

Interview Guiding Questions:

Question	Name of interviewee: Date of interview:
Project strategy	
- Project Design	
Problem addressed and underlying assumptions:	
How relevant were the Project assumptions captured in the ProDoc? - <i>Were they correct at the time or not?</i> - <i>Have there been any changes? Are they still valid? Are updates needed?</i>	
Relevance of project strategy:	
Do you think the project strategy was designed in the most effective and efficient way to address the problems identified, and reach the intended results?	
Were lessons learned from other relevant projects properly incorporated into the project design?	
Relevance of the project to country priorities:	
Did the project design adequately take into account the national realities, both in terms of institutional and policy frameworks?	
• How relevant is the project strategy in relation to Egypt Vision 2030	
• How relevant is the Project to the donor objectives? <i>(i.e. the GEF – UNDP/Egypt Joint Strategy 2022/25; and the UNPDF 2018/2022 & 2023/27 ‘in preparation’)</i>	
Does the project design reflect relevance to the actual working environment? (e.g. national realities and existing capacities)?	
• How relevant is the project strategy from the community perspective? <i>Were the local needs / expectation / realities identified and included during the design process?</i>	

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Decision making processes:	
What was the role of the stakeholders (Ministry, Governorates, local community, women, youth) during the design process? <i>Were their perspectives taken into account?</i>	
Did the project's target beneficiaries participate in the project design (directly or indirectly)?	
Gender in the project design	
Were relevant Gender issues included during the design process and in the project document ? <i>i.e. equality, gender-relevant activities, female representation, and with funding</i>	
Were gender specialists, and women representatives, consulted during the project design and preparation phases?	
Were gender issues triggered during the mandatory UNDP Environmental and Social project screening? <i>If yes, what mitigation or other steps were integrated?</i>	
Areas of concern:	
What are the areas of concern and lessons learned from the project design?	
- Results framework /Logframe analysis	
What do you think of the Project Results Framework, and its indicators and targets for the project? <i>- Are they Specific, Measurable, Attainable, Relevant, Time-bound?</i> <i>- Would you suggest any improvements?</i>	
Are the project objectives and components clear, practical and feasible within the project timeframe?	
How does the project monitor gender benefits from the project?	
What is the expected positive impact on women/girls of the project (i.e. income generation, gender equality and women's empowerment, improved governance etc.)?	

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<i>Should any of these effects be included in the Projects Results framework and be monitored?</i>	
Progress towards results	
- Project implementation: (progress towards outcomes)	
Were there changes in made to the Implementation Strategy after project start, during the inception phase?	
Were changes incorporated in the Project Results Framework?	
Key achievements	
What are the results/ key achievements so far ? <i>How well is the project performing regarding its objectives, outcomes, indicators and targets?</i>	
What have been key factors leading towards these achievements?	
How far is the project in implementation (on track, delayed, ahead of schedule)?	
Can these achievements attributed to the project , or did others contributed/influenced its reach?	
What is the influence of the external environment (political, COVID 19) on project implementation?	
Project failures	
Are there any problems or failures in the project implementation?	
What changes could have been made to improve the level of achievement?	
Capacity and views of stakeholders on implementation and activities	
What is your view about the implementation and project activities? <i>Are there any activities missing?</i>	
What has your contribution been during the implementation?	
What has the role of other stakeholders been during implementation (e.g. Ministry, Governorates, local community, women, youth)?	
How has the project contributed towards raising capacity of stakeholders to help implement the project?	

Question	Name of interviewee: Date of interview:
Are there any constraints for different stakeholders or beneficiaries to participate? <i>How do you deal with these constraints?</i>	
Gender	
How are women and girls benefiting from the project? <i>Which parts of the project are particularly relevant to women/girls?</i>	
Are there any legal, cultural or religious constraints to women's participation in the project?	
Are there any potential negative impacts on women? <i>What can the project do to avoid these?</i>	
Remaining barriers	
Are there any barriers remaining to achieve the project objectives?	
Are there new barriers or external environment challenges to the project?	
Project implementation and adaptive management	
- Management arrangements:	
How does your Excellency assess the project management of the project? What areas of improvement are needed?	
How is the project being managed (i.e. by the Steering Committee/the Ministry of Environment/and UNDP)? <i>Are decision making processes transparent and timely?</i> <i>Are reporting lines and responsibilities clear?</i>	
What is the quality of the work undertaken by the Ministry of Environment , as the implementing partner? <i>What are the areas for improvement?</i>	
What is the quality of support provided by UNDP ? <i>What are the areas for improvement?</i>	
Have there been any changes made in project management? <i>If yes, are they effective?</i>	

