



**United Nations Development Programme  
Government of Egypt**

**Terminal Evaluation of UNDP/GEF Project: Sixth Operational  
Phase of the GEF Small Grants Programme in Egypt  
(SGP 6 Project)**

(GEF Project ID: 6956; UNDP PIMS ID: 5471)

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**Date of the report:** February 10, 2022

**Timeframe for the Terminal Evaluation:**

29 October 2021- 14 February 2022

**Implementing partner**

United Nations Office for Project Services

**Commissioning Unit**

United Nations Development Programme Country Office in Egypt

**National Host Institution**

Arab Office for Youth and Environment (AOYE)

**Other project partners**

Ministry of Environment of Egypt, Community Based organizations (CBOs) and  
Non-Governmental Organizations (NGOs)

**ACKNOWLEDGEMENTS:**

The consultants wish to acknowledge with gratitude the time and effort expended by all project

participants and stakeholders during the course of the SGP 6 Project Terminal Evaluation. In particular, they wish to thank UNDP Egypt, the members of the SGP 6 National Steering Committee, the Country Programme Management Unit of Dr. Emad Adly and Ms. Ghada Ahmadein and all project grantees and other stakeholders who were interviewed.

The Evaluators are also grateful to Hugo Remaury and Ms. Diana Salvemini of UNDP in New York, and Ms. Rosanna De Luca of UNOPS in New York for their support and insights into corporate memory of the SGP. They would like to also thank all the persons met during the field trip to the grant projects for their dedicated time.

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## ACRONYMS AND ABBREVIATIONS

AOYE	Arab Office for Youth and Environment
CBO	Community-based Organization
CCA	community conservation areas
CCM	Climate change mitigation
CO	UNDP Country Office
COMDEKS	Community Development and Knowledge Management of the Satoyama Initiative
CP	Country Programme
CPMU	Country Programme Management Unit
CSO	Civil society organization
EBRD	European Bank for Reconstruction and Development
EE	Energy Efficiency
EET	Energy Efficiency technologies
EOP	End of project
EU	European Union
FAO	Food and Agriculture Organization (UNDP)
FB	Facebook
FGD	Focus group discussion
GDP	Gross Domestic Product
GEF	Global Environment Facility
GESI	gender equality and social inclusion
GHG	Green House gas
GoE	Government of Egypt
IO	International organization
LD	Land Degradation
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoALR	Ministry of Agriculture and Land Reclamation of Egypt
MoEnv	Ministry of Environment of Egypt
MoLD	Ministry of Local Development
MOSS	Ministry of Social Solidarity of Egypt
MoWRI	Ministry of Water Resources and Irrigation of Egypt
MSLP	Multi-stakeholder landscape platform
MTR	Mid Term Review
NCE -RTA	Nature, Climate and Energy Regional Technical Advisor
NGO	Non-governmental organization
NHI	National Host Institution
NSC	National Steering Committee
OFP	Official Focal Point for GEF
OP	Operational Programme
PA	Protected Area
PIMS	UNDP/GEF Project Information Management System
PPG	Project Preparatory Grant (GEF)

PRF	Project Results Framework
ProDoc	Project Document for the SGP 6 for Egypt
RET	Renewable Energy Technologies
RR	Resident Representative
SDG	Sustainable Development Goals
SEPL	Socio-ecological production landscapes
SGP	Small Grants Programme
SLM	Sustainable Land Management
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SUP	single use of plastic
SWM	Solid Waste Management
tCO <sub>2</sub>	Tonne of Carbon Dioxide
TL	Team Leader
TOR	Terms of Reference
UCP	Upgraded Country Programmes of SGP
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	UN Development Assistance Framework
UNDP	UN Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services

## EXECUTIVE SUMMARY

This report summarizes the findings of the Terminal Evaluation (TE) for the UN Development Programme - Global Environment Facility (UNDP-GEF) Program entitled: “*Sixth Operational Phase of the GEF Small Grants Programme in Egypt*” (hereby referred to as the Small Grants Programme (SGP 6, the SGP 6

Program or the Program), that received a US\$ 2,913,241 grant from the Global Environmental Facility (GEF).

**Table A. Project Information Table**

Project Details		Project Milestones			
Project Title	Sixth Operational Phase of the GEF Small Grants Programme in Egypt	PIF Approval date	01 June 2015		
UNDP Project ID (PIMS #):	5471	CEO Endorsement Date (FSP) / Approval date (MSP):	10 December 2016		
GEF Project ID:	6956	Project Document Signature Date:	24 April 2017		
UNDP Atlas Business Unit, Award ID, Project ID:	00098847	Date Project Manager hired:	May 2018		
Country/Countries:	Egypt	Inception Workshop Date:	29-30 May 2018		
Region:	Arab states	Mid-Term Review Completion Date:	July-August 2019		
Focal Area:	Multifocal area	Terminal Evaluation Completion date:	14 February 2022		
GEF Operational Programme (OP) or Strategic Priorities/Objectives:	BD-4, Prog. 9 CCM-2, Prog. 3 LD-3, Prog. 4	Planned Operational Closure Date:	22 April 2022		
Trust Fund:	GEF TF				
Implementing Partner (GEF Executing Entity):	United Nations Office for Project Services UNOPS				
NGOs/CBOs involvement:	Beneficiaries; participants of the consultations at the project development stage and baseline assessment at the project implementation stage, participants of the multistakeholder groups				
Private sector involvement:	Participants of the consultations at the project development stage and baseline assessment at the project implementation stage				
Geospatial coordinates of project sites:		Landscapes	Governorates	Coordinates	
		Greater Cairo	Cairo	29.9538° N	31.5370° E
			Giza	28.7666° N	29.2321° E
			Al Qalyubia	30.3292° N	31.2168° E
		Fayoum	Fayoum	29.3565° N	30.6200° E
		Upper Egypt	Menia	28.2847° N	30.5279° E
			Luxor	25.3944° N	32.4920° E
			Qena	26.2346° N	32.9888° E
		Delta	Kafr El Sheikh	31.3085° N	30.8039° E
			Sharqia	30.7327° N	31.7195° E
Dakahlia	31.1656° N	31.4913° E			
Financial information					
PDF/ Project Preparatory Grant (PPG)	at CEO Endorsement (US\$M)		at TE (US\$M)		
GEF PDF/PPG grants for project preparation	70,000		70,000		
Co-financing for project preparation	0		0		
Project	at CEO Endorsement (US\$M)		at TE (US\$M)		
[1] UNDP contribution:	1,500,000		1,500,000		

