul style="list-style-type: none"> ▪ Participating in preparing all the project outputs 	<ul style="list-style-type: none"> ▪ interviews
Local Authorities	<ul style="list-style-type: none"> ▪ Participating all through the project stages, first providing initial data, preparing the project outputs and providing feedback. 	<ul style="list-style-type: none"> ▪ meetings
All governmental entities related to the planning, housing and urbanization sector	<ul style="list-style-type: none"> ▪ Provide initial data and suitability data needed for development plan preparation. ▪ Participating during the physical planning implementation of the project outputs for feedback 	<ul style="list-style-type: none"> ▪ consultative sessions
Team of GIS in GOPP	<ul style="list-style-type: none"> ▪ Programme staff 	<ul style="list-style-type: none"> ▪ Focus group
Senior Management and staff	<ul style="list-style-type: none"> ▪ Project coordination 	<ul style="list-style-type: none"> ▪ interviews

Achievement Rating: The Evaluator rated the project achievements using two rating systems. First, the quantitative rating, which assess the fulfilment of the achievements under a three-point scale (target achieved, on target to be achieved, and not on target to be achieved). While the second rating is qualitative

to measure the extent to which the project achievements comply with the evaluation criteria through a three-point scale (high, medium, and low), the same scale of is used to assess the degree of risk.

4.6. Limitations

- The time frame of this final evaluation is around 35 working days, which represents some challenges in coordinating and organizing all required field visits, meetings, and interviews with different stakeholders in different places especially that the project has a regional scale and incorporates stakeholders from different regions. Therefore, some interviews with stakeholders of local authorities and administrative units of GOPP in regions outside Cairo were conducted online using zoom or phone call.
- Due to the project time constraints and the busy schedules of senior managers, there was difficulty in scheduling dates for interviews, and therefore there was a delay in obtaining some information.
- The final evaluation started before the end date of the project, hence the six month no cost extension of the project will end in December 2021. Accordingly, some project activities are not finalized yet, although they are under assessment. The data collection related to some activities were being tracked and updated until the end of the assessment process and planned to be integrated in the final report.

5. Data analysis

The evaluation undertakes five steps to analyze and validate the data, which can be briefly mentioned as follows:

Step 1: An overview of the project, with its design and implementation phases, towards a deep understanding of the project, its objectives, outcomes, outputs and different activities.

Step 2: Defining criteria and indicators for the design and formulation phase and for the implementation phase in addition to stakeholder analysis.

Step 3: Formulation of the evaluation matrix with key question according to the adopted criteria and identifying the relevant data collection methods and data analysis methods for both phases Project Design and implementation.

Step 4: Data collection procedure through interviews, meetings, focus group with stakeholders In order to identify to what extent the objectives of the project are achieved. As well as the expected effects during and after the use of the project's applications and, to what extent there is a clear work plan and to what extent is the sustainability of the project in terms of (financial aspects, training of human cadres,

Updating data and maintaining the periodicity of the application). In addition, to what extent has the project been appropriately responsive to political, legal, economic, institutional changes? (Annex 3)

Step 5: Data analysis of the results and outcomes of interviews, meetings and focus groups with stakeholders to assess the project achievements in accordance with the evaluation criteria and reach findings.

The evaluation provides evidence-based information that is *credible*, *reliable* and *useful*. Information first was driven from the project documents, and then verified through data-gathering activities conducted for this evaluation, most prominently key informant interviews, and focus groups. Based on triangulation

approach the evaluation depends on using several evaluation tools and gathering information from different types of stakeholders at different levels of management to validate findings. To conduct this evaluation the following data analysis methods were used in accordance with the two project phases.

5.1. Project Design and formulation

This section discusses how the project has been designed through **Content analysis using documentation review**, where a list of project document was identified during the start-up phase, then the evaluator conducted a content analysis through documentation review of all the project documents, and further searches were done through the internet and other contacts. The assessment of this phase followed the evaluation criteria suggested for this phase and mentioned earlier in this report in the part of evaluation criteria.

- Relevance: Spad 2020 objectives are clear in relation to the outcome and main outputs.
- Assumption and risks: The assumptions and risks established in the project design were logical, coherent, and approximate to reality.
- Gender:.. The project design is gender blind, however, it achieved a good gender balance through the participants of its activities. In addition, the main aim of the project to ensure a balanced spatial development would enhance the quality of life of the whole community with its wide spectrum and covering all related gender issues.
- Evaluation of M&E design at entry: The management team used (GOPP) monitoring and (UNDP) evaluation (M&E) tools in a systematic way to identify adjustment needs and the possible application of adaptive management through mid and annual reports and assessments.
- **Analysis of project indicators was conducted to** Check whether the indicators set out in the project logical framework meet the SMART criterion (specific, measurable, achievable, relevant, and time-bound). Table (2) shows the assessment of the project indicators.

Table 2: The assessment of the project indicators

	Output A National strategic land use plan (NSLUP) produced, activated and in process of implementation					Output B Geospatial planning tools and data established and supporting urban planning and decision					
Indicators	An approved NSLUP document under action and incorporated in the national budget planning mechanisms.	Number of relevant ministries and local authorities activating the use of NSLUP in their plan/budget formulation.	Number of approved priority projects which expand and diversify the productive base dependent on the use of sustainable production technologies.	Number of active participants in workshops for NSLUP preparation and awareness rising	Availability of a demarcation guidelines document.**	Number of procured servers for the upgrading of the GIS enterprise	Number of procured software for the upgrading of the GIS enterprise.	Number of RCs networked with the GIS enterprise	Number and percentage of RCs connected with GOPP and utilizing GIS enterprise for planning purposes	Number of GIS enterprise users accessing and implementing geospatial tools in NSLUP and strategic plan preparation.	Percentage of strategic plans adopting GIS enterprise schema and tools in the preparation process
Specific											
Measurable											
Achievable											
Relevant											
Time-Bound											

The indicator meets the criteria

The indicator doesn't meet the criteria

** This indicator is relevant to the new planning law (municipality of planning under discussion in parliament)

5.2. Project Implementation

This section discusses the assessment of how the project has been implemented in reference to outcome and outputs, stakeholder's interaction, and project management. The result achievements progress related to target and indicators of the project outcome and outputs. The stakeholder's analysis is another important part in the implementation analysis, in the is part the evaluator tries to refer to the role of each in the project implementation with a summary for the interviews results in reference to criteria, challenges and risks. This part ends with assessing how efficient the management of the project was and how conducive it was to contribute to the project. The analysis used both **Quantitative and qualitative analysis methods and depends mainly on the Evaluation matrix** to analyze the project outcomes and outputs through set of indicators in accordance with the evaluation criteria suggested for this phase and mentioned earlier in this report in the part of evaluation criteria. The evaluation assesses the fulfilment of project objectives through the verification of the indicators and the project achievements. In addition to the evaluation of M&E plan and implementation through checking, the effectiveness of the monitoring framework and how it is related to the project activities and how it is represented in quantitative and qualitative measures.

a- Overall Progress of the project

As presented in previous sections, the project has been implemented through two main outputs. The implementation progress is measured through a set of indicators, each one with its respective target to be achieved by the end of the project. Below is table (3) which lists the key results achieved by the project against each expected output, using the corresponding targets to measure the progress made in a quantitative manner. Additionally, a color "traffic light system" code was used to represent the level of progress achieved by the project. In general, almost of the outputs, targets were achieved or on Target to be achieved except for output A3 that technically achieved but was on hold due to security reason. In the output related to GIS main output B before the implementation there was evaluation for the equipment related to the output achievement followed by assessment through GIS expert

	Target achieved
	On track to be achieved
	Not on track to be achieved

Table 3: Assessment of project achievements

Output indicators	Project Targets	Results	Measures
1.1 An approved NSLUP document under action and incorporated in the national budget planning mechanisms.	First year: Geospatial analysis and growth directions identified Second year: NSLUP prepared Third year: NSLUP approved and under implementation	<ul style="list-style-type: none"> - A national environmental assessment on 15 priority areas conducted. - Priority areas 8, 9 and 10 assessed as the Egyptian Southern Gateway. - Functional roles of priority areas defined. - National map for tourism development prepared and finalized. - Egypt's western Gateway assessed and analyzed. - The National Project of 1.5 million feddan assessed and analyzed. 	Documents and reports Interviews

Output indicators	Project Targets	Results	Measures
		<ul style="list-style-type: none"> - New Delta national Mega Project assessed and analyzed. 	
1.2 Number of relevant ministries and local authorities activating the use of NSLUP in their plan/budget formulation.	First year: - Second year: 30% Third year: All	Coordination with ministries ongoing: <ul style="list-style-type: none"> - Ministry of Planning - Ministry of Transportation - Ministry of Defense - Ministry of Local Development - NUCA 	Documents and reports/ Interviews
1.3 Number of approved priority projects which expand and diversify the productive base dependent on the use of sustainable production technologies.	First year: 2 Second year: 2 Third year: 2	<ul style="list-style-type: none"> - Strategic Plan for North Sinai prepared, priority development projects identified - Strategic Plan for South Sinai finalized. - Strategic Plan for South western zone of Egypt (Oases zone and its development corridors) finalized. - Development and detailed plans of the North West Coast finalized. 	Documents and reports/ interviews
1.4 Number of active participants in workshops for NSLUP preparation and awareness rising.	First year: 20 Second year: 20 Third year: 20	<ul style="list-style-type: none"> - 7 GOPP staff trained: “towards the fourth generation of new Egyptian cities – the smart cities, opportunities and challenges” by UTI - More than 12 participants in each expert meeting. - More than 30 experts involved in plan preparation - Capacity building programs executed in the following topics: basics of service provision, social development, and demographic studies. - Collaboration with the National Center for Social and Criminological Research in conducting capacity building courses in several social aspects. 	Documents and reports / Interviews
1.5 Availability of a demarcation guidelines document.	First year: Proposal for land demarcation Second year: Final Demarcation map / document Third year: Guidelines produced and disseminated	Accomplished in year 2019, political procedure– not followed-up with implementation due parliament approval needed.	Documents and reports/ interviews

Output indicators	Project Targets	Results	Measures
Output indicators	Targets	Progress against targets	Source/Mean of Verification
2.1 Number of procured servers for the upgrading of the GIS enterprise.	First year: 2 Second year: 2 Third year: 0	Servers as per needs assessment procured and installed First year; one server and four desktops were procured in addition one server was upgraded. Second year portable back-up storage was procured. Third year1 sever was procured.	Needs Assessment Documents / focus groups
2.2 Number of procured software for the upgrading of the GIS enterprise.	First year: 4 Second year: 4 Third year: 0	- The required SW as per needs assessment procured and installed (ArcGIS for servers with online applications and resources procured and installed December 2021), including system security (firewall and SSL certificate.	Needs Assessment Documents / focus groups
2.3 Number of RCs networked with the GIS enterprise.	First year: 15% Second year: 20% Third year: 20%	- Networks established, no connection yet with the updated GIS enterprise (updating GIS enterprise data being finalized)	Documents / focus groups/ interviews
2.4 Number and percentage of RCs connected with GOPP and utilizing GIS enterprise for planning purposes	First year: 5% Second year: 15% Third year: 15%	Networks established, no connection yet with the updated GIS enterprise (the updating of GIS enterprise data, SW and HW finalized) At least 35% 4 R.C. out of 7	Analysis Documents / on-site visits / interviews
2.5 Number of GIS enterprise users accessing and implementing geospatial tools in NSLUP and strategic plan preparation.	First year: 30 Second year: 30 Third year: 50	- GIS enterprise platform finalized. - GOPP's staff are actually using GIS schema and data in SP preparation. - Preparation of Geo-spatial analytical tools on-going. - Data quality and schema updated.	Documents and reports / log files / interviews
2.6 Percentage of strategic plans adopting GIS enterprise schema and tools in the preparation process.	First year: 20% Second year: 40% Third year: 100%	- All SP in GOPP are currently adopting GIS enterprise schema and tools in the preparation process (more than 20 plans) - Plans and administrative boundaries refined.	Documents and reports / schema & database review / interviews

N.B

It is important to note that through testing GIS enterprise, meetings with GIS team focus groups, interviewing GOPP staff from RC it was clear that the utilization of GIS data is not available for use of

planners, stakeholders, or even the RCs of GOPP, this is because the security of the system is not finally established, therefore it is recommended to be finalized straight away or this delay would represent a significant risk on the use of output B due to the outdated data for the users. The web base should be released to the use of relevant entities as well. The indicator 2.3 and 2.4 shows that (Number of RCs networked with the GIS enterprise, Number and percentage of RCs connected with GOPP and utilizing GIS enterprise for planning purpose), both on target to be achieved but delay in establishing the security system and allowing access of stakeholders is considered risk.

In the following part, the analysis used qualitative analysis methods and depends mainly on the evaluation matrix to analyse the project outcomes and outputs through set of indicators in accordance with the evaluation criteria suggested for this phase and mentioned earlier in this report in the part of evaluation criteria with reference to data source and crosscutting issues as in table(4). The result is presented in scale of low, medium and high according to relevance of criteria and based on the interview results adopted in the evaluation.

The following table (4) shows the qualitative analysis of the project outputs in accordance with the evaluation criteria in the evaluation matrix and the evaluation results.