Question	Name of interviewee: Date of interview:
Do the Ministry of Environment, UNDP and other partners have the capacity to deliver benefits to, or involve, women? <i>If yes, how?</i>	
Gender	
What is the gender balance of project staff? <i>What steps have been taken to ensure gender balance in project staff?</i>	
What is the gender balance of the Project Board ? <i>What steps have been taken to ensure gender balance in the Project Board?</i>	
What recommendations are there to improve project management?	
- Work planning:	
Was the project implemented as planned?	
Were there any delays in the project start up ? <i>Why, and how were they resolved?</i>	
After starting, have there been any delays in the implementation of the project? <i>Why, and have they been resolved?</i>	
Have monitoring trips taken place in project sites? <i>Has monitoring data been collected as planned, analyzed and used to inform project planning?</i>	
How is the work-planning done ? <i>Is the process results based? If not, how could it be re-oriented to be so?</i>	
Has the project been responsive and adaptive to issues arising (e.g. from stakeholders or from monitoring)?	
How have you dealt with COVID 19 restrictions during implementation?	
Are there learning processes in place (trainings, study visits, Team meetings, SC meetings)? <i>Who has benefited?</i>	

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<i>How has this affected the project?</i>	
Have progress reports been produced accurately and on time? <i>Have these responded to reporting requirements and adaptations?</i>	
Has the project had any capacity gaps (i.e. issues in hiring staff or contractors – whether national or international, companies or individuals)?	
How efficiently have resources and back-up been provided by donors (GEF/UNDP, including quality assurance)?	
- Financial efficiency:	
Is the accounting and financial system adequate to the project needs?	
Are the funds made available on time?	
Are funds being used correctly, and according to plan?	
Is the actual implementation as cost-effective as proposed? <i>Planned vs actual</i>	
Could the project be more cost-efficient (resources being used more efficiently), than currently being run?	
Is the financial control (reporting and planning) appropriate for a timely, informed decision-making process?	
There were two Audits so far <i>Any comments on the comments raised in these?</i>	
Have there been any budget revisions, and changes in fund allocations? <i>How appropriate have these been?</i>	
How did COVID 19 influence the financial plan?	
- Co-finance:	
How are the project activities being co-financed? <i>Is the co-financing being used strategically to help the project meet its objectives?</i>	
How is project communication with the co-financers?	

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<i>Does the project team meet with co-financing partners regularly to align priorities and work plans?</i>	
How are they engaged in the project management/implementation?	
Is the leveraging of co-financing going as planned?	
- M&E	
How does the minister monitor the project?	
How does the UNDP monitor the project?	
How does the GEF monitor the project?	
How is the project monitored (visits, using existing information ... etc)? <i>What M&E Tools are used?</i> <i>Are additional tools needed?</i>	
How are the indicators monitored and relevant data collected, analyzed and used?	
What is the role of stakeholders in M&E?	
Is there a participatory approach to M&E? <i>Could this be improved?</i>	
Are data collected segregated (women, men, boys, girls)?	
How is the M&E system aligned with the national system of monitoring?	
Are the resources for M&E enough? <i>Are the M&E resources being used effectively?</i> <i>Are the tools efficient and cost-effective?</i>	
How has COVID 19 influenced the M&E activities?	
- Stakeholder engagement:	
How does your Excellency assess the stakeholder engagement that has taken place during project implementation?	