[2] Government:	62,000	0
[3] Other multi-/bi-laterals: Action Against Hunger	496,613	1,485,688
[4] Private Sector:	0	0
[5] NGOs:	2,014,848	764,794.47
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	4,073,461	3,750,482.47
[7] Total GEF funding	2,843,241	2,627,232 at the TE
[8] Total Project Funding [6 + 7]	6,986,702	6,377,714.47

## Program Description

Egypt's environmental problems include, but are not limited to, water scarcity, air pollution, and deficiencies in its waste management system. exacerbated by climate change and unsustainable urbanization. The Egypt GEF SGP, since 1992 has supported with over USD 7 million in grants to 300 projects in Egypt to address these, increasingly focusing on specific areas of action, in line with national priorities, global environmental commitments and emerging institutional and organizational capacities. The sixth phase of the SGP was the first time the Program was under "Upgraded"<sup>1</sup> modality. It has sought to provide the necessary collective action in Egypt for adaptive management of resources and ecosystem processes for sustainable development and global environmental benefits. The program aimed to support multi-stakeholder, community-based landscape management by non-governmental organizations (NGOs)/community-based organizations (CBOs) in strategic sites (governorates) in both urban and rural areas of Delta, Upper Nile, Fayoum, and Cairo regions, that build social, economic and ecological resilience by fostering aggregate and coordinated action. The landscapes were to serve as pilots from which lessons could be drawn at the broader regional level. The on-the-ground projects, funded through grant competitions, were to address similar thematic areas, and interventions, align with the defined landscape priorities and be closely linked to other projects funded by the GEF and other sources to allow for greater impact, given the size of the grants. The SGP 6 strategy was formulated across the following two components.

- **COMPONENT 1: Resilient rural landscapes for sustainable development and global environmental protection**
  - ✓ **Outcome 1-** Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits; and
  - ✓ **Outcome 2-** Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape.
- **COMPONENT 2: Promote community-based integrated low emission urban systems**
  - ✓ **Outcome 3-** Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development; and

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<sup>1</sup> The term "upgrading" refers to the graduation of the oldest and most mature of SGP's Country Programs to a new funding regime allowing higher funding levels and more budgetary control by the Country Programs.



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

## Summary of findings, conclusions and lessons learned

The **design/strategy** (Chapter 3.1) was overall sound, but with several issues and somewhat complicated to operationalize in Egypt, in terms of the multistakeholder landscape platforms (MSLPs) in the light of the vastness of the some of these landscapes compared to the number of funded projects, the novelty, etc. The Results framework has certain flaws (e.g., repetitive and contradictory indicators). The original Program document (ProDoc) had issues both conceptually and in terms of the budgeted amount: the latter necessitated revisions with some of the budget lines affected (mostly little spending on local consultants). The **implementation was moderately satisfactory** (Chapter 3.2), given that the 13 months initial delay (that resulted from the questions that the Government had in terms of the implementation arrangement of SGP6), greatly affected the implementation, including conducting several activities in hasty manner (e.g., development of landscape strategies). While there was strong adaptive management, especially in the light COVID and the lengthy review process by the Ministry of Social Solidarity (MOSS), as a result of which 4 awarded grants were terminated, and the target for co-financing was achieved, part of the recommendations from the Midterm Review (MTR) were not implemented.

**All but one of the targets were met or were on track to be met** (Section 3.3.1). The delivery of the 35 grant projects (more than the target) within SGP 6 has been impressive with all of these expected to complete by March 2022 (most of them by the end of January), in the COVID environment, and given the 13 months delay at the start: the team must be commended for that. The main shortcoming relates to the inability to form functioning MSLPs in 2 out of the 4 landscapes. Plus, the Landscape strategies, while developed in a participatory manner, could have been more in-depth, but were developed hastily, to catch up the time lost as a result of the initial delay; they were in English (not translated) and were not much used. Out of 35 grants (of which one was awarded very late in the process, on December 27, 2021), 18 were in the rural areas and 17 in urban areas. The projects in the target landscapes cover an estimated 45,000 ha through activities promoting long-term biodiversity conservation, agro-ecology and alternative sustainable livelihoods. They involve 85 communities in participatory planning and management of the landscapes (against the planned 20). Six (6) projects promoted biodiversity conservation and biodiversity awareness in four Protected Areas (PAs), namely Qaroun, Rayan, Wadi Degla, Petrified Forest PAs, covering an estimated 32,100 ha supporting, *inter alia*, improved waste management of the PAs, and livelihoods. Ten (10) projects in the Upper Egypt, Delta and Fayoum Landscapes supported around 5,000 farmers to sustainability manage their agricultural lands, covering an estimated 11,000 hectares under farmer-managed natural regeneration and an estimated 13,000 hectares under improved agro-ecological practices: these figures are rough estimates - the Program could have had more robust measurements. 20 partnerships were established to manage the development and implementation of community-based urban integrated low-emission systems. Fourteen (14) projects focused on Renewable Energy/Energy Efficiency technologies (RET/EET), including piloting these in public buildings to learn lessons to allow upscaling by the Government. One of the projects promotes the ban of single use of plastic (SUP) products in Fayoum Governorate and Fayoum PAs and expected to contribute to planned regulatory measures). The projects contribute to other potential low-emission urban development strategies, e.g., Bikes' scheme in Cairo and management plans for the natural reserves in Greater Cairo (Wadi Degla reserve). Three (3) strategic projects were awarded: supporting NGO participation in CBD COP14; RET/EET multifocal project in Al-Azhar University and the project on banning SUP in Fayoum. The correspondence of the objectives of these projects to the concept of replication- as in the ProDoc- could have been stronger. Three (3) case

studies were prepared: on mainstreaming biodiversity and supporting CSOs during the CBD COP14 and beyond; on promoting the use of LED light bulbs in Fayoum; and sustainable transport and bike sharing (and one is pending on gender).