Table 4: Evaluation matrix results

Evaluation Criteria	Key questions	Specific sub questions	Data sources	Data- collection methods/tools	Evaluation of results
Relevance	<ul style="list-style-type: none"> - The degree to which the project was, and remained relevant in the context in which it is being implemented. 	<ul style="list-style-type: none"> - To what extent was the project in line with the national development priorities, SDS, the UNDP country development program for Egypt and the SDGs? - To what extent does the project contribute to gender equality, the empowerment of women and the protection and/or promotion of human rights? - To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? 	<ul style="list-style-type: none"> - UNDP United Nations - Country program document for Egypt - Framework 2018 to 2022 - Project related documents - Interviews with EP Senior Management and staff - Meetings, consultative sessions 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff - Interviews, meetings, consultative sessions 	-
Results	The project has been highly relevant for the government development plan, timing was good, and target long-term which seeks solution in line with SDGs and development supply in Egypt. The project assesses the demand solutions and institutional strengthening helping in decision-making. However, underlying all these measures, managing critical social issues, which would need to be addressed in planning?				
Efficiency	<ul style="list-style-type: none"> - Assessing the outputs realized in relation to the inputs provided (project 	<ul style="list-style-type: none"> - Were stated outputs achieved? If not, what progress toward the outputs has been made? - Were the actions to achieve the outputs and outcomes effective and efficient? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) 	<ul style="list-style-type: none"> - Data gathering - Interview with Project Beneficiaries and In-depth Interviews with 	-

Evaluation Criteria	Key questions	Specific sub questions	Data sources	Data- collection methods/tools	Evaluation of results
	management structure...)	<ul style="list-style-type: none"> - What factors contributed to effectiveness or ineffectiveness? - What unintended change (positive/negative) has the project had on the targeted beneficiaries? - To what extent EP operational and institutional structures (project management unit and systems) is strengthened to effectively implement activities? To what extent has UNDP support achieved its target and objectives according to the project plan and stated objectives? - Has the project partnership strategy been appropriate and effective? To what extent has the project been able to build and promote its partnership with other relevant stakeholders for greater results? - What can be done for strengthening the impact/achievements of the project? What are the issues and challenges to be addressed? 		<p>Project Manager and M&E Officer</p> <ul style="list-style-type: none"> - Quantitative data collection from Implementing Partner Reports 	
Results	<p>All the output A have been achieved, except for output A3 that was on hold because of security and political proceeded. Regarding output B most of them have been achieved except for the activity of data update as it is continuous processes as it is related to urban growth. Some of the outputs in A find their way in implementation on land due to the relevance with development plan and mega projects. Also the GIS enterprise strengthened the impact of achievements in managing data and giving alternatives to serve deprived villages that suffers lack of services through the presidential initiated project (Hyah Karima) that was able to support the decision makers effectiveness by urgent services, plots of land suitable for implementation in very short term.</p>				

Evaluation Criteria	Key questions	Specific sub questions	Data sources	Data- collection methods/tools	Evaluation of results
Effectiveness	<ul style="list-style-type: none"> - the extent to which the project objectives were achieved. Using evaluative evidence, the evaluation will analyze the contributing factors, unintended outcomes (positive or negative, direct or indirect) 	<ul style="list-style-type: none"> - Did the project make the best use of its resources to achieve its results? Has the project been efficient in implementing its activities? - To what extent have project funds and activities been delivered in a timely manner? - How to maximize the cooperation in a future set up (format, design...)? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) - Financial reports - Periodic progress reports - UNDP project related reports 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff - Site visit - Interviews, meetings, consultative sessions - 	-
Results	<ul style="list-style-type: none"> - Most of the project outputs have been achieved, SPAD 2020 have great effectiveness to related projects giving database needed through GIS enterprise, also maximizing the cooperation between different ministries for the good of national development. Most of the deliverables within the designed period. 				
Impact and sustainability	<ul style="list-style-type: none"> - the evaluation should assess the lasting change brought about by the project 	<ul style="list-style-type: none"> - What good practices are emerging from the project? What are the likelihood for good practices to be replicated or scaled up for sustainability purposes? - To what extent the current organizational set up is sustainable (financially and operationally)? What are the existing structures and functions that could ensure sustainability of project outcomes in the targeted areas? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) - Financial reports - Periodic progress reports - UNDP project related reports 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff 	

Evaluation Criteria	Key questions	Specific sub questions	Data sources	Data- collection methods/tools	Evaluation of results
		<ul style="list-style-type: none"> - How can the project be improved for its next phase? - How to maximize the cooperation in a future set up (format, design...)? 			
Results	- The NSLUP plan improved the quality of development and considered balance in planning; sustain the environment taking in consideration the recourses for development and setting priorities and land suitability analysis.				
Gender and social inclusion sensitivity	- to what degree was the project sensitive to gender and social inclusion.	<ul style="list-style-type: none"> - What feedback to you get from female beneficiaries? - How was gender analysis of the context, sector, problem, stakeholders considered during the formulation of the project's intervention [and / or reformulation in case of changes during implementation]? Was any analysis done of how inequality on the grounds of gender intersect with different inequalities or discrimination on the basis (for instance) of ethnicity, age, sexual orientation, social groups etc.? How was gender equality integrated in the Action (Theory of Change / Logic of Intervention)? - To what extent does the project add benefits to or link to Egypt in the area of Gender Mainstreaming (GM) and Gender Equality (GE)? To what extent can the results of the Action in the area of GM/GE trigger further bi-lateral interventions of the EU MSs? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators) - Financial reports - Periodic progress reports - UNDP project related reports - Evaluation Guidelines: The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note 	<ul style="list-style-type: none"> - Desk review - Interviews with EP Senior Management 	

Evaluation Criteria	Key questions	Specific sub questions	Data sources	Data- collection methods/tools	Evaluation of results
Results	<p>Though the design formulation for SPAD 2020 is Gender blind strategy that encounter only ratios needed for services and activities, yet in its Implementation phase it opens gates for access to services and job opportunities through balance in land uses and resources on the national level. The GIS enterprise through its applications (dashboard) also draws a great role in gender main streaming, gender equality and interventions through spatial data management and indicators that helps in decision-making.</p> <p>The Governance of the project has addressed gender equality in team formulation, experts assigned, and capacity building activities.</p>				

To what extent the results meet the evaluation criteria



High



Medium



Low

b- Evaluability analysis for Stakeholders

Stakeholders Analysis was carried out to identify the list of stakeholders and tools that will be used for gathering data from each, which were mainly done through physical meetings, focus groups, zoom meetings, and phone calls. The analysis was carried out to identify the role of different stakeholder's groups in the project, the identification of stakeholders is done before in methodology section, through reviewing the project documents including the joint programme document, brief, mid and annual progress reports, and Project Reports minutes from Board meetings, etc... Table (5) shows the project Stakeholder and their role in the project and the tools used to collect data from each group finalizing their view in evaluation criteria (Relevance, Effectiveness, Efficiency, Sustainability & crosscutting), challenges, and risks.

- Field visits were held to test the SpaD GIS enterprise, assessing GOPP IT team relevancy to handle and sustain the project on delivery.
- Interviews with director, managers, staff, and partners (GOPP, UNDP and...). HQ, RC through semi structure interviews prepared by the evaluator based on evaluation criteria see annex interview form.
- Focus Groups: with joint programme staff and the GIS teams for SPADD and GOPP that the project outputs will be handled to.

Table 5: Project partners and their role in the project their interview results

Stake holders	Role in Project	Tools to collect data from stakeholders
UNDP Technical and administration support	<ul style="list-style-type: none"> Technical Team for Evaluating assessing SPAD 2020 	<ul style="list-style-type: none"> 2 meetings
Assessing the evaluation report structure and addressing main outputs.		
GOPP Owner <ul style="list-style-type: none"> Board Members Head of the GOPP Vice President Managing Team The former Head of IT The Present Head of IT Staff Member in IT 	<ul style="list-style-type: none"> Supporting and assessing implementation Facilitating the project, assessing, and supporting implementation 	<ul style="list-style-type: none"> 6 Formal interviews 2 Informal 2 meetings
Result of analysis towards SPAD 2020 outcome and outputs: All the GOPP staff see the project and the NSULP plan effective in the country development plan, and GIS enterprise essential for planning practice, also the high relevance of the project outcomes to the SDGs, its contribution to gender equality is a product on the long run, supporting human rights in more sustained community with more social services. The main risk identified is that there is no legal obligation for the Governorates to adopt/ implement the urban physical plans. It is worth noting that the new Planning Law, currently under discussion in the Parliament, will address this issue.		
<ul style="list-style-type: none"> Senior Management, Project Coordinator Project Manger 	<ul style="list-style-type: none"> External and internal management, facilitating, monitoring, and staff controlling the back stopper for the risk in project implementation 	<ul style="list-style-type: none"> 2 Meetings
Result of analysis towards SPAD 2020 outcome and outputs: Senior management timing and relevance perfect for the country development plan, effective in planning structure and process, very good tool for governorates to support efficient service for their citizens. The planning process took into consideration the existing resources to support sustainability. Regarding gender equality and human rights, it is a by- product of balance in development plan. The main challenge for them is the need of GOPP to work with the Ministry of Local Development to amend laws and		

regulations that enable better interaction and involvement of local decision makers in all urban planning processes and stages, to overcome **the risk of un-implemented plans and rate of change of local authorities which negatively affects the efficiency of the planning process ..**

<ul style="list-style-type: none"> Team of GIS SPAD 2020 GOPP Programme staff for GIS enterprise Experts 	<ul style="list-style-type: none"> Implementation of GIS enterprise platform, tools, and Assessing and monitoring the process and technical support. 	<ul style="list-style-type: none"> Focus group 3 meetings
<p>Result of analysis regarding Output B: The team sees it very effective for planners, institutions, ministers, governorates and public use. The GIS enterprise is highly in relevance for planning practice, efficient in managing data and very effective in relating quantitative data to spatial, also great tool for indicators; promote sustainability through data analysis techniques for suitability analysis as land suitability analysis. Highly effective tool for problem diagnosis and analysis for gender equality and human rights. Identified technical risks in the demonstration of the boundaries in data migration process with technical support and good linkage with GOPP IT team were able to overcome, another risk after the project ends, there is a high probability of losing trained staff because the government rules impose a salary scale that is not sufficient to retain good staff.</p>		
<ul style="list-style-type: none"> The Information Centre team IT in the GOPP 	<ul style="list-style-type: none"> The GIS Technical team in the GOPP receiving the GIS enterprise platform output B at the end of the partially incorporated in certain activities related to data update and management 	<ul style="list-style-type: none"> Focus group 1 meeting
<p>Result of analysis regarding Output B: The team is technically aware of the GIS platform. They can adopt the change in technology. The challenges are the data release before it is out of date, in addition to the risk of losing qualified staff due to low salary scale.</p>		
<ul style="list-style-type: none"> The Regional Centres for the GOPP in Delta and Ismailia 	<ul style="list-style-type: none"> Two Engineers received the GIS workshops in output A4 to be in charge in the RC office in future. 	<ul style="list-style-type: none"> interviews
<p>Result of analysis regarding Output B & B4: Regarding the activity of training, it showed that the content is relevant, effective but not efficient in term of time, as they need more practice. Also the high risk of not accessing data from their region due to the security policy, lack in resources of internet connection and IT equipment.</p>		
<ul style="list-style-type: none"> Experts and project consultants helped in the outputs implementation 	<ul style="list-style-type: none"> Experts involved in planning Activities and Outputs Experts involved in the GIS enterprise 	<ul style="list-style-type: none"> 3 interviews
<p>Result of analysis towards SPAD 2020 outcome and outputs: The experts see output A as a backbone for any regional development, in line with SDGs, effective for citizen's quality of life and tool to achieve sustainability in development achieving gender equality through good practice. While output B is an essential tool to assets development goals, planning practise, design makers and mange knowledge to achieve sustainability in planning. The identified risk was the delay in security policy needed within the GOPP IT to open access for GIS enterprise for planning practice.</p>		
<ul style="list-style-type: none"> Partner stakeholder in output A – New Valley (AL Waddi AL Gdied) Governorate 	<ul style="list-style-type: none"> Governorate Urban Planning manger Governorate Investment manger Stakeholders in charge of data needed for the planning process from the generates side. 	<ul style="list-style-type: none"> Phone call
<p>Results towards Sub-output from A2: The output was in relevance to the governorate need for projects to implement, effective for the development, efficient in terms of time. Also they mentioned the risk of long time for plan approvals, that could put the project outputs in other risk of local authorities management change.</p>		

c- Project Management Evaluation

The project has been well managed. The project implementation team followed UNDP and GOPP for the implementation of the project and used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design.

Management and monitoring the output Implementation

An efficient implementation team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders, progress of the project was well monitored, mostly through mid and annual progress reports six reports have been issued, in parallel to the monitoring from GOPP side the UNDP conducted four monitoring field visit reports assessing progress in outputs across work plan targets. During these visits (September 2018, May 2019, July 2020, June 2021) the following comments concluded:

- Risk of change in costing of equipment's and software required for the upgrading of GIS enterprise.
- Enhance and maximize the collaborations with the UNDP in areas of climate change and smart cities.
- Project implementation challenges, Utilization of GIS information system by GOPP.
- Addressed the challenge in output progress due to COVID 19 and the decision taken with the non-cost extension of the project for six months. How they utilize the six month in achieving target?