Question	Name of interviewee: Date of interview:
How are the linkages with and between the different stakeholders? <i>How efficient is the cooperation and collaboration</i>	
How are the linkages being facilitated? <i>Will these be sustainable? What is needed to make them sustainable?</i>	
What project partnerships are in place? <i>How are they managed?</i>	
Project management	
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	
Participation and country-driven processes	
How are the linkages facilitated with and between the different stakeholders? <i>How efficient is the cooperation and collaboration</i>	
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	
Participation and public awareness	
To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	
How do you increase stakeholder capacities and capabilities (trainings, study visits, Team meetings)? <i>How did it affect the project and will affect its sustainability?</i>	
Gender	
How does the project engage women and girls?	
Is the project likely to have the same positive and/or negative effects on women and men, girls and boys?	
Are there any legal, cultural, or religious constraints on women's participation in the project? <i>What can the project do to enhance its gender benefits?</i>	

Question	Name of interviewee: Date of interview:
- Social and Environmental Standards:	
How well has the project managed the risks? <i>Are any revisions in the SESP needed?</i>	
What risk mitigation strategies have been developed? <i>How effective have they been?</i> <i>Have they been sufficient?</i>	
How do you ensure long-term sustainability of social and environmental standards?	
What additional social and environmental threats and opportunities have arisen during implementation? <i>How responsive has the project been to these?</i>	
- Reporting:	
What is your reporting process? <i>What reports are created? E.g. PIR, other reports</i> <i>Who are they sent to? (i.e. to GEF, UNDP, Ministry, Board, Stakeholders)?</i>	
Are the reports submitted according to plan, and need?	
How do you report changes in planning and activities, due to management?	
Are changes shared with the SC?	
What lessons have been learned on the reporting process?	
- Communication and Knowledge Management:	
Does the project have a Communication Strategy?	
How is its implementation and outreach? <i>Any feedback from the target groups? Is there a feedback mechanism?</i>	
How is internal project communication done with stakeholders? <ul style="list-style-type: none"> • <i>How is it done?</i> • <i>Is communication regular and effective?</i> 	

Question	Name of interviewee: Date of interview:
<ul style="list-style-type: none"> • <i>Are there key stakeholders left out of communication?</i> • <i>Are there feedback mechanisms when communication is received?</i> • <i>Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?</i> 	
<p>How is external project communication? (ie. To the public)</p> <ul style="list-style-type: none"> • <i>How is it done?</i> • <i>Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence?)</i> • <i>Has the project implemented appropriate outreach and public awareness campaigns?</i> 	
<p>What knowledge activities and products have been done?</p>	
<p>How is the knowledge captured managed and communicated?</p>	
<p>- Sustainability:</p>	
<p>How will the ministry ensure the project results are sustained?</p>	
<p>Financial risks to sustainability</p>	
<p>How is are financial and economic resources ensured for the sustainability of results achieved (additional funding resources, income generating activities)</p>	
<p>What will happen if financial resources are not ensured in the long term? Are there other risks?</p>	
<p>Socio-economic risks to sustainability</p>	
<p>Are there any social or political risks that might jeopardize sustainability of the project outcomes? <i>Note, moderate risk that would be private sector/communities wouldn't engage, & biodiversity-friendly tourism wouldn't be taken up</i></p>	
<p>What is the risk that there isn't sufficient ownership in government and other stakeholders for the project benefits to be sustained? <i>(re ownership, interest, awareness, capabilities and capacities)</i></p>	

Question	Name of interviewee: Date of interview:
Do the key stakeholders see that it is in their interest that the project benefits continue to flow?	
Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?	
Are lessons being learned? <i>Are they being documented and shared?</i> <i>Could they be replicated or scaled up in future?</i>	
Institutional and governance risks to sustainability	
Does the legal and institutional framework support the sustainability of the project? <i>Are there any risks that may jeopardize sustenance of project benefits?</i> <i>Is there enough accountability/transparency, systems for knowledge transfer in place?</i> <i>Note: high risks were structural changes in government; military and security, and vested interest, and rapid change in Egypt)</i>	
Have partners and stakeholders successfully enhanced their capacities? <i>Do they have the required resources to make use of these capacities?</i>	
Environmental risks to sustainability	
Are there any environmental risks that may jeopardize sustenance of project outcomes? <i>NB moderate environmental risk was climate change impacts on biodiversity</i>	
- Recommendations:	
Any recommendations, further comments, notes?	