**Relevance was “Satisfactory”, but with some reservations (Section 3.3.2).** While the Program was in line with the country’s needs, and strategies, it could have had a clearer approach towards the innovation as a criterion for funding. The portfolios, as implemented missed to include some important topics highlighted under the landscape strategies (e.g., reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry), with the landscape strategies themselves of not best they could have been in terms of the depth of analysis. Several implementation issues affected the relevance, e.g. in the case of several grants reallocation of the funding from soft to hard components.

**The program was overall effective (Section 3.3.3), contributing the intended environmental and socioeconomic impact (Section 3.3.12).** New pilot sites have been created in each focus region and existing pilot sites have been strengthened using various approaches and technologies, which make it possible to demonstrate to stakeholders the benefits of green technologies. Several projects have a clear link to policy. SGP6 had a notable contribution to national priorities, pushing the agenda for ambitious mitigation and adaptation goals. This was most prominent when it was innovative, feeding into policy plans with replication potential. SGP6 contributed to GEF Strategic Priorities. The Program estimates the total number of direct beneficiaries at 62,151 people (Female- 26782), and the Greenhouse gas (GHG) emission mitigated at 9,554 tons of CO<sub>2</sub>. The Program contributed to UNDP/UN CO energy and environment portfolio and environmental and poverty reduction- related SDGs.

SGP 6 performance in relation to **cross-cutting issues, like gender, socially vulnerable and youth engagement was satisfactory (Section 3.3.8 and 3.3.9).** Most of the projects provided socio-economic and environmental benefits and improved livelihood opportunities. A significant portion of these projects involve participation and generation of benefits to female and youth. Grantees usually work with socially vulnerable but as some of the grantees applied a strict contribution sharing model for end beneficiaries, this may have excluded the most vulnerable groups from participation.

The **efficiency of the implementation was moderately satisfactory (Section 3.3.4).** On a positive note, there were strong synergies, with UNDP GEF Full size Projects (FSPs) in particular; the integration of SGP 6 with the UNDP CO was strong, but could be put on more operationalized/default footing. Certain aspects could have been handled better, including reporting, communication, outreach to development partners, the policy links outside the Ministry of Environment, and the engagement with the private sector. There could have been more visibility with a better communication strategy, good website (not being updated at the time of writing this report, due to no finance being budgeted for that). Risk management was overall strong, except that the risks related to the two out of the four planned MSLPs needed earlier action. The Monitoring and Evaluation (M&E) could have been much better handled, especially in terms of carrying out prudent assessments of the outcome level results. **With SGP6 GEF had a clear niche that was complementary to the initiatives of other development partners,** but this could have been highlighted even further if there was stronger engagement with them (Section 3.3.10)

The **Country ownership could be assessed as somewhat strong,** as there is a mixed picture (Section 3.3.7) The **sustainability is overall likely (Section 3.3.6),** with the risks higher in terms of financial aspects. Most projects are likely to be sustainable. The Program initiated requirement of having revolving funds in many projects is one of the contributing factors, with the other factors including: the demonstrated local need, strong support by some of the governorates, etc. The fact that there are essentially no loan resources

available to the NGOs is a risk factor, for example for the biogas projects. Local capacities were built, and this will support sustainability prospects, but the need in capacity building is much larger.

The SGP 6 goal, objective and overall outcomes are summarized in Table A, against intended outcomes in the SGP 6 Results Framework.

**Table B. TE Ratings & Achievement Summary**

Measure	Rating <sup>2</sup>	Achievement Description
<b>Project Strategy</b>	Achievement rating: 4 (Moderately Satisfactory)	The concepts (landscapes strategies, MSLPs) and the UCP modality overall, were new in the context of SGP implementation in Egypt, and perhaps needed more time allocated for the absorption. The number of the governorates covered under the landscapes by the Program was perhaps a bit too large, which could be one of the factors that affected the non-operationalization of the two of the planned MSLPs. The approach to addressing gender equality and social inclusion (GESI) and the engagement with the private sector could have been better elaborated. The Program results Framework (PRF) had a number of issues (both the original version and the one revised during the Mid-term Review (MTR)).
<b>Progress Towards Results</b>	Objective Achievement Rating: 5	The Program has contributed, as planned, to enable community organizations in taking collective action for adaptive landscape management for socio-ecological resilience through grant projects for local and global environmental benefits and sustainable development. The projects in the target landscapes cover an estimated 45,000 ha through activities promoting long-term biodiversity conservation, agro-ecology and alternative sustainable livelihoods. They involve 85 communities in participatory planning and management of the landscapes (against the planned 20). However, some of the thematic areas in need of addressing (as elaborated in the landscape strategies) were not addressed, while there were several themes that were repetitive and hardly innovative topics (irrigation canal lining in particular)
	Outcome 1 Achievement Rating: 4	Multi-stakeholder partnerships, networks, and landscape policy platforms were functioning in Fayoum depression and Upper Nile, but were not operational in Delta and Cairo landscapes. The landscape strategies, although developed in a participatory manner, were done so in a rush (to catch up with the delays caused by the initial 13 months delay), lacked depth of analysis and were not much used.
	Outcome 2 Achievement Rating: 5	Around 11,000 ha (country program management Unit (CPMU) estimate) were under improved biodiversity protection and degraded land rehabilitation; and around 13,000 (CPMU estimate) hectares under improved agro-ecological practices and systems. 18 grant projects supported in rural areas had some innovative ideas (e.g., waste management in PAs, new seeds' varieties in the context of salinized lands in Fayoum; and a few projects in supporting alternative livelihoods), but also some repetitive projects. There is lack of projects (mentioned in the landscape strategies) on community conservation areas (CCAs), reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry. Three strategic projects, that were to be aimed at upscaling the successful and widely tested technologies/practices from previous phases. were awarded, but the links of these to their intended notion could have been stronger.
	Outcome 3 Achievement Rating: 5	20 Multi-stakeholder partnerships were strengthened, but with not much involvement of private sector. The supported projects contributed to at least two planned low-emission urban development strategies, namely the planned SUP banning in Fayoum; "bicycle for every citizen" country wide initiative starting from Cairo, and management plans for the natural reserves in Greater Cairo (Wadi Degla reserve). Three case studies were developed, showcasing low emission development solutions in urban landscapes, among others.
	Outcome 4. Achievement Rating: 5	17 grant projects promoted low-emission urban systems and a large cluster of projects related to RET/EET, bike sharing (Fayoum University) and e-waste. The weakness here is the fact that these were not taken on board by the MSLPs in those urban landscapes, since, as discussed, the latter were not operational.
<b>Project Implementation &amp; Adaptive Management</b>	Achievement rating: 4 (moderately satisfactory)	The country program management unit (CPMU) demonstrated strong adaptive management skills and was able to award 35 grants despite the initial long delay, COVID and slow MOSS approval, as well as issues with the ProDoc (e.g., with the budget). This was supported well by UNDP, UNOPS and the National Host Institution (NHI). However, part of the recommendations from the MTR were not implemented.
<b>Sustainability</b>	Sustainability	Most projects are likely to be sustainable (less so in the case of educational projects). The Program - initiated requirement of having revolving funds in many projects is one of the contributing factors, the