The project was implemented with a good logical process. Adaptive management has been used regularly to adapt to any changes in technology. The project has been able to navigate through several government changes, including working with four different ministries, and local authorities. Through all these changes/events, the project implementation team has demonstrated its ability to use adaptive management measures to adapt to new situations while maintaining adherence to the overall implementation plan and ensuring progress toward the expected results.

One example where adaptive management was used, include the no-cost time extension of the project. Initially, this project was developed an approved for a total duration of 3 years. However, during the implementation there was a need for an extension to meet expected results. However, the need for an extension was also discussed at the first Board meeting on 2020. Concluded and recommended a no-cost time extension of 6-months due to a lengthy start-up time. The project had to adjust again its schedule of activities to deliver the expected results as planned. Completing the assignments received as a Presidential request to assess and support the development of the 'New Delta National Mega Project', which will be reflected on the National Land Use Plan. Another example the project management was adaptive to the delayed hardware procurement due to COVID 19 restrictions in which they managed receiving, installing and testing the server and storage devices. .

In conclusion, it is understood that this project implementation team used adaptive management extensively as a management approach to adapt to new situations; particularly to properly allocate the available financial resources , find effective ways to procure goods and services to the project on time and On budget and to deliver the expected results as planned initially, being able to manage the outputs in terms of activities and outsourcing for experts qualified for task performance. This management for three years and six month contracting for almost a hundred and forty experts in various fields at different stages of the project and be able to do this within the set time frame Receiving, installing and testing the delayed hardware procurement (server and storage device), due to COVID-19 restrictions

Budget Management:

Another important task is the budget management along the project period in respect to outputs. Table (6) shows the project budget details across the project duration. The table show that the total expenditure

in project budget regarding output A is less 40% than the target, while output B as planned, and the total expenditure in project budget regarding output C exceeding the target with 40%. The project still has a part of the budget as it is still ongoing until the end of this month due to the 6-month extension, the available fund not exceeding 5% of the total budget.

Table 6: The project budget details across the project duration²

SpaD2020 Financial situation 2018 - 2021 (US \$)															
Activity	Total project Budget	2018			2019			2020			2021			Total Expenditures to date	Remaining Balance
		Actual Expenditures			Actual Expenditures			Actual Expenditures			Actual Expenditures till 30-9-2021(CDR)				
		GOPP	UNDP	Total	GOPP	UNDP	Total	GOPP	UNDP	Total	GOPP	UNDP	Total		
		US \$	US \$	US \$	US \$	US \$	US \$	US \$	US \$	US \$	US \$	US \$	US \$		
A	420,000	40,768.89		40,768.89	51,012.98	24,224.32	75,237.30	140,053.28		140,053.28	27,303.31		27,303.31	283,362.78	136,637
B	396,000	6,132.79		6,132.79	153,305.54	8,753.48	162,059.02	70,593.61		70,593.61	157,160.89		157,160.89	395,946.31	54
C	238,569	33,395.99		33,395.99	85,887.2996	15,786.4	101,673.69	116,125.18	1,235.79	117,360.97	79,149.16		79,149.16	331,579.81	(93,011)
Unrealized Losses/Gains		25.03		25.03	(3,381.34)		(3,381.34)	(1,555.15)		(1,555.15)	(249.66)		(249.66)	(5,161.12)	5,161
Total	1,054,569.00	80,322.70		80,322.70	286,824.47	48,764.2	335,588.67	325,216.92	1,235.79	326,452.71	263,363.70		263,363.70	1,005,727.78	48,841.22
UNDP	50,000					48,764			1,236				-		50,000
Expenditure rate Per Year (UNDP Fund)						97.53%			2.47%						100.00%
GOPP	1,004,006.86	80,323			286,824			325,217			263,363.70				955,727.8
Funds Transferred from GoPP Alexandria Project (under GoPP fund)	562.14														
Total GoPP Fund	1,004,569.00														
Expenditure rate Per Year (GoPP Fund)		8.00%			28.55%			32.37%			26.22%				95.14%
Total project Budget	1,054,569.00													Total Project Expenditure	1,005,727.78
Total Remaining Project Balance	48,841.22														
Total Expenditure Rate	95.37%														

D-Evaluation crosscutting issues

Gender equality in terms of outputs design and implementation, stakeholder interaction in the implementation, management team inclusion

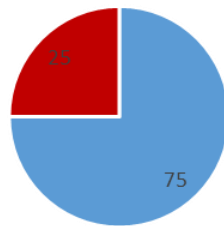
Gender equality across the outputs design and implementation: In the project, design **formulation** the gender issues were not addressed it was **gender blind** as it all about ratios used as standards for planning in general. In **implementation** of the outputs, it contributed directly to gender equality because of balance in planning that includes many quality life criteria, priorities, suitability and balanced development that is in direct relation to **gender equality target** issues. Also the GIS enterprise highly support the presence for data needed to support any decision regarding gender equality. The graph below shows the ratios of male to female in the output activities related to capacity building of staff. Shows table (7, 8), fig (3, 4) **women ratios in program training– work shop – SpaD**

² A budget revision was conducted in September 2021, where an overall amount of 4,569 USD was added in Output C in year 2021 in order to accommodate and tally with the available cash, due to differences in the figures that resulted from the variance in exchange rate, as well as to add the amounts transferred from other GOPP Projects (SpaD and Alexandria).

Table 7: Women ratio in training program – workshop – gender equality output A

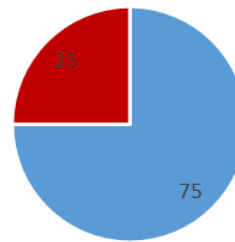
OUTPUT A		
Training program name- work shop	The social dimension of urban planning	The social dimension of the sustainable development strategy
number of trainees	8	8
DATE	13-20/2021	13-20/2021
male	6	6
female	2	2
instructor	Dr- Mostafa Monir	Dr- Mona ABD EL Ftah

The social dimension of the sustainable
development strategy



■ male ■ female

The social dimension of urban planning



■ male ■ female

Fig. (3): Women ratios in training program – workshop- output A

Table 8: Women ratios in training program – workshop – gender equality-output B

output B				
Training program name- work shop	GIS enterprise	Quality Control for Application		
		1	2	3
number of trainees	14	8	8	9
DATE	12/12/2021	15-11-2020	22-11-2020	29-11-2020
male	6	4	2	5
female	8	4	6	4

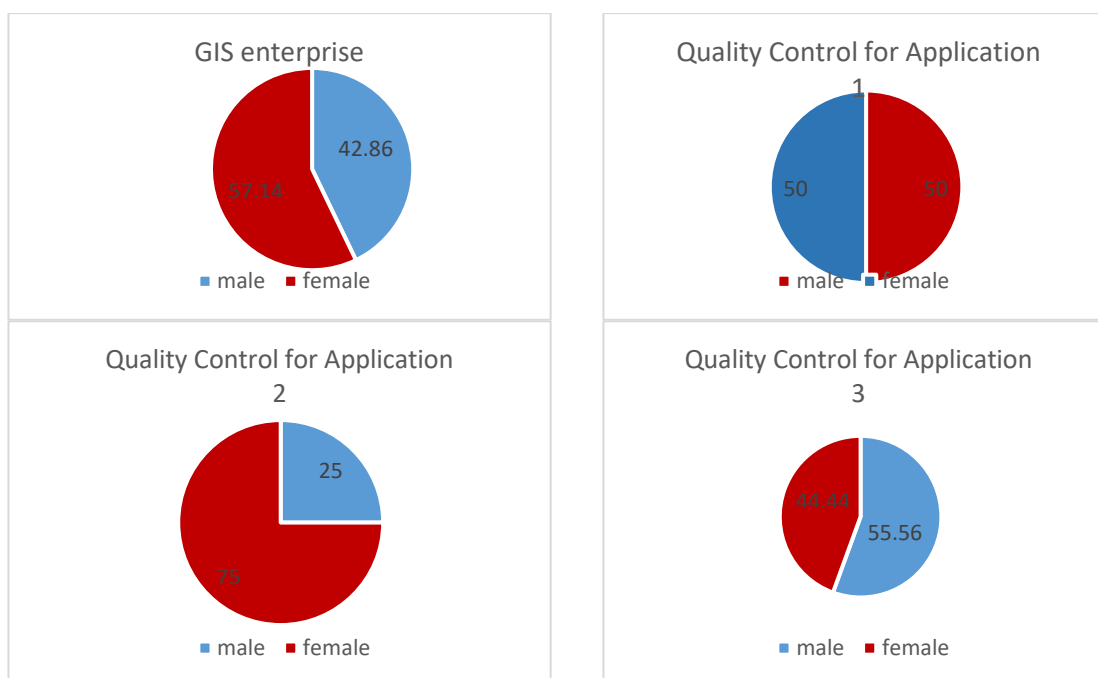


Fig. (4): women ratios in training program – workshop- output B

Gender equality across stakeholder interaction in the implementation: Through the Interviews and field visits conducted in this evaluation the following has been noticed; the GOPP teams the woman ratios exceed 60%, The representatives from the ministries and governments in the meetings documentations and workshops activities consider gender balance. The experts related to output activities considered as stakeholder's shows the presence of woman staff with almost 30% of total. This is to confirm the presence of woman in all stakeholder's groups addressing gender target. Set of graphs showing the Female ratios in expertise service through stakeholders.

Gender equality across management team: As mentioned before the ratio of women in the GOPP team exceed 60% and in Board meeting two men's and four women's, In the management groups both managers from UNDP and project manager from GOPP are very qualified ladies. From the UNDP the four site visits assessing the project through its timeline was carried with female team's members. show in fig (5).

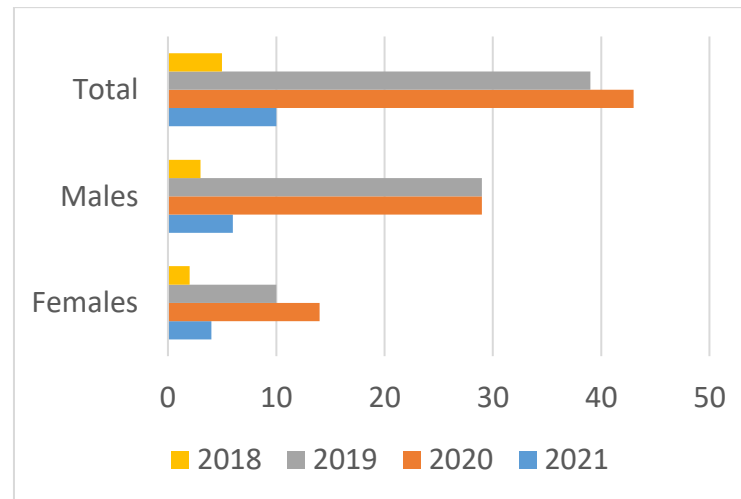


Fig. (5): Women ratios in team and experts

Human rights

It is worth to highlight as the main outcome of this project is to reach more balance in planning, it is expected through the implementation of the output on the ground to help local residents, women and other disadvantaged and marginalized groups (service availability, and job opportunities).

6. Findings

The design and framework of the project is clear and identified as a built-up process. Yet, the implementation is more into puzzle form forming the challenge in evaluating this project. The output A NSLUP contributes directly to the main outcome of the project. While output B is a very crucial one as it represents an essential step in achieving the output A, yet it stands as base for any planning activity and decision-making.

The interrelation between main outputs A and B was important to be clarified. Also the relation is more into puzzle form in Activity A in which there are internal interrelation between many activities that need to be achieved to form the sub Outputs within A1,A2, A4 and each of them is based on the outputs and activities of Output B which should all lead to to reach NSLUP plan.. As to say to form the target plans there is a need to interfere with output B1 concerned by data production, database scheme and software platform. Also output B2 and B3 are needed as tools for analytical models such as demographic, socioeconomic and data management needed for overlays in different analysis as land suitability analysis. All this data along with the analysis activities in different sectors carried in sub outputs related to Output a complete the puzzle for planning work. See (fig.6) illustrating the relation between the outputs. In the following part, the findings will be listed with reference to the outputs.

a-The Findings of Expected Results achievement for Output (A) implementation: National strategic land use plan (NSLUP)

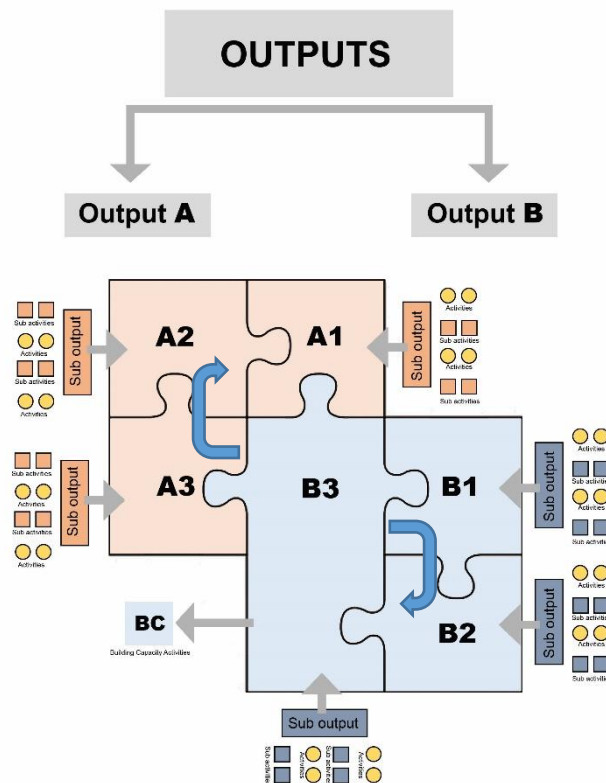


Fig. (6): The outputs interrelations

Output A include four sub output A includes the following: (A1) Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities, (A2) Identify and prepare relevant development studies for a new set of priority projects, areas, and centers, (A3) Study the requirements of new demarcation of regional and governorate administrative boundaries. And (A4) Conduct capacity building programs in urban planning, management and plan implementation. Outputs related to main output A considered a planning output this part will identify the finding related to each output separate.