<sup>2</sup> Evaluation rating indices (except sustainability : 6=Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives; 5=Satisfactory (S): The project has minor shortcomings in the achievement of its objectives; 4=Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives; 3=Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives; 2=Unsatisfactory (U) The project has major shortcomings in the achievement of its objectives; 1=Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives.

Measure	Rating <sup>2</sup>	Achievement Description
	rating <sup>3</sup> : L	demonstrated local need - another, supported by some of the governorates. The fact that there are essentially no loan resources available to the NGOs is a risk factor, for example for the biogas projects. Local capacities were built and this will support sustainability prospects, but the need in capacity building is much larger.

**Table C: Evaluation ratings**

1. Monitoring and Evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	4	Quality of Implementation Agency - UNDP	5
M&E Plan Implementation	4	Quality of Execution – Implementing Partner (UNOPS)	5
Overall quality of M&E	4	Overall quality of Implementation / Execution	4
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	5	Financial sustainability	3 (ML)
Effectiveness	5	Socio-political sustainability	4 (L)
Efficiency	4	Institutional framework and governance sustainability	4 (L)
Overall Project Outcome Rating	5	Environmental sustainability	4 (L)
		Overall likelihood of sustainability	4 (L)

SGP 6 has generated some innovative positive environmental initiatives (para 179). There have been a couple of projects that have concrete plans to be replicated based on the success of the original grant project, e.g., with LED lamps, and PV panels. The potential for replication could be larger provided there are closer ties with the policy making bodies (Ministries, Committees, etc), closer engagement with governorate administrations and local governments, pursuit of synergies with the international organizations (IO) and bilateral aid agency projects, as well as strengthening the grantees capacities to build and manage business models, and partnerships with private sector (Section 3.3.11). In particular, for replication:

- strengthening the ties with the Ministry of Agriculture and Land Reclamation of Egypt (MoALR) Extension department and the Ministry of Local Development (MoLD) would be important.
- pursuing these avenues requires closer and more intense consultation with the governorate administrations (potentially engaging with UNDP supported projects working with the local governments, e.g., in Upper Egypt); and
- it is also essential to inform other development partners of the benefits of SGP 6 interventions more actively, and catalyse their interest in supporting replication/upscaling, as well as learning lessons to inform the reforms they are supporting.

This being the first time the Country Program “Upgraded”, the Program has set the foundation of the landscape approach with four landscape strategies, even though only two of the intended four MSLPs turned out to be operational. The reasons for the latter need to be analysed further, but are likely to be related to the fact that they include multiple local governments in the face of limited number of projects. Hence, lower-level participatory groups could be considered. The level of local authorities’ engagement in the local platforms can be enhanced through finding common interests between the grantees and local authorities’ agendas as the grantees can act as a source of primary data the local authorities, with the latter using the data to report on governorates achievements and to guide governorate related interventions. The factors behind the level of the platforms’ activity could include also: the individuals’ interest in participating and providing support to grantees; the commonality in the nature of projects implemented by the grantees; and the shared local authorities among grantees because of their nature of work and geographical proximity. The factors need further in-depth analysis.

<sup>3</sup> Sustainability Dimension Indices: 4 = *Likely (L)*: negligible risks to sustainability; 3 = *Moderately Likely (ML)*: moderate risks to sustainability; 2 = *Moderately Unlikely (MU)*: significant risks to sustainability; and 1 = *Unlikely (U)*: severe risks to sustainability. Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.

Lessons Learnt include:

- Lesson #1: better communication is needed to explain the UCP modality and SGP guidance in that context (on landscapes and MSLPs in particular) to the governments;
- Lesson #2: Sufficient time and local consultation is needed when drafting the Project documents;
- Lesson #3: Sufficient time, extensive consultation and studies are needed as part of developing Landscape strategies;
- Lesson #4: Engagement with a large spectrum of policy circles (ministries, state committees) early on is essential to (a) ease the implementation; (b) ensure they are informed about the grants and facilitate replication and upscaling, and (c) ensure that they facilitate piloting of important innovative ideas, linking SGP with the reform programs that they are engaged in supported by development partners;
- Lesson #5: Engagement with a large spectrum of development partners is essential for identifying potential synergies and non-duplication/coordination, whereby, *inter alia*, SGP projects could be pilots of the reform programs supported by them. This would help with co-funding and the scale of impact as well as enhance chances for replication;
- Lesson #6: SGP Projects should have good communication plans given that the dissemination of knowledge products to upscale/replicate useful SGP initiatives is an important intended outcome. This should include also support to Grantees with communication products and dissemination;
- Lesson #7. Public administration systems, the level of vertical integration and the number of active NGOs in the environmental field in the countries vary: these and other factors affect the requirements related to the multistakeholder platforms for them to be functional. In Egypt for them to be functioning and effective, they need more time, effort, and (re) conceptualization, to ensure that there is a genuine interest to converge to discuss common issues in a given platform
- Lesson #8. Engagement with the private sector (including financing institutions) requires closer attention and more systematic effort.
- Lesson #9. Capacities of NGOs and the lack of exposure by them to international best practice is an important barrier that could affect SGP portfolio/impact and special measures are needed to address these, e.g., investing in their M&E, communication and resources mobilization capacities.
- Lesson #10: Strict requirements of financial contribution by the NGOs, that leads to the requirement of end -beneficiary financial contribution helps with meeting co-financing targets but may be exclusionary in terms of socially vulnerable groups (as well as prompt the grantees not to take risks in going for more innovative ideas). To avoid this special eligibility criteria are needed for exemption.