Output A.1 Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities.

- **Output A1** results turned to be in great relevance and in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups on long by achieving balanced development that may achieve job opportunities. It also supports relevant achievement of the SDGs in the country through balanced development. The strategic is considerations, including the role of suitability analysis in development context and its comparative advantage.
- However, in design stage, the project is considered gender blind but the resources balance address inequalities in communities is very effective in solving inequality problems. To achieve the balance in development, SPAD 2020 collaborated with governmental bodies and local communities in the preparation stage through many activities, starting by identifying priority areas that will help marginalized groups benefit from this development.

- Output A1 target the efficiency in economic use of resources. The presence of NSULP plan contributes to planning practices, policies, processes and decision-making capabilities affected the achievement of the country programme.
- The NSULP plan encounter only factors of land suitability analysis and economic resources availability to sustain the country development plan.

Output A.2 Identify and prepare relevant development studies for a new set of priority projects, areas, and centers.

- Identifying list of priorities in output A2 relevant to development priority projects, areas, and canters. Another important output is formulating a list of priority project for each oasis. The main features of the oasis's zones were analyzed, and the national directives and development projects were defined. A suitability analysis for the developable land (agriculture, industrial, tourism, urban development) was then prepared, and based on this analysis the proposed relevant function/development role and development projects of each oasis at the national level were defined. The model, vision and projects priority identified are relevant to resources and suitability analysis.
- The results achieved were beyond the planned outputs, as the priority plans identify and prepare relevant development studies for a new set of priority projects, areas, and centers. A new area was identified, which aims at producing a plan that integrates development of the coastal area with the desert hinterland. It conceptualizes the allocation of new development agglomerations along the coast and the creation of a new coastal corridor south of new Alamein city that could attract investment and development further to the south. It also defines land uses and road hierarchy within the boundaries of the development areas. The final overall development plan of the North West coast as well as detailing of several priority areas for implementation on the ground through the national implementing partners.
- The outputs regarding priorities plans resulted in efficient economic use of resources, that the GOPP was able to engage and coordinate with different beneficiaries and implementing partners for the implementation on the ground.
- GOPP adopted the approach of land suitability analysis regarding resource priority in planning activities to grantee that resources are used efficiently. The GOPP as the entity for Planning in Egypt tries to spread the knowledge concerned with implemented pilot projects with partner stakeholders to achieve sustainable development.

Activity A.4 Conduct capacity building programs in urban planning, management and plan implementation.

The capacity building activities are always in line with the UNDP mandate, national priorities and the requirements of human resources and gender- sensitivity. Improving the capacity of researchers and staff in understanding the different levels of service provision in relevance to the appropriate vision for development.

- Effective training allowing women to compete in their career, allow gender equality, improve the capacities of national implementing partners to advocate on social, services and economic issues.

- Efficiency of the training to address practices, policies, processes and decision-making capabilities affected the achievement of the country programme for the staff of the GOPP. The capacity building enhanced the GOPP staff's capacities to achieve outputs.
- However, the sustainability is not guaranteed due to the fact that salary scale is very low which makes it difficult to retain the qualified staff

B-OUTPUT (B): Geospatial planning tools and data established and supporting urban planning and decision-making mechanisms.

Outcome B include , output B and activity: **(B1)** Improve the GIS enterprise platform for better networking, outreaching and stakeholders' engagement in planning process, **(B2)** Introduce new geospatial tools and analytical models (e.g. demographic, socio-economic, scenario building, etc..) as an integral component of the GIS enterprise, **(B3)** Increase the efficiency of data management and improve the operational capability of data, and **(B4)** Conduct capacity building programs in system management, operation and utilization of the new introduced tools and models. This part shows the findings related to output B in collative manner as there is clear interrelation between the outputs that would cause redundancy in repeating same findings to each output separately.

- The GIS enterprise platform is necessary for good planning and definitely in relevance with UNDP mandate, national priorities, SDGs and a good reflection for strategic consideration in the country.
- The GIS enterprise is an effective supply for data that helps in decision making as a key tool for results and changes attained for men, women and vulnerable groups. The GIS enterprise helps in improving the capacities of national implementing partners to advocate on environmental issues, including climate change issues, disaster risk awareness and reduction through data availability.
- Output B1 address data platform, which contributes to all sectors in efficient use of resources in planning and engaging stakeholders. The Efficiency of the output mainly in practice, policies, processes and assessing decision-making capabilities.
- GOPP continuing the GIS enterprise platform through IT centre capacities, as the data update needs sufficient organizational capacity to be sustained.
- The GOPP has a high sense of ownership for the GIS platform, many efforts have been done from the project team and the IT centre in the GOPP not only to achieve target but also to secure this system in the future plan of the GOPP to move in New Capital.
- GIS platform utilization is considered risk if there is no legal frameworks and policies for security to benefit from it. The GOPP should adopt security policy to open the access of data for all different stakeholders.
- Output B respond highly in the initiative that is in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups, as many tools of GIS enterprise for data help in spatial identification and analysis like dashboard tool. It was an effective tool used by the presidential initiative Hayah Karima progress of with collaboration with governorates to upgrade deteriorated and insufficient services in the most in need villages.

- Preparing several geospatial pre-formulated queries, as a response to GOPP higher management needs and requests. Detailing and tailoring the 'dashboard' to respond to GOPP needs from multi-levels indicators and data.
- The remaining data migration tasks is an endless process that should be in the framework of the GOPP HQ and RC. Is forming a very important technical part in the GIS enterprise. The current situation concluded 17 out of 27 governorates have been uploaded,
- Refining GIS enterprise data according to updated data sets from CAPMAS, populating metadata description, populating & Integrating GIS data with Glossary Data, defining the policy and strategy for data update and approval are very effective tools in preparing story scenario & data for specific Governorates, which is a very effective and accurate tool for balanced planning based on resources and suitability analysis.
- Defining and Preparing list of spatial, socio-economic and environmental indicators is a very easy and accurate task through the (Dashboard) that could assess studies, plans, and decision makers.

Activity B.4 Conduct capacity building programs in system management, operation and utilization of the new introduced tools and models.

The training program provided knowledge base for developing the required capacities and expertise in using the adopted new tools and technologies in the planning process. Structured capacity building and training modules in the different uses of the GIS enterprise interface and tools will be developed and implemented. Learning methods will include workshops, on-the-job training, practical classes and lab work.

- To ensure that GOPP's IT staff are well trained in the long-term management of the different aspects of GIS enterprise a workgroup from GOPP's IT staff was formulated. This group is working closely with the GIS enterprise consultants and experts to get the needed hands-on experience and on-the-job training.
- Capacity building program was pursued by providing on-the-job training for three staff members (Eng. Dalia Ibrahim, Eng. Amira AbdAllah and Eng. Mina Atef). The provided hands-on training aims at preparing the three staff members to be able to manage and oversee the GIS enterprise system when the Spad project ends.
- Another training course on quality control and regional planning was carried out to target more than 25 staff from GOPP HQ and it is RC. Almost 15% of the engineering employee in the GOPP have attended the training.
- Several on-the-job training courses enhance the capacity building of the GOPP staff were carried out on the following topics: System Administrator training, GIS experts training, Users training.

Risk findings are summarized in the following table (9), + the table states the description of the risk, and expected impact adopted from progress report June 2021 modified by the evaluator to the current time.

Table 9: Different possible risks related to the owner stakeholder in relation to the impact and probability.

Owner	Type	Description	Impact & Probability	Countermeasures/ Mngt Response
Technical Coordinator	Organizational	Possible risk due to a change in some governmental priorities. This might affect some implementation aspects of the NSLUP and/or one or more of the identified development projects. This could happen because of the change in political priorities following elections or budget cuts due to economic austerity.	Impact: 4 (High) Probability: 2 (Low) Risk (PxI)= 8	<ul style="list-style-type: none"> - Amend the NSLUP and present it to the Parliament for adoption as a national document. - Conduct series of workshops with government representatives to raise awareness on the importance of NSLUP for future development and investment in Egypt. - Identify win-win opportunities not addressing urban issue only, but challenges on which there is a common agreement within the different ministries and governmental authorities.
Project Board	Organizational	Lack of incentives and cooperation between the different ministries, relevant authorities / stakeholders and the Project in implementing a collaborative cross-sectorial approach in identifying priorities.	Impact: 4 (High) Probability: 3 (Medium) Risk (PxI)= 12	<ul style="list-style-type: none"> - The Project will build on its previous collaboration with the government in the preparation of the SDS and National Strategic plan, which was successful in opening a dialogue between the different parties and stakeholders. - Conduct awareness raising and demonstrated examples on the common benefits and related cost savings of cross-sectorial multi-level collaboration.

Owner	Type	Description	Impact & Probability	Countermeasures/ Mngt Response
Technical Coordinator	Organizational	Continuous changes in the local government, including Governors and executive council	Impact: 2 (Low) Probability: 3 (Medium) Risk (PxI)= 6	- The continuous changes in Governors and their executive council means that the new local body has to be informed about the project activities and achievements. This is important for the Project's success due to the fact that this local partnership is essential for the plans implementation and GIS enterprise networking. In response the Project management will increase the number of meetings and communications with the local authority.
Technical Coordinator	Financial	Risk of changes in costing of equipment and software required for the upgrading of the GIS enterprise.	Impact: 2 (Low) Probability: 4 (High) Risk (PxI)= 8	- Project cost estimation will account for possible inflation.
Technical Coordinator	Organizational	Lack of interest among consultants and other users in incorporating the GIS enterprise tools and technologies in the planning process	Impact: 2 (Low) Probability: 4 (High) Risk (PxI)= 8	- Conduct awareness and capacity building programs in the use of GIS enterprise tools. - Initiate the Quality Control platform for reviewing / overseeing delivered GIS data.

Owner	Type	Description	Impact & Probability	Countermeasures/ Mngt Response
GOPP Management	Financial	After the project ends, there is a high probability of losing trained staff because the government rules impose a salary structure that is not sufficient to retain good technical staff familiar with working with modern technology.	Impact: 4 (High) Probability: 3 (Medium) Risk (PxI)= 12	<ul style="list-style-type: none"> - Maintain a continuous and sustainable program for training of staff. - Nominate skilled staff to the Presidential Leadership Program (PLP). This is considered as an important opportunity for younger generations to develop their calibres and leadership skills. - Due to the fact that most of the work related to GOPP with private firms is about preparing SUPs, the staff who left is actually using their new-found skills within the same working context, and therefore of benefit to GOPP.

7. Conclusions

Project Design & formulation

i) A highly relevant project supporting the government development plan to preform balance in planning.

The timing of the project was good. It was designed to address issues of planning decision support and overexploitation of natural resources in Egypt. Despite that more recently, the role of the GOPP now is more important in aligning development plans depending on data for natural resources and socio-economic factors that needs a good data management to support physical planning and decision making but not incorporated in the implementation on the ground

ii) A good project design with a coherent Logical Framework Matrix integrating past experiences and Good management arrangements

The project was well formulated. There is a good logical framework– objective, outcome, outputs, and activates. - To reach the expected outputs. It was a clear response to national priority needs, which were to Support the government “Achieve a balanced spatial development in Egypt” supply and demand solutions, to strengthen relevant institutions, and to address social issues, particularly poverty and lack of balance in planning and services to the community. The project was conceptualized based on addressing these urban development challenges and issues through three main objectives (i) to ensure a more inclusive urban planning process. (ii) To encourage multi-level dialogue to ensure involvement of wide range of stakeholders. (iii) Promote cooperation among relevant government agencies for implementation.

The project with its team and managerial group provided a mechanism to review, assess and correct the course of action when necessary. It provided a platform for key stakeholders to meet, debate, adjust and Decide the way forward for future development including a Project Board, management team, implementation team and expertise.

Project Implementation

iii) The project used comprehensive management approach to secure achieving project deliverables while maintaining the initial overall project design.

The project has been well managed through the project manager and technical staff in GOPP and the UNDP and OUDA management procedures for all administrative issues. The project document and work plan has been used as a guide to implement the project. An efficient implementation team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders, and progress of the project was well monitored. In three years, the project implementation team has demonstrated its strong ability to use adaptive management measures to adapt to new situations while maintaining adherence to the overall implementation plan and ensuring progress toward the expected results. The management and the contracting is another important success as the SPAD 2020 outsourcing for 97 experts in different regions to fulfill output A and 44 technical experts in GIS enterprise to complete output B. This huge expertise on the time of three-year period of the project where managed to be integrated with the team in different stages.

iv) Project partnerships with key stakeholders were conducive to a good implementation of activities; Despite several government reorganizations/changes.

The project implementation team developed an excellent collaboration with a multitude number of stakeholders at national and local level in Egypt regions. All these partnerships have been very valuable for implementing project activities and contributed to a good national translation of the National Urban Strategic Plan 2030 into a **Land Use Map of Egypt**. This will certainly contribute to the long-term sustainability of project achievements. The implementation team has also skillfully “pushed” a gender mainstreaming agenda through activities supported by the project and to ensure that women were well represented in the project decision making process with almost 80% of women on the Board meetings and women in the project team group also played a key role in the project implementation and problem solutions through all phases. Besides all carried training activities in the project the woman exceeds 50% of the trainers.

Results and Project’s achievements

The role of the project in overcoming the regional disparities, alleviating the population pressures on resources through the national plan and development of priorities, as well as ensuring a better stakeholder's involvement in the spatial decision-making process.

Output A of the project: “National strategic land use plan (NSLUP) produced, activated and in process of implementation”. The produced national strategic plan and details for 10 defined priority areas in guiding national development, some of the national strategic plan components are being implemented, including some priority projects and road networks/ development corridors. The national land use map could work as a catalyst to strengthen synergies between spatial and economic planning in Egypt. The land use plan Will also assist decision making regarding defining land development priorities, not only based on resource availability but also according to other economic, administrative, financial and managerial manifestations.

By reviewing the tasks, activities, and achievements accomplished under activity ‘A’, the most prominent achievement was the addition of more development priorities, including the exploration and analyses in the Oases zone, which counts for approximately 38% of the total area of Egypt. The project also carried out in-depth land suitability analyses in various locations. The suitability and sensitivity analyses and how the environmental sensitivity criteria were defined through stakeholder /expert’s engagement. However, the project encounter environmental analysis through experts in different phases, yet the threats that could affect the nature and ecosystems due to the suggested urban development is not clearly integrated at any phase of the project.

It should be noted the importance of adopting procedures to ensure on the ground implementation of the plans. The GOPP should communicate with the other relevant authorities (e.g. Ministry of Industry, Ministry of Planning), to ensure that they are aware of all outputs in plan preparation and therefore could follow up with the implementation steps.

It is important to highlight the weakness in the project, as there is no engagement for private sector in both planning process and implementation. Also a clear institutional process frame work is needed to ensure the successful implementation process. Another important issue is the environmental sensitivity; though environmental experts were involved using the methodology adopted by the ministry of environment, yet environmental issues need to be more addressed in analysis and planning.

The national environmental assessment, Egypt southern gateway (Nasser Lake), national tourism map of Egypt, western gateway (presidential decree to plan the alamein extensions), as well as the assessment of the national mega project of the 1.5 million feddan, and the new Delta projects need to be published and disseminated among ministries in charge.

The output of the project helped in the development of agriculture development based on the NSLUP and land suitability analysis from GIS enterprise for the region. This has also been brought to implementation in which this new delta project is being considered under development by the Ministry of Agriculture and Land Reclamation.

Output ‘B’ of the project: accomplishments regarding the GIS enterprise (electronic spatial automated environment). Three main outputs: the platform, the tools, and the database. Consideration was carried for system security procurement, and the reasons for the delayed procurement. Significant effort through the project’s activities in reviewing the schema, the quality control system, inventory of tools, and modules to be developed. From the important data base several other activities developed such as the development and upgrading of dashboard, data alignment with administrative data received from the military survey authority and CAPMAS, provision of spatial information to support the ‘hayat kareema’ project, the glossary development, project documentation, and capacity building.

The Project’s achievements in **GIS enterprise represent great strengths** in setting the indicators and measures to be used by international bodies and national parties in formulating reports. **Creating database for other projects in the GOPP and Governorates as in Markiz project.** The strength gained through data analysis also help decision makers in creating balanced planning and service. Yet, there is **limitation of GIS enterprise use for GOPP only.**

8. Recommendations

Based on the findings of the final evaluation of SPAD 2020, a set of recommendations related to the main two outputs, risks, and challenges are suggested.

Recommendation 1: It is recommended to ensure that all outputs produced by the project are to be published and handed to governmental agencies, ministries, and governorates, as well as discussed on the Governor Level.

Enhance, maximize, and promote cooperation among relevant government agencies for the implementation of: “National strategic land use plan (NSLUP) produced by publishing on the GOPP website..

Publishing a small book for the output (A) NSLUP and sending it to Planning Main Stakeholders (ministries, governorates, universities, institutions, etc.) Presenting the analysis for natural resources, socioeconomic factors and development plan showing the natural and spatial strengths for governors. In addition to the priorities plans produced that are considered as a catalyst for development in the Egyptian context.

Recommendation 2: It is recommended to organize a conference in the Supreme council for planning that is focused on the NSLUP produced, the proposed gateway for development, priority regions, and tourism

The project is within the city development plan, but it needs to be within decision makers’ knowledge and understanding to guarantee its implementation on ground.

Recommendation 3: It is recommended to organize a final workshop focusing on the project's achievements and the way forward for Geospatial planning tools and data established supporting urban planning and decision-making mechanisms.

The project is ending at the end of December 2021. It has accumulated valuable experiences in the electronic environment (Advanced GIS Enterprise including environmental sensitivity and climate change) that facilitates the proactive engagement of various stakeholders in the planning and decision-making formulation. Also, the GIS enterprise is investing in demonstrations of various innovative solutions to contribute to the rehabilitation and planning on different levels. The workshop will improve the GIS enterprise platform for better networking, outreach for different users and stakeholders. It will also introduce new geospatial tools and analytical models, increase the efficiency of data management, and expand data availability. However, as much as possible, it is recommended that the GOPP organize such workshop, and include participants representing all project stakeholders and beneficiaries as well as other development partners.

Recommendation 4: It is recommended to produce roadmap detailing the way forward in GIS Platform updating. (One-day Orientation for every GOPP project team for the GIS delivery glossary and scheme).

The GIS enterprise is a powerful tool strongly needed for spatial decision-making. The system needs to be easily outreached and periodically updated. The project contributed to better updating the GIS enterprise platform (database updating due to urban expansion and change in land uses) for better networking demonstrating innovative solutions to ensure the sustainability of the project. It would also contribute to ensure the long-term sustainability of the project's achievements and provide useful information for the future development plans on different levels.

This requires the enhancement of the GOPP Information center to be in charge of updates with good links with other governmental information centers and RCs as a source of data while the update process itself could be central from the GOPP. For continuous internal update, Orientation should be held with new GOPP projects launching to introduce the glossary, scheme, and QC..

Recommendation 5: It is recommended for the GOPP Regional Center to sustain their human resources and sustain the GIS team needed to adopt a policy in which each trainee should train two of his/her RC colleague.

For the GOPP capacity building, it is recommended that all junior staff receiving training should train two members of the same department within two months to be able to receive his/her certificate.

Recommendation 6: It is recommended for good planning practice to consider "Quality Control" in the process of forming geo-database for any project. The GOPP would achieve this by publishing GIS scheme and quality control program to be used for planning deliverables on different levels.

The use of GIS scheme and quality control program by the GOPP experts in delivering the tasks on different levels of planning could help saving time and ensure data relevance and compatibility to the scheme; as well, the GIS data could be tested through QC quality control program before submission. This could be easily achieved by Publishing QC program on the GOPP website.

Recommendation 7: It is recommended to adopt a control policy to secure the servers of the GIS enterprise to introduce it to main stakeholders' use.

Adopting a policy internally in GOPP specifying the role of each of HQ and RC in the updates of the GIS enterprise. Additionally developing a security policy that specifies how different stakeholders can benefit from the output. There is an urgent need for opening access for users to help in good planning.

Recommendation 8: It is recommended to integrate environmental impact and climate change aspects on the update of the national development plan.

Adopting a project within the GOPP to study the impact of the environmental and natural changes on urban development and including it in the GIS enterprise. Also, highlighting the effect of the proposed urban development on the nature of the regions and areas of development and identifying the threats to ecosystems should be addressed.

Table 10 : shows these recommendations with their related tasks and the proposed partner responsible for achievement

Recommendation	Related Task	Responsibility
<p>It is recommended to ensure that all outputs produced by the project are published and handed to governmental agencies, ministries, and governorates and discussed on Governor level by:</p> <p>Publishing on the GOPP and UNDP website with reference in the official gazette for more exposure and to achieve the best lessons learned through sharing on the national and international level. This should include the project outputs and a brief of main steps of design and implementation with relevance to participatory approach.</p>	<p>Media conference to announce the launching of the project on websites</p> <p>All outputs to be sent to the related governorate or ministry followed by a visit to present the main projects to be conducted on the ground</p>	<p>GOPP</p> <p>Spad 2020 management team</p>
<p>It is recommended to organize a conference in the Supreme council for planning, focusing on NSLUP produced, the proposed gateway for development, priority regions, and tourism.</p> <p>Although the project is within the city development plan, it needs to be within the decision makers' knowledge and understanding to guarantee and increase its implementation.</p>	<p>Conference to publish and expose the NSULP in a well-organized event with professional presentation</p>	<p>Ministry of Housing GOPP under the supervision of prime minster and housing minster</p>
<p>It is recommended to organize a final workshop focusing on the achievements of the project and the way forward for Geospatial planning tools and data established supporting urban planning and decision-making mechanisms.</p>	<p>Large scale workshop in a hotel targeting all stakeholders</p>	<p>GOPP for organization and GOPP IT center for content and presentation.</p>
<p>It is recommended to produce a roadmap detailing the way forward in GIS Platform Utilization and updating through One day Orientation for every project launch, teams for the GIS delivery glossary and scheme, and publishing on the GOPP website.</p>	<p>Orientation workshop for every new project launch in GOPP</p> <p>Publishing the glossary on GOPP website and open the utilization for public use</p>	<p>Spad 2020 team and IT in the GOPP</p>

Recommendation	Related Task	Responsibility
It is recommended for the GOPP Regional Center to sustain their human resources and sustain the GIS team needed to adopt a policy in which each trainee should train two of his/her RC colleagues in order to guarantee the continuity in training activity needed for the sustainability of the GIS enterprise updates in the long run.	Adopting TOT training for GIS tools and techniques every 6 month	IT center in the GOPP through the GIS group work and group built-in Spad 2020
It is recommended for good planning practice to consider “Quality Control” in the process of forming and implementing database. The GOPP would achieve this by publishing a GIS scheme and quality control program to be used for planning deliverables on different levels.	Publishing GIS scheme and quality control program QC on the GOPP website	IT team in GOPP
It is recommended to adopt a control policy to secure the servers of the GIS enterprise to introduce it to main stakeholders’ use	Generating a policy to secure the database and open it for public utilization	IT and Spad 2020 GIS team
It is recommended to integrate all the SDGs especially the environmental sensitivity goals on the update of national development plan.	New project or sector within GOPP	GOPP & UNDP opening new project

9. Lessons learned.

Through the evaluation process, some strengths have been identified in different stages of the project and related to its outputs. The GOPP is a house of experience for physical planning, dealing with different parties on the national and international levels. Therefore, it is worth to note and point the lesson learned to be integrated with its policies and with its partners in different fields. One of the most important objectives for the UNDP evaluation outputs is to draw lessons learned from the evaluation, that is, new knowledge gained from the circumstance (intervention, context outcomes, even about evaluation methods) and could be applicable to similar contexts. Therefore, several lessons learned are drawn from the final evaluation of Spad 2020 Project and are presented as follows:

- In the design and formulation phase of a project, concrete deliverables need to be identified (as in this project design) which would achieve tangible results brought to beneficiaries with positive direct and immediate impacts on them. It contributes to achieving strong participation of beneficiaries in project activities and overall better effectiveness of project activities. When the data management needed by the decision maker is available, the quick analysis, overlaps of GIS enterprise data, and land availability, this results in putting the keystone for efficient decisions as in the case of (Hyah Karima) project.
- Given the nature of the GOPP mandates, since the implementation of plans is not within its authority, the need for framing ambitious yet achievable targets is essential. It is strongly recommended to involve and engage with the beneficiary institutions at early stages to ensure or at least increase chances of implementation of the produced project outputs. In reference to that, the

project should conduct a participatory approach during the planning process with several workshops with different stakeholders and institutions at all of the project's main stages and final outputs.

- Good exposure for the project outputs during the project implementation with different stakeholders would guarantee on ground implementation, as in the case of New Delta project adopted for implementation through the Ministry of Agriculture and Land Reclamation.
- This project is a good example of a demonstration project that could lead to managing knowledge. A demonstration project needs to end up with a final phase to share and document results and to identify the way forward in to replicate these results in a similar context in the country and the region. The Dashboard produced in **Geospatial planning tools** presents different spatial and non-spatial information and indicators that could help in monitoring the state of the urban environment. This multi-level tool is designed to display various visualizations that work together on a single screen. It offers a comprehensive and engaging view of urban, socio-economic and environmental indicators to provide key insight for at-a-glance decision making. Indicators for international reports in reference to urban context. It can also help international bodies like the UNDP in giving indicators for human aspect within different communities (poverty, income, human conditions, birthrate, education statues, health...).
- The project presents a good enhancement for the capacity building for GIS teams and users with GOPP employees through TOT training programme to guarantee the continuity in training activity needed for the sustainability of the GIS enterprise updates on long run.
- Good design for quality control in data base formation for GIS enterprise produced a program to achieve the need that could be adopted by the information center in GOPP for quality control in any data entry delivery QC program.