## Recommendations

**Table C: Recommendations**

TE Recommendation		Entity Responsible	Time frame
<b>A</b>	<b><u>Category 1 Actions to improve implementation towards the conclusion of the SGP 6 in Egypt</u></b>		
A1	<u>Key Recommendation:</u> Based on consultations, develop a concept note on the future of the MSLPs as well as handover and sustainability processes	to CPMU and UNDP	January – April 2022
A2	<u>Key Recommendation:</u> carry out a rigorous assessment of outcomes and impact of SGP6 (could be under SGP7)	to CPMU and UNDP	January – April 2022
A3	<u>Key Recommendation:</u> Enhance the implementation of the current plan for the dissemination of the case studies, the planned booklet and video as well as the lessons learnt that will be generated by the grantees.	to CPMU and UNDP	January – April 2022
<b>B</b>	<b><u>Category 2 Actions to follow up or reinforce initial benefits from the project</u></b>		

	TE Recommendation	Entity Responsible	Time frame
B1	<i>Key Recommendation: To improve the M&amp;E of future SGP projects in Egypt, ensure better and leaner PRFs with SMART indicators and using better M&amp;E methods and tools (to inter alia, capture outcome level results), coupled with CPMU training in M&amp;E</i>	UNDP/NSC	OP 7
B2	<i>Key Recommendation: Carry out a retrospective study of the thematic clusters pursued to date, covering the effectiveness and sustainability of the latter and use it to establish links with the state and development partners to be pursued and (to shape a vision of the approach to these thematic areas in the future</i>	UNDP/NSC	OP 7
B3	<i>Key Recommendation: Implement enhanced training (to include proposal development and resources mobilization) and exposure for the NGOs (grantees and others) to international best practices in the thematic areas pursued by the SGP in Egypt. For the latter, the info days that are being organized by the NHI could be enhanced to serve that purpose</i>	UNDP, CPMU	OP 7 and beyond
B4	<i>Key Recommendation: to move towards a more effective NSC Include representatives from MoALR and private sector associations and ensure active participation by the MoLD with the support from UNDP</i>	UNOPS, UNDP, CPMU	OP 7 and beyond
B5	<i>Key Recommendation: Revise the requirement of strict financial contribution by the NGOs, that leads to the requirement of end -beneficiary financial contribution, to ensure that the resulting requirement of contribution is not exclusionary in terms of socially vulnerable groups.</i>	CPMU	OP 7 and beyond
B6	<i>Key Recommendation: Revise the proposal and reporting template for the grantees, to include a Section on GESI and (b) the criteria for innovativeness for funding</i>	CPMU	OP 7 and beyond
B7	<i>Key Recommendation: Revise the review criteria for grant proposals to include the extent of innovation</i>		
B8	<i>Key Recommendation: To enhance the potential for upscaling, replication, actively engage with the MoLD and the Extension Department of the MoALR</i>	CPMU	OP 7 and beyond
B9	<i>Key Recommendation: Ensure that there is an effective Communications strategy that (a) will identify all the stakeholders to be reached and the modes and channels to pursue; (b) will include measures to assist the grantees with their communication, and (c) will envision regular updates and lessons learnt produced and circulated</i>	CPMU	OP 7 and beyond
B10	<i>Key Recommendation: More actively engage with the private sector: Develop a concept note on the engagement with the private sector and implement</i>	CPMU	OP 7 and beyond

## 1. INTRODUCTION

### 1.1. Purpose and objective of the Terminal Evaluation

1. This report summarizes the findings of the Terminal Evaluation (TE) conducted during November 2021- February 15, 2022 for the United Nations Development Programme (UNDP) -supported Global Environmental Facility (GEF)-financed Project entitled: “Sixth Operational Phase of the GEF Small Grants Programme (SGP) in Egypt” (hereby referred to as the SGP 6 Program) that received a US\$ 2,913,241 grant from the GEF. United Nations Office for Project Services (UNOPS), based on the agreement signed with UNDP Country Office (CO) of Egypt, is the implementing partner for the sixth operational phase of the SGP.
2. The SGP 6 Programme intended to invest in strategic projects and enable community-based organizations (CBOs) to catalyse and connect local projects to each other and to other initiatives to take collective action for adaptive landscape management for socio-ecological resilience, global environmental benefits and sustainable development.

3. The TE is expected to promote accountability and transparency. The objective of the evaluation is to assess the overall relevance of the program and the relevance of design, performance, i.e., the extent of the achievement of the expected immediate results and objectives, including the contribution to capacity development, as well as the potential for the broader project impact and the contribution to the general goal/strategy, together with the analysis of the contributing factors (see
4. [Annex 1: Terms of reference \(TOR\)](#)). The TE assesses the quality of management and the partnership strategy, as well as draws lessons that can both improve the sustainability of benefits from this program, and aid in the overall enhancement of UNDP programming and the achievement of global and national environmental goals. The TE makes recommendations that the Program partners and stakeholders might use to improve the design and implementation of other related projects and programmes.

## 1.2. Scope of the Terminal Evaluation

5. The TE addresses the following criteria:
  - *Relevance* – the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
  - *Effectiveness* – the extent to which the intended target and intended outcomes stated in the Project Results Framework (PRF) as well as objectives were achieved, as well as the potential for replication and impact;
  - *Efficiency* – the extent of results’ delivery with the least costly resources possible, including the key financial aspects of the Project to cover also the extent of co-financing planned and realized; the strengths and weaknesses of the SGP 6 Project monitoring, as well as the quality of management, including adaptive management, among others; and
  - *Sustainability of Project outcomes and the Project exit strategy*, i.e., the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.

## 1.3. Methodology

6. This TE is an evidence-based assessment that was conducted in a participatory and consultative manner, ensuring close engagement with the Project Team, government counterparts, implementing Partners, UNOPS, the UNDP CO, the SGP Global Coordinator for Upgraded Country programmes (UCP), the NCE -RTA (Nature, Climate and Energy Regional Technical Advisor) and other stakeholders. The methodology (including interview schedule, field visits and data used in the evaluation) emerged from consultations with the above-mentioned parties regarding what is appropriate and feasible for meeting the TE objectives, given limitations of budget, time and data.
7. **Triangulation** was the main methodology used, bringing together information gathered from the sources listed above. This method allows for a high degree of cross-referencing and is suitable for finding insights which may be both sensitive and informative. In addition, **contribution analysis** was used when attribution of the observed outcomes to the project was not possible. Rating is provided for the criteria required (see [Annex 8: TE Rating scales](#)). The progress is colour- coded in a “traffic light system”, as required.



8. For the **Progress Towards Outcomes Analysis**, progress made towards the end-of-project (EoP) targets is taken from the 2021 Project Implementation Report (PIR). The TE includes ratings of the project's results. A brief description of the associated achievements with ratings is presented in the TE Ratings and Achievement Summary Table in the Executive Summary (ES)). In addition, the TE involves the review of the Tracking Tool of GEF Core Indicators. The assessment identifies the factors behind these. Assessing the attainment of objective and outcomes is also informed by the evidence of progress towards planned and achieved outputs, as documented in the grant agreements for the projects selected for in-depth review and their respective final reports.
9. This Evaluation report was prepared to comply with
  - GEF's "Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No. 3" of 2008:  
<http://www.thegef.org/gef/sites/thegef.org/files/documents/Policies-TEguidelines7-31.pdf>;
  - UNDP (2020): "Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects";  
[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) ; and
  - UNDP Evaluation Guidelines (2021)  
[http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)

#### 1.4. Purpose and objective of the Terminal Evaluation

10. An evaluation matrix of indicative questions (see [Annex 5: Evaluation Questions Matrix](#)) - prepared based on the GEF guidelines- was used as quality assurance tool. In developing it, gender perspective was kept in focus to ensure that gender equality and women's empowerment, as well as other cross-cutting issues and Sustainable Development Goals (SDGs) are incorporated in the TE report. The sources of information included:
  - **Document review of:**
    - ✓ **UNDP and project documents**, namely (a) documents prepared during the preparation phase (i.e. Project Identification Form (PIF), Initiation Plan, UNDP Social and Environmental Screening Procedure/ Social and Environmental Screening Procedures /(SESP), the Project Document), (b) the project reports including annual PIRs, project budget revisions, lesson learned reports, and (c) GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); (see [Annex 4: List of Documents Reviewed](#));
    - ✓ **third party reports** (e.g., reports by other international development agencies).
  - **63 Interviews in total** (see the list in [Annex 3: List of Persons Interviewed](#)) including
    - ✓ all thirty-three (33) grantees, with 54 participants; and
    - ✓ thirty (30) other stakeholders, including the current Project staff, technical advisors, and Project developers, UNDP CO, government counterparts and Steering Committee members; international partners, and independent experts;



- **Two Focus Group Discussions** (FGD) with two of the multi-stakeholder landscape platforms (MSLP) with 18 participants in Upper Egypt and 25 participants in Fayoum (see [Annex 3: List of Persons Interviewed](#)); and
- **Field Validation:** field missions conducted to seven projects, selected during the interviews' stage, with the criteria being not only the representativeness, and proximity, but also some being closed projects with mature results to allow to interview the ultimate beneficiaries. The list of the seven (7) projects visited is presented in [Annex 2: TE Mission Itinerary /site-visits](#).

## 1.5. Ethics

11. The evaluation team put all efforts to comply with the requirement of ethical conduct of evaluations, namely the four United Nations Evaluation Group (UNEG) guiding ethical principles for evaluation: Integrity, Accountability, Respect, and Beneficence<sup>17</sup>. In particular, the team ensured the anonymity of the interviewees (i.e., not citing without their permission, UNDP SGP staff not present during the interviews), engaging with the interviewees in a way that honours their dignity, well-being, personal agency and characteristics, honesty, truthfulness, impartiality and professionalism in communication, etc.

## 1.6. Limitations

12. COVID implied that the Team leader (TL) was not able to travel to the country, which imposes limitations. As for the local consultant, despite COVID and resource constraints, seven (7) sites were possible to visit.
13. 31 out of 35 projects were ongoing at the time of the evaluation, with 10 planned to complete in March. This made assessing their effectiveness somewhat challenging. Large number of interviews helped to mitigate this limitation, gauging the perceptions of a variety of stakeholders on the challenges and likelihood of completing on time.

## 1.7. Structure of the report

14. The rest of this report is organized as follows:
  - An overview of SGP 6 activities from commencement of operations up to November 2021 is presented in Chapter 2;
  - Chapter 3, on Findings, covers an assessment of relevance of Project design, assessments of the results and efficiency; Assessment of monitoring and potential for sustainability; and
  - Chapter 4 summarizes conclusions, recommendations; and Lessons Learnt.

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<sup>17</sup> <http://www.unevaluation.org/document/detail/2866>

## 2. PROJECT DESCRIPTION

### 2.1. Project start, duration and milestones

15. **Table 1** presents the project milestones.

**Table 1: Project milestones**

Project Milestones:	
Received by GEF:	13 August 2014
Preparation Grant Approved (PIF approval date):	28 April 2015
Project Approved for Implementation:	12 December 2016
Start Date (project document signed by Government of Egypt):	24 April 2017
Project Inception Workshop:	29-30 May 2018
Midterm Review:	July-August 2019
Terminal Evaluation	October 2021- February 2022
Closing Date (Planned):	24 April 2021; postponed to 22 April 2022

16. The Project Identification Form (PIF) was approved on 28 April 2015 for incorporation into the GEF Council Work Programme of June 2015, and following the project preparation phase, the project obtained approval for implementation by the GEF CEO on 12 December 2016. The official start date of the project is 24 April 2017, when the Government of Egypt (GOE) signed the project document. The inception workshop, however, was held on 29-30 May 2018, more than a year after the project start date, as the government had some inquiries about the SGP recruitment of project staff and overall decision-making process, related to the shift to UCP modality. It was solved and all inquiries were responded to through the efforts of the UNDP CO and also through several meetings conducted by the CPM with the Ministry of Foreign Affairs and the Ministry of Environment to clear any misunderstandings (see discussion in Section 3.1.1).
17. After resolving the issues surrounding the delay, including recruitment of the Country Programme Manager (CPM), which was the same person as served this function since the SGP was established in Egypt, the project was able to organize the inception workshop at the end of May 2018 and begin implementation of activities shortly thereafter.
18. The MTR was carried out in August 2019.
19. At the time of writing this report, i.e., December 2021, out of the 38 grants awarded (the last one approved on December 27<sup>th</sup>, 2021, i.e., 4 months before the closure of SGP6), 4 were terminated and only 3 were completed (with an expectation that 10 more grants will be completed by the end of December 2021). At the finalization of this Report 16 were yet to be completed
20. The program's closing date was 24 April 2021. After obtaining an extension the closing was postponed to 22 April 2022.