10. Annexes

Annex.1 TOR for the evaluation.



INDIVIDUAL PROCUREMENT NOTICE

Date: 25 August 2021

Country: Cairo, Egypt

Description of the assignment: Participatory Strategic Planning for Balanced Spatial Development (SPAD 2020) Final Evaluation Consultant

Project name: Participatory Strategic Planning for Balanced Spatial Development (SPAD 2020)

Assignment: Final Evaluation (FE)

Period of assignment/services (if applicable): 35 working days (estimated)

Proposal should be submitted at the following email address to
procurementnotice.egypt@undp.org no later than **1 September 2021**.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. The procurement unit will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

1. BACKGROUND

The United Nations Development Programme (UNDP) began supporting the General Organization for Physical Planning (GOPP) in 1986 through a project establishing a GOPP Regional Center in Ismailia for the Suez Canal Economic Region. Since then and building on the success of this project, the GOPP and UNDP embarked on several other initiatives to promote good governance and induce institutional transformation by decentralizing decision-making process and applying participatory planning methods in planning and executing physical plans. These initiatives have been materialized through several projects including the 'Participatory Strategic Planning for Balanced Spatial Development' (SPAD).

Participatory Strategic Planning for Balanced Spatial Development (SPAD 2020)

This project is built upon the results and outcomes of SPAD activities in previous years. The project's overall goal is to enable and implement a balanced spatial development in Egypt. The spatial development will contribute in a decisive way to overcoming disparities and socio-economic imbalances between the different regions, governorates, and urban centers to relieving population pressure on valuable land and water resources, and to provide a strategic framework for priority investments.

The expected project results are:

The preparation of the National Strategic Land Use Plan (NSLUP), including defining a new set of priority area/projects, revisiting the regional administrative boundaries, disseminating the results through a collaborative and inclusive work platform, and participating in the formulation of implementable national urban policies.

The development of the GIS enterprise to incorporate larger sets of data, applications and tools for geospatial analyses. The enterprise platform will be refined to enabling better networking and functionality under different operating system platforms. The GIS enterprise will support the NSLUP preparation, negotiation and dissemination. It will also support the other strategic plan preparation at the local (cities and villages) and governorates level.

2. MAIN OBJECTIVES, RESPONSABILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK.

The Final Evaluation will be conducted according to the guidance, rules and procedures established by UNDP and GOPP.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. UNDP and GOPP have agreed to conduct a Final evaluation of the said project in order to capture and validate their results so far, identify lessons learned and identify areas that require further support or strengthening.

The evaluation will serve the following purposes:

1. Validate results reported by the project
2. Draw lessons that can both improve the sustainability of benefits from this project
3. Aid in the overall enhancement of UNDP programming

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

As Per attached TOR – Annex 1

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

The evaluation will be carried out by a national consultant who has not participated in the project preparation and/or implementation and does not have any conflict of interest with project related activities.

The appropriate a **Consultant** for the evaluation will have the following qualities:

- Advanced university degree in the engineering preferably in urban development and physical planning with 10-15 years of national/international experience in the field in the field of national and regional urban planning.
- Recognized experience in the evaluation of institutions similar to the GOPP
- Experience with strategic planning and the evaluation of urban planning and development projects
- Expert in urban development and physical planning
- Recent experience with result-based management monitoring and evaluation methodologies
- Fluency in English and strong technical writing and analytical skills
- Previous involvement and understanding of UNDP procedures is an advantage
- Extensive experience in the fields of the project formulation, execution, and evaluation is required.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

- ♦ The evaluation timeframe is tentatively planned to be around 35 working days to be undertaken between the months of September and November 2021. The time frame does not include two weeks of unpaid time, during which UNDP Egypt will analyze, provide comments, and share the draft report with different stakeholders. This slot falls between the writing of the draft report and finalization of the evaluation report.
- ♦ Applicants are requested to apply no later than **September 1, 2021**. Individual consultants are invited to submit their applications together with an updated P11 form for this position either online (on UNDP website) or by email to the Procurement Unit, Procurementnotice.egypt@undp.org.
- ♦ The application should contain a current and complete **Personal History Form (P11 form¹)** in English including the e-mail and phone contact, together with a **financial offer** including a lumpsum for the fees excluding the travel costs that will be covered as per UNDP rules and regulations.
- ♦ UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

5. FINANCIAL PROPOSAL

Interested candidates should submit their anticipated lump-sum (in Egyptian pounds) that will include all consultancy- related costs to procurementnotice.egypt@undp.org.

Contracts based on daily fee

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

* Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [70%]

* Financial Criteria weight; [30%]

Only candidates obtaining a minimum of **49 point** would be considered for the Financial Evaluation

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70
Advanced university degree in the engineering preferably in urban development and physical planning	25%	25

ANNEX

ANNEX 1: TOR FOR INDIVIDUAL CONSULTANT

Participatory Strategic Planning for Balanced Spatial Development (SPAD 2020) Final Evaluation

II. Post Title: Participatory Strategic Planning for Balanced Spatial Development (SPAD 2020) Final Evaluation Consultant

III. Contract Duration: 3 months – 35 working days (estimated)

VI. Deadline for Application: 1 September 2021

Background

The United Nations Development Programme (UNDP) began supporting the General Organization for Physical Planning (GOPP) in 1986 through a project establishing a GOPP Regional Center in Ismailia for the Suez Canal Economic Region. Since then and building on the success of this project, the GOPP and UNDP embarked on several other initiatives to promote good governance and induce institutional transformation by decentralizing decision-making process and applying participatory planning methods in planning and executing physical plans. These initiatives have been materialized through several projects including the ‘Participatory Strategic Planning for Balanced Spatial Development’ (SPAD 2020).

The Project is highly relevant to the UNPDF outcome: “Regional Human Development Disparities are reduced: Including Reducing the Gender Gap, and Environmental Sustainability Improved.” The Project focuses on reducing the disparities through a balanced spatial planning that integrates social, environmental, and economic aspects in a multi-levels/ cross-sectoral collaboration. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

The expected outcomes of the Project are consistent with the expected outcomes outline in CPD: UNDP Priority 1. 1: Enabling Frameworks for the implementation of Egypt 2030 and the SDGs, strengthening institutional capacities for planning and monitoring. This will be achieved by a combination of strategic/participatory planning process implementation, capacity building, and support to spatial data management and dissemination.

Several bi-lateral project based on cooperation between GOPP and UNDP are currently assisting in providing strategic planning to several Egyptian regions and cities, namely: (1) The Strategic

functionality under different operating system platforms. The GIS enterprise will support the NSLUP preparation, negotiation, and dissemination. It will also support the other strategic plan preparation at the local (cities and villages) and governorates levels.

Purpose of Evaluation

UNDP and GOPP have agreed to conduct a Final evaluation of the project in order to capture and validate their results so far, identify lessons learned and identify areas that require further support or strengthening.

The evaluation will serve the following purposes:

1. Validate results reported by the project
2. Draw lessons that can both improve the sustainability of benefits from this project
3. Aid in the overall enhancement of UNDP programming

Evaluation Scope and Objectives

The objectives of the evaluation are to:

1. Assess and validate the achievements the project, identify the strategic, policy and institutional factors that led to the realizing these achievements (or impediment of results).
2. Validate the relevance, efficiency, effectiveness, and sustainability of the project development outcomes in realizing sound urban planning and development.
3. Assess the impact of external and internal factors on the effectiveness of the project
4. Assess the efficiency and the adequacy of the management arrangements of the project
5. Evaluation of the project strategy in enhancing national capacity in the GOPP
6. Identify lessons learned and good practices with regards to project implementation and
7. partnerships
8. Assess the Monitoring and Evaluation framework used by the project

Evaluation Questions

Evaluation questions define the information that the evaluation will generate. The evaluator will include in the Inception Report a list of evaluation questions that, when answered, will give users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. For example, evaluation questions might include:

Project evaluation sample questions

Relevance:

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent did the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent did the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent was the project appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent was the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas did the project have the greatest achievements? Why and what were the supporting factors?
- In which areas did the project have the fewest achievements? What were the constraining factors and why? How could they have been overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Were the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent were stakeholders been involved in project implementation?
- To what extent were the project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent was the project appropriately responsive to the needs of the national constituents and changing partner priorities?

- To what extent did the project contribute to gender equality, the empowerment of women and the realization of human rights?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent were the UNDP project implementation strategy and execution efficient and cost-effective?
- To what extent was there an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent were resources used efficiently? Were activities supporting the strategy cost-effective?
- To what extent were project funds and activities been delivered in a timely manner?
- To what extent did the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- Were there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent were financial and economic resources available to sustain the benefits achieved by the project?
- Were there any social or political risks that jeopardized the sustainability of the project outputs and the project's contributions to country programme outputs and outcomes?
- Did the legal frameworks, policies and governance structures and processes within which the project operated pose risks that jeopardized sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent did stakeholders support the project's long-term objectives?
- To what extent were lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent did UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

Evaluation cross-cutting issues sample questions

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Evaluation questions must be agreed upon between UNDP and GOPP and accepted or refined in consultation with the evaluator. Evaluation questions are to be included in an inception brief prior to start of evaluation mission.

Methodology

The evaluator is expected to use all relevant methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations. The Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

Among the suggested methodology for the evaluation includes:

1. **Documentation review and identification of stakeholders:** Begin with the description of the project and its intended results. Review documents such as the project document, project brief, quarterly progress reports, Annual Project Reports (APR), and minutes from project Board meetings as well other related reports and agreements.
2. **Field visits relevant to the project sites and representatives from UNDP.** A list of the suggested field visits should be included in the inception brief. The visit will be coordinated by GOPP.
3. **Interviews** with the project director, managers, staff, partners including GOPP and UNDP.
4. **Focus Groups/questionnaires** with project staff and beneficiaries.

5. **Probing the project outcome/output indicators**, going beyond these to explore other possible indicators, and determining whether the indicators have been continuously tracked.
6. **Data review and analysis** of monitoring and other data sources and methods.
7. **Ensure maximum validity, reliability of data (quality)** and promote use; the evaluation team will ensure triangulation of the various data sources

The evaluation must provide factual information that is credible, reliable and useful. The evaluator will also have to ensure the triangulation of the different sources of information. The evaluator should use a gender-sensitive methodology and tools. Gender and Human rights need to be incorporated in the evaluation report sections as per the UNDP evaluation guidelines and UNEG Guidance. The evaluator should develop suitable tools for data collection and analysis. The methodology approach and tools that will be used by the evaluator should be presented in the inception brief and the final report in detail. The methodology must be agreed upon between UNDP, the evaluator and GOPP prior to the start of the evaluation.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to and in the country is constrained by COVID-19. If it is not possible to travel to or within the country for the evaluation then the evaluator should develop a methodology that takes this into account the conduct of evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, survey and evaluation questionnaires. This should be detailed in the inception report and agreed with the Evaluation Manager.

When the evaluation is to be carried out virtually, consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations and any others must be reflected in the evaluation report.

Deliverables and Schedule of Payment

Key evaluation deliverables the evaluator will be accountable for producing under the supervision of UNDP Technical Officers:

- 1- **Inception report (10-15 pages) (10%)**– the evaluator will prepare a brief outlining the main evaluation issues that will be addressed, the stakeholders to be consulted, relevant

evaluation questions and the proposed and final methodology that has been agreed upon before the evaluation is set to begin. The report should also define and include criteria to measure efficiency, effectiveness, relevance, and sustainability. It is suggested that the evaluator use the Evaluation Matrix (provided in Annex 1) to present the evaluation design and methodology. The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits)

- 2- **Draft evaluation report (40-60 pages including the executive summary) (40%)**— UNDP and the stakeholders should review the draft evaluation report to ensure that the evaluation includes the content required and meets the required evaluation reports quality criteria. a set of comments to the evaluator will be provided within an agreed period, Comments and changes by the evaluator in response to the draft report should be retained to show how he/she has addressed comments.
- 3- **Final evaluation report (20%)**: The final report should address comments, questions and clarification. It should include all the required annexes.
- 4- **Brief Executive Summary (10%)**
- 5- **PowerPoint presentation on findings and proposed recommendations (10%)**
- 6- **List of main messages on results and future directions of the project (10%)**

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and ensure all the required quality criteria are addressed in the evaluation report

In line with UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactory completed due to impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her/their control.

Time-Frame

The evaluation timeframe is tentatively planned to be around 35 working days to be undertaken between the months of September and November 2021. The time frame does not include two weeks of unpaid time, during which UNDP Egypt will analyze, provide comments and share the draft report with different stakeholders. This slot falls between the writing of the draft report and finalization of the evaluation report.