### 2.2. Development context

21. Egypt is highly vulnerable to climate change and faces numerous threats to its economic, social and environmental sustainability. They are fueled by a growing population, and urbanization, coupled with the constraints of a finite resource base and could develop into genuine crisis situations if not quickly and decisively addressed. These pressures include:
- **Energy Security** — Unsustainable use of energy resources is one of the major reasons for environmental degradation and climate change. The consequence is energy scarcity and rising energy prices which increase poverty, strain national budgets and jeopardize Egypt's competitiveness for the future.
  - **Water Security** — Global warming results in sea-level rise due to the melting of glaciers and arctic ice. Consequently, the world's fresh water resources decline while salt water intrudes into underground reservoirs. Egypt is particularly susceptible due to its low-altitude Nile Delta.
  - **Food Security** — Limited water and agricultural land coupled with population growth and other factors are creating mounting pressure on Egypt's ability to provide food for its people in the future.
  - **Climate Change** — Declining precipitation levels, changing weather patterns, and rising seas in the Nile Delta are slowly but steadily making a difficult situation worse, especially in the area of food and water.

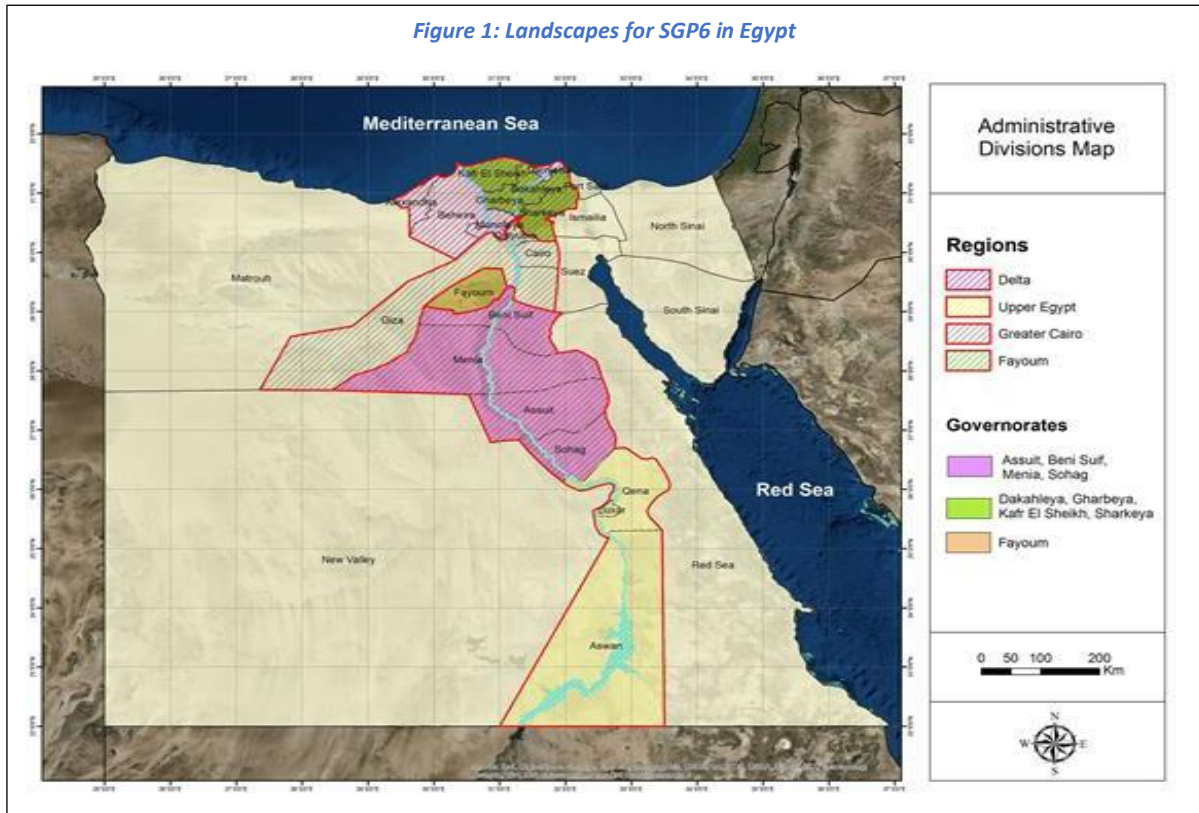
## 2.3. Project background

### 2.3.1. *Problems that the project sought to address*

22. The Egypt SGP Country Program was first established in 1992 as a fundamental part of the GEF's support to the production of global environmental benefits and the implementation by Egypt of the United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention on Biodiversity (UNCBD), United Nations Convention to Combat Desertification (UNCCD) and other multilateral environmental agreements. Since then, the SGP Country Program has supported more than 260 NGOs and CBOs with over USD 7 million in grants to 300 projects in Egypt.
23. Over the last two decades, the SGP Country Program has increased its strategic focus both geographically and thematically. These have been articulated in successive Country Program Strategies that have been guided, reviewed and approved by the National Steering Committee (NSC). The Country Program Strategy has become more focused on areas of action, aligning NGO/community capabilities and sustainable development objectives with national priorities, global environmental commitments and emerging institutional and organizational capacities to achieve results on a greater scale. There are several key lines of work that have been developed successfully over the years of Country Program implementation. These include: biogas digesters for Green House Gas (GHG) emissions reductions and soil conditioning, energy efficient lighting, sustainable transport, solar water heating, conservation and sustainable use of medicinal plants and plant genetic resources. Protected Areas (PA) co-management, and water resource management for more efficient irrigation.

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24. The main problem the Program was designed to address (as per ProDoc) was that the necessary collective action for adaptive management of natural resources in Egypt for sustainable development and global environmental benefits is hindered by the organizational weaknesses of the communities (and Civil society Organizations (CSOs)/CBOs/NGOs) living and working in affected urban and rural landscapes, a problem further exacerbated by lack of resources, poverty, and unstable socio-political conditions, which downscale the perception of the environmental problems as priority. Community-level organizations in Egypt were judged as often lacking essential adaptive management capacity to become effective agents for coordinated, long-term development and maintenance of landscape resilience, leading to haphazard, uncoordinated interventions without shared goals and without taking the necessary risks to innovate.
  25. The solution was seen for community organizations to develop and implement adaptive landscape management strategies that build social, economic and ecological resilience based on the production of global environmental and local sustainable development benefits with the SGP supporting community and local solutions that work in harmony with local, national and global action through grant projects, reviewed and approved by the SGP NSC.
  26. Barriers identified in the ProDoc as hindering achievement of the long-term solution outlined above include the following:
    - Lack of public awareness of how sustainable measures can enhance people's livelihoods and provide alternative economic streams;
    - Community organizations in rural landscapes, as well as community organizations in urban areas lack a larger, longer-term vision and strategy for ecosystem and resource management and suffer from weak adaptive management capacities, i.e.: to innovate, test alternatives, monitor and evaluate results, adjust practices and techniques to meet challenges and incorporate lessons learned;
    - Community organizations have insufficient organizational capacities to efficiently and effectively plan, manage and implement initiatives and actions of their own design in favour of landscape resilience objectives in urban and rural areas;
    - Community organizations rarely coordinate with other community organizations to pursue collective action for global environmental and landscape management outcomes at a landscape scale;
    - Community organizations do not have access to ongoing funding which would allow innovating and testing new ideas, and conducting adaptive management. Instead, they have to deliver quickly on short-term goals while funding is available.
    - Knowledge from project experience with innovation/experimentation is not systematically analysed, recorded or disseminated to policy makers or other communities, organizations and programs; and
    - Community organizations are not yet recognized for the catalytic role they can play in achieving broader landscape outcomes.

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27. Under UCPs, SGP guidance stipulated concentrating the majority of the interventions in defined geographic areas- landscapes (see defined in **Error! Reference source not found.**) to allow results to accrue and produce a critical mass of experience and lessons, and to enable local actors to better understand the complex relationship they have with a given environment and how best to effect sustainable. The implementation of grant projects in a given landscape was to be supported by multi-stakeholder agreements involving local government, the private sector, NGOs and other partners, and evaluated as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities and conditions.
  28. In order to make use of the limited funds available, the SGP guidance is to target particular themes (e.g., air pollution, solid waste management (SWM) and renewable energy), closely linked to other projects funded by the GEF and other sources. The rationale for this coordination was that the SGP project has a relatively modest budget, which if invested across too many disparate issues and regions, will lose the potential for creating measurable impacts.
  29. Under SGP6 Egypt, the landscapes refer to Fayoum, Upper Nile, Delta and Cairo regions (see [Figure 1](#)), however SGP 6 has sought to support multi-stakeholder, community-based landscape management in strategic sites within these, whereby community projects were expected to interact and aggregate to build resilience of ecosystem processes and services over time in a defined geographic area and it was also expected that this will also allow a focused investment of resources, give opportunities to communities to engage with one another with coordinated goals, and allow improved measurement of results and impacts. As such, the landscapes were to serve as pilots themselves too, from which lessons can be drawn at the broader regional level (or in the case of Cairo in other urban landscapes).
  30. Local organizations and communities were seen as the main vehicles of this program and its vision - as agents who identify needs, design approaches for collective action, pilot, test, innovate and analyse new initiatives through a process of learning-by doing.
  31. Beyond the activities piloted in the landscape area, contributions were expected at the national level as well. Lessons learned in the landscapes were to be cross-referenced, and shared, and best practices and lessons learned to inform the policy context at the national level.



### 2.3.2. Immediate and development objectives of the project

32. The goal of the SGP 6 is enabling the CBOs:

- to pilot, test, innovate and analyse new initiatives through a process of learning-by doing for adaptive landscape management for socio-ecological resilience, through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development and building the local capacities to enable that. Pilots, were expected to be replicated and up-scaled in other locations within the governorate and landscapes, if successful;
- to take collective action with the SGP Program investing in strategic projects to catalyse and connect local projects to each other and to other large-scale initiatives to bring about sustainable impacts over a broader area over the long run; and
- to support local initiatives, that enhance livelihoods while combating environmental degradation, and provide opportunities for vulnerable groups such as women, disabled individuals and those living below the poverty line.

33. To achieve its objective, the SGP 6 was designed to focus on achieving 4 outcomes:

- **COMPONENT 1: Resilient rural landscapes for sustainable development and global environmental protection** GEF incremental funding and co-financing was to be applied to overcome the identified barriers and to add value, where appropriate and possible, to existing government sectoral initiatives to contribute to the long-term solution of adaptive management of landscapes in three identified landscapes of rural Egypt for social, economic and ecological resilience.
  - ✓ **Outcome 1-** Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits.
  - ✓ **Outcome 2-** Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape.
- **COMPONENT 2: Promote community-based integrated low emission urban systems** GEF incremental funding and co-financing was to be applied to add value, where appropriate and possible, to existing government sectoral initiatives in three urban areas of Egypt including Greater Cairo, Fayoum City and urban centres of Delta and Upper Egypt. GEF funding was to provide small grants to NGOs and community organizations to develop and pilot urban neighbourhood strategies and implement community projects in pursuit of strategic outcomes related to the development and management of integrated low-emission urban systems. Projects were to aim at adapting proven technologies to community needs, using past experience with technology adoption projects as a guide.
  - ✓ **Outcome 3-** Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development.
  - ✓ **Outcome 4-** Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs).