The selected consultant will be expected to deliver the following outputs according to the following tentative schedule:

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	2	At the time of contract signing	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	4	Within 2 weeks of contract signing	Home-based	Evaluation Team
Submission of the inception report (15 pages maximum)	3	Within 2 weeks of contract signing		Evaluation team
Comments and approval of inception report	3	Within 1 week of submission of the inception report	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits, in-depth interviews and focus groups	5	Within 3 weeks of contract signing	In country With field visits	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.

Debriefing to UNDP and key stakeholders	2	Within 3 weeks of contract signing	In country	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	5	Within 4 weeks of contract signing	Home-based	Evaluation team
Draft report submission	-	Within 4 weeks of contract signing		Evaluation team
Consolidated UNDP and stakeholder comments to the draft report	5	Within 2 weeks of submission of the draft evaluation report	UNDP	Evaluation manager and evaluation reference group
Debriefing with UNDP	1	Within 1 week of receipt of comments	Remotely UNDP	UNDP, evaluation reference group, stakeholder and evaluation team
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	5	Within 1 week of final debriefing	Home-based	Evaluation team
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within 1 week of final debriefing	Home-based	Evaluation team

Estimated days for the evaluation	total	35			
-----------------------------------	-------	----	--	--	--

Required Competencies

The evaluation will be carried out by a national consultant who has not participated in the project preparation and/or implementation and does not have any conflict of interest with project related activities.

The appropriate **Consultant** for the evaluation will have the following qualities:

- Advanced university degree in the engineering preferably in urban development and physical planning with 10-15 years of national/international experience in the field in the field of national and regional urban planning.
- Recognized experience in the evaluation of institutions similar to the GOPP
- Experience with strategic planning and the evaluation of urban planning and development projects
- Expert in urban development and physical planning
- Recent experience with result-based management monitoring and evaluation methodologies
- Fluency in English and strong technical writing and analytical skills
- Previous involvement and understanding of UNDP procedures is an advantage
- Extensive experience in the fields of the project formulation, execution, and evaluation is required.
- Good analytical skills
- Demonstrated understanding of issues related to human rights and gender; experience in gender sensitive evaluation and analysis in a development project is preferred.

Interested candidates should submit their anticipated lump-sum (in Egyptian pounds) that will include all consultancy- related costs to procurementnotice.egypt@undp.org.

Evaluation Ethics:

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of

information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

Implementation arrangements:

UNDP Egypt Country Office will select the consultant through a transparent process in consultation with GOPP. UNDP will be responsible for the management of the consultant and will in this regard designate an evaluation manager. The project management unit will assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, participate in reviewing the evaluation deliverables and arrange for the consultant all necessary site visits and meetings according to the ToR). UNDP country office shall arrange logistics for the mission including hotel reservation and transportation during the mission.

The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP, donors and implementing partners. This reference group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP evaluation guidelines. The evaluator needs to show how he/she addressed the comments

The consultant will take responsibility, with assistance from the project team, for conducting the meetings and the review, subject to advanced approval of the methodology submitted in the inception report. Project staff will not participate in the meetings between the consultant and the evaluation participants.

The consultant will report directly to the designated evaluation manager and work closely with the project team.

If it is not possible for the consultant to travel to the project locations due to COVID-19 restrictions, a methodology that considers the conduct of the evaluation virtually and remotely should be developed. This should be detailed in the inception report and agreed with the evaluation reference group and the evaluation manager. support during the implementation of remote/ virtual meetings will be provided by the evaluation manager when needed. An updated stakeholder list with contact details (phone and email) will be provided by the country office to the consultant.

The final report will be approved by the evaluation commissioner.

UNDP with support of relevant stakeholders will develop a management response to the evaluation within 2 weeks of report finalization

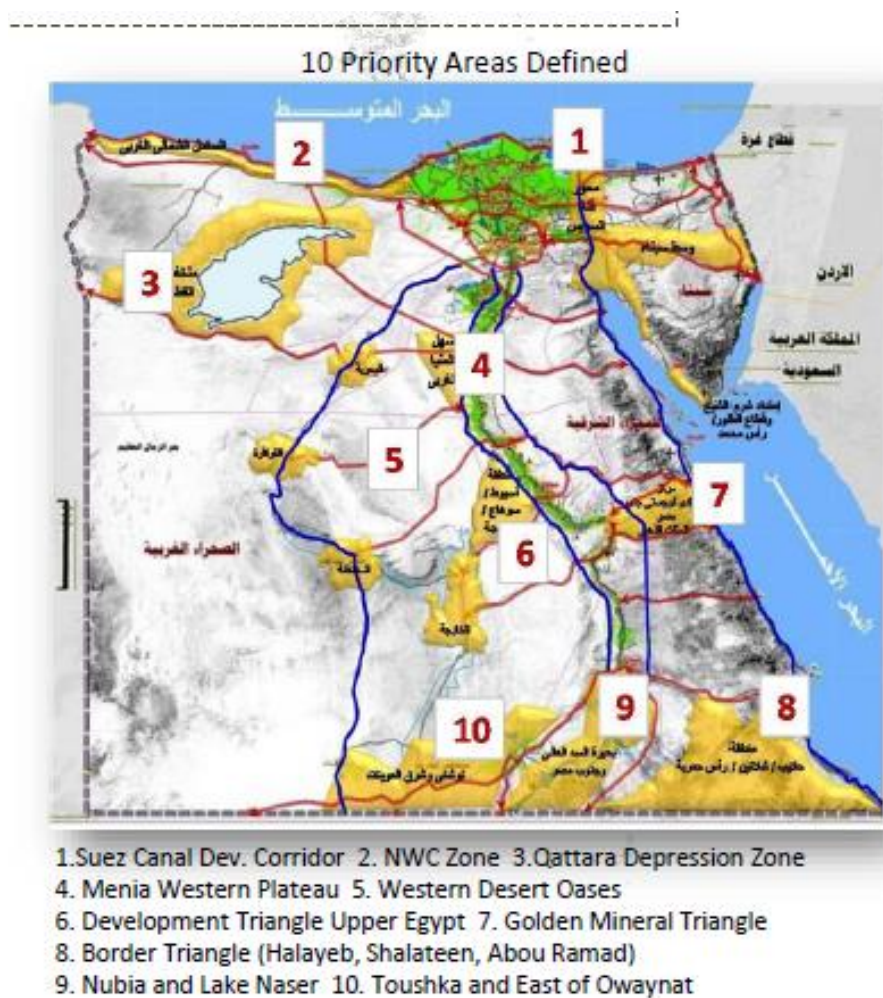
Annexes

Standard templates and documents to be provided by UNDP to successful candidates

1. [Inception report](#)
2. [Evaluation report](#)
3. [Audit trail](#)
4. [UNEG Code of Conduct for Evaluation in the UN system](#)
5. [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)
6. [UNDP Evaluation Guidelines](#)
7. [Evaluation Quality Assessment](#)
8. [UNEG Quality Checklist for Evaluation Reports](#)
9. [List of project stakeholders and partners](#)
10. [Documents to be reviewed](#)
11. [Evaluation matrix](#)

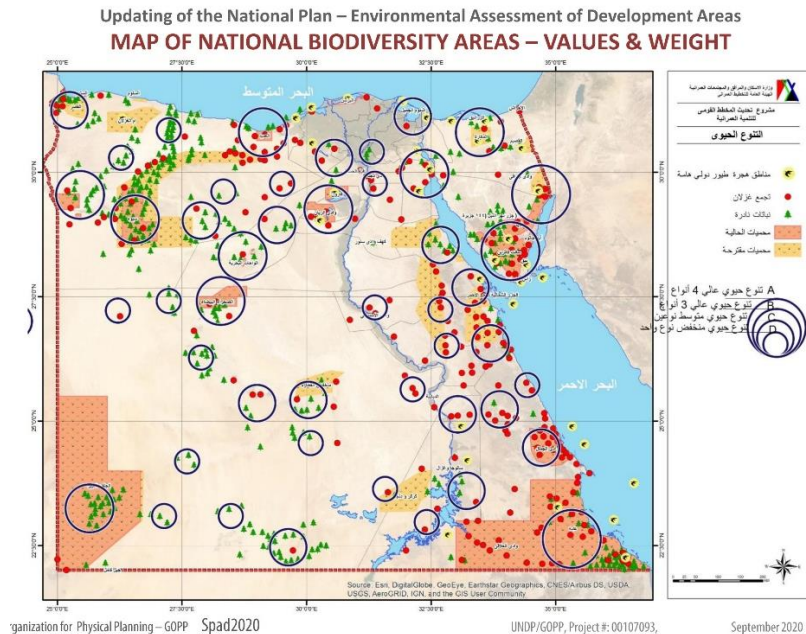
Annex.2

Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.



ECT PROGRESS (2019), Q1-2 (2020)

National strategic land use plan (NSLUP) produced, activated and in process of implementation (A.1): Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities



SPAD2 OBJECTIVES

Generate an automated environment, facilitate the proactive integration of various stakeholders in planning and decision making process.

Create a more user-friendly Geospatial 'enterprise' system with responsive design to different devices, accessed according to specific permissions/rights.

Enable specified staff to immediately update the GIS warehouse that include huge amount of available spatial data, plans and studies for QC process.

Expand system functionality and performance by including new tools that enable users to undertake geospatial analyses (e.g. economic models, demographic analyses, urban scenario , etc...).

Allow all departments of GOPP and its regional centres to interact with the system and use the analysis tools to assist in decision making.

PROJECT PROGRESS (2019), Q1-2 (2020)

B Geospatial planning tools and data established and supporting urban planning and decision-making mechanisms.

SYSTEM FEATURES

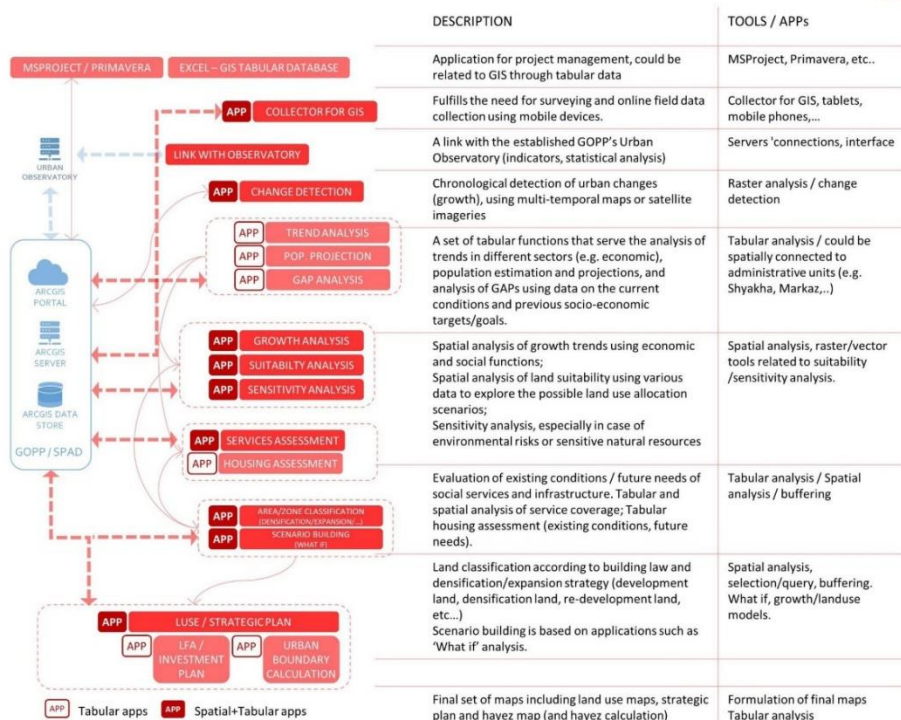


The General Organization for Physical Planning – GOPP Spad2020

UNDP/GOPP, Project #: 00107093,

September 2020

75

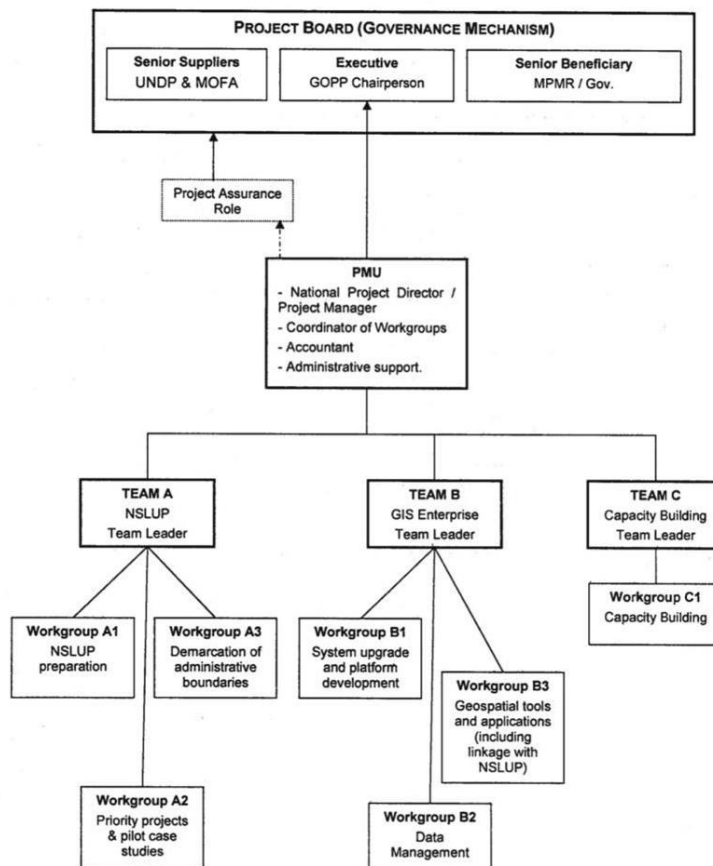


The General Organization for Physical Planning – GOPP Spad2020

UNDP/GOPP, Project #: 00107093,

September 2020

84



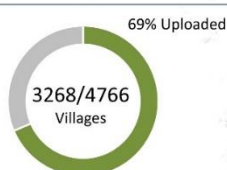
PROJECT PROGRESS (2019), Q1-2 (2020)

B Geospatial planning tools and data established and supporting urban planning and decision-making mechanisms.

(B.3): Increase the efficiency of data management and expand data availability to include all national locations and different analytical scales.

- Updating the schema and data structure to accommodate new data as well as CAPMAS new census data (in progress)

Level	Uploaded		Work On-Going		Unfinished		Total
	Count	%	Count	%	Count	%	
Governorate	17	63	10	37	0	0	27
City	84	37	43	19	101	44	228
Village	3268	69	1498	31	0	0	4766



Annex.3

Questionnaire

This questionnaire can be completed by either the participant; or the participant's responses recorded by a project worker.

Name of:

Area / Community:

Name of participant:

Title:

Sex: Male

Female

Today's Date: ____/____/____

PLEASE ANSWER ALL QUESTIONS BY TICKING ONE BOX

1. How many activities for this project have you participated in ?

1 ☐ 2 ☐ 3 ☐ more ☐

Please tick as boxes below to indicate all reviews of SPAD 2020 Activity in which you have participated during project: answer - degree from 1-3

- To what extent SPAD 2020 project support relevant to the achievement of the SDGs in the country?

1 ☐ 2 ☐ 3 ☐

- To what extent did SPAD 2020 adopt gender-sensitive, human rights-based and conflict-sensitive approaches?

1 ☐ 2 ☐ 3 ☐

- To what extent has progress been made towards outcome achievement?

1 ☐ 2 ☐ 3 ☐

- To what extent have benefited to users ?

1 ☐ 2 ☐ 3 ☐

- To what extent influence does the achievement of the overall goal for SPAD 2020 have on the development plan?

1 ☐ 2 ☐ 3 ☐

- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

1 ☐ 2 ☐ 3 ☐

Please tick as boxes below to indicate all reviews of SPAD 2020 Activity in which you have participated during project: answer - yes or no

Were stated outputs achieved?

Yes ☐ No ☐

Are there different impacts depending on differences between genders, ethnic groups, or social layers (particularly negative impacts)?

Yes ☐ No ☐

- Are there any positive or negative impacts beside the overall goal?

Yes ☐ No ☐

Have there been any unexpected outcome-level results achieved beyond the planned outcome?

Yes ☐ No ☐

- Is the GOPP continuing the project activities?

Yes ☐ No ☐

- Is the effect aimed for by the project (project purpose or overall goal) being continually produced by this? What are the impeding and contributing factors for sustainability?

Yes ☐ No ☐

- Is there sufficient organizational capacity to implement activities to produce effects?

Yes ☐ No ☐

- Is there a dissemination mechanism (including the spread to other regions for projects that were implemented on pilot sites)? Society, culture, environment

Yes ☐ No ☐

- Were there any financial risks that may jeopardize the sustainability of project outputs?

Yes ☐ No ☐

- Does it contribute to the resolution of development issues? HOW?

Yes ☐ No ☐

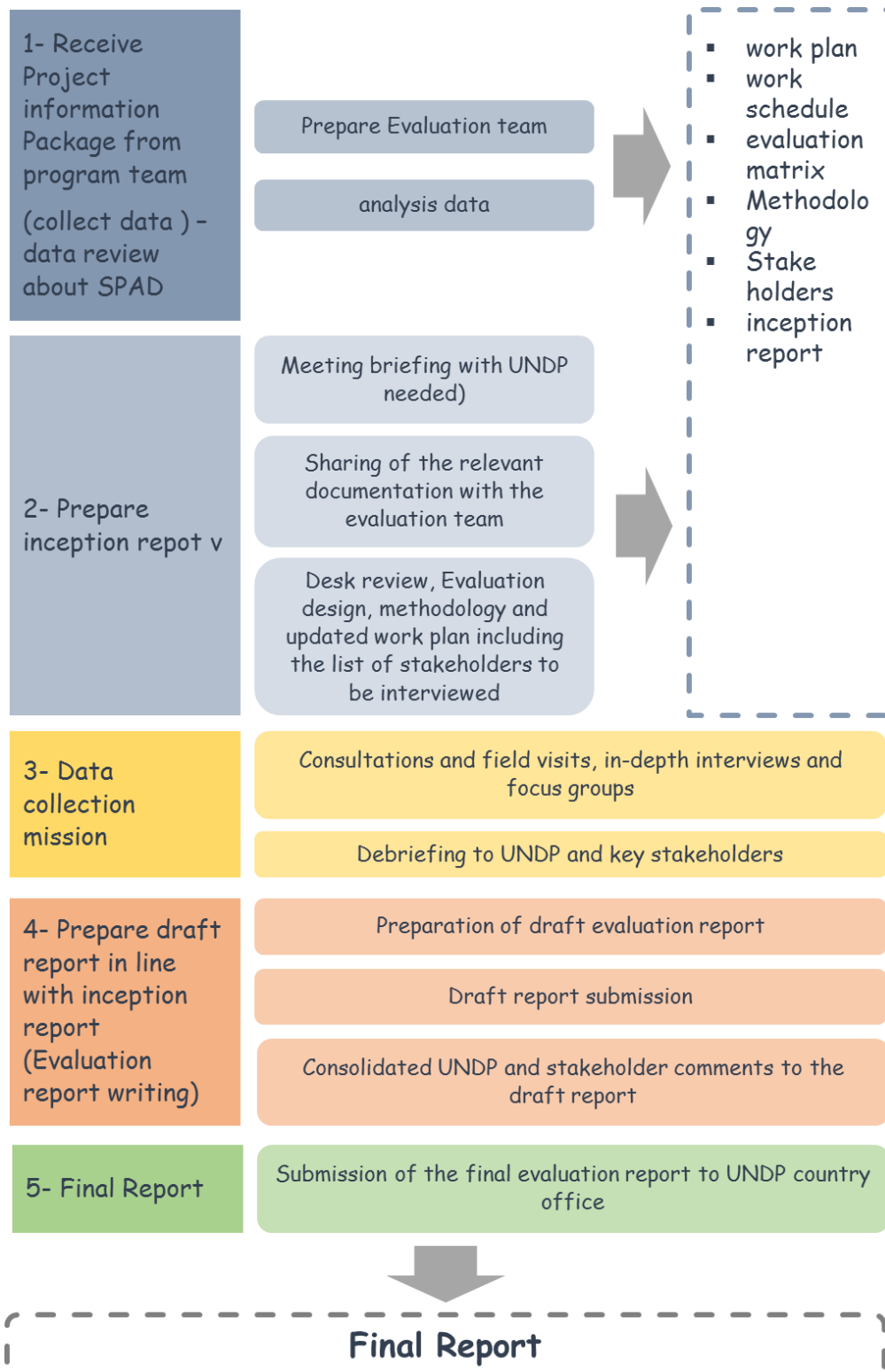
- Have are the impeding and contributing factors for the achievement of the overall goal?

Yes ☐ No ☐

Are there any recommendations about SPAD 2020?

.....
.....

Work plan



Evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
Relevance	<ul style="list-style-type: none"> - the degree to which the project was, and remained relevant in the context in which it is being implemented. 	<ul style="list-style-type: none"> - To what extent was the project in line with the national development priorities, SDS, the UNDP country development programme for Egypt and the SDGs? - To what extent does the project contribute to gender equality, the empowerment of women and the protection and/or promotion of human rights? - To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? 	<ul style="list-style-type: none"> - UNDP United Nations - Country programme document for Egypt - Framework 2018 to 2022 - Project related documents - Interviews with EP Senior Management and staff - Meetings, consultative sessions 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff - Interviews, meetings, consultative sessions 	<ul style="list-style-type: none"> - Project document and Results framework 	<ul style="list-style-type: none"> - Desk review - Quantitative measure
Efficiency and Management	<ul style="list-style-type: none"> - Assessing the outputs realized in relation to the inputs provided (project management structure...) 	<ul style="list-style-type: none"> - Were stated outputs achieved? If not, what progress toward the outputs has been made? - What factors have contributed to achieving (or not achieving) intended results? - Were the actions to achieve the outputs and outcomes effective and efficient? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) 	<ul style="list-style-type: none"> - Data gathering - Interview with Project Beneficiaries and In-depth Interviews with Project 	<ul style="list-style-type: none"> - Results framework (outputs, indicators, baselines, data) 	<ul style="list-style-type: none"> - Data accuracy and validation - Quantitative measure - Qualitative measures

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - What factors contributed to effectiveness or ineffectiveness? - What unintended change (positive/negative) has the project had on the targeted beneficiaries? - To what extent EP operational and institutional structures (project management unit and systems) is strengthened to effectively implement activities? To what extent has UNDP support achieved its target and objectives according to the project plan and stated objectives? - Has the project partnership strategy been appropriate and effective? To what extent has the project been able to build and promote its partnership with other relevant stakeholders for greater results? - What can be done for strengthening the impact/achievements of the project? What are the issues and challenges to be addressed? - To what extent the project has been able to adopt or respond to the situation of COVID-19 pandemic effectively? 		<p>Manager and M&E Officer</p> <ul style="list-style-type: none"> - Quantitative data collection from Implementing Partner Reports 		

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
Effectiveness	<ul style="list-style-type: none"> - the extent to which the project objectives were achieved. Using evaluative evidence, the evaluation will analyze the contributing factors, unintended outcomes (positive or negative, direct or indirect) 	<ul style="list-style-type: none"> - Did the project make the best use of its resources to achieve its results? Has the project been efficient in implementing its activities? - To what extent have project funds and activities been delivered in a timely manner? - How can the project be improved for its next phase? - How to maximize the cooperation in a future set up (format, design...)? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) - Financial reports - Periodic progress reports - UNDP project related reports 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff - Site visit - Interviews, meetings, consultative sessions - 	<ul style="list-style-type: none"> - Results framework (outputs, indicators, baselines, data) 	<ul style="list-style-type: none"> - Data accuracy and validation - Quantitative measure - Qualitative measures
Impact and sustainability	<ul style="list-style-type: none"> - the evaluation should assess the lasting change brought about by the project 	<ul style="list-style-type: none"> - What good practices are emerging from the project? What are the likelihood for good practices to be replicated or scaled up for sustainability purposes? - To what extent the current organizational set up is sustainable (financially and operationally)? What are the existing structures and functions that could ensure sustainability of project outcomes in the targeted areas? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators, baselines, data) - Financial reports - Periodic progress reports - UNDP project related reports 	<ul style="list-style-type: none"> - Interviews with EP Senior Management and staff 		<ul style="list-style-type: none"> - Qualitative measures - M&E system and reports

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - How can the project be improved for its next phase? - How to maximize the cooperation in a future set up (format, design...)? 				
Gender and social inclusion sensitivity	<ul style="list-style-type: none"> - to what degree was the project sensitive to gender and social inclusion. 	<ul style="list-style-type: none"> - Extent to which data collected is gender disaggregated? - What feedback to you get from female beneficiaries? - Which specific tools are you using to guarantee gender responsive programming? - Explain the collection of sensitive data, particularly in relation to protection and SGBV concerns? - How was gender analysis of the context, sector, problem, stakeholders considered during the formulation of the project's intervention [and / or reformulation in case of changes during implementation]? Was any analysis done of how inequality on the grounds of gender intersect with different inequalities or discrimination on the basis (for instance) of ethnicity, age, sexual orientation, social groups etc.? How was gender equality integrated in the Action (Theory of Change / Logic of Intervention)? 	<ul style="list-style-type: none"> - Project document including Results framework (outputs, indicators) <ul style="list-style-type: none"> - Financial reports - Periodic progress reports - UNDP project related reports - Evaluation Guidelines: The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note 	<ul style="list-style-type: none"> - Desk review - Interviews with EP Senior Management 		<ul style="list-style-type: none"> - Data accuracy and validation - Quantitative measure Qualitative measures

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
		<ul style="list-style-type: none"> - Has the governance of the project taken care of its Gender Mainstreaming (GM) and Gender Equality (GE) objectives within the wider context of a Rights-Based Approach and translated those objectives into specific actions? How has this been done? - To what extent does the project add benefits to or link to Member States' (MS) interventions in the area of Gender Mainstreaming (GM) and Gender Equality (GE)? To what extent can the results of the Action in the area of GM/GE trigger further bi-lateral interventions of the EU MSs? 				

Annex.4

List of supporting documents reviewed

- 4 PROJECT BOARDMEETING documents (2018- 2020) (Participatory Strategic Planning for Balanced Spatial Development (SpaD2020)
- 3 midyear reports documents for SPAD 2020
- 3 annual report documents for SPAD 2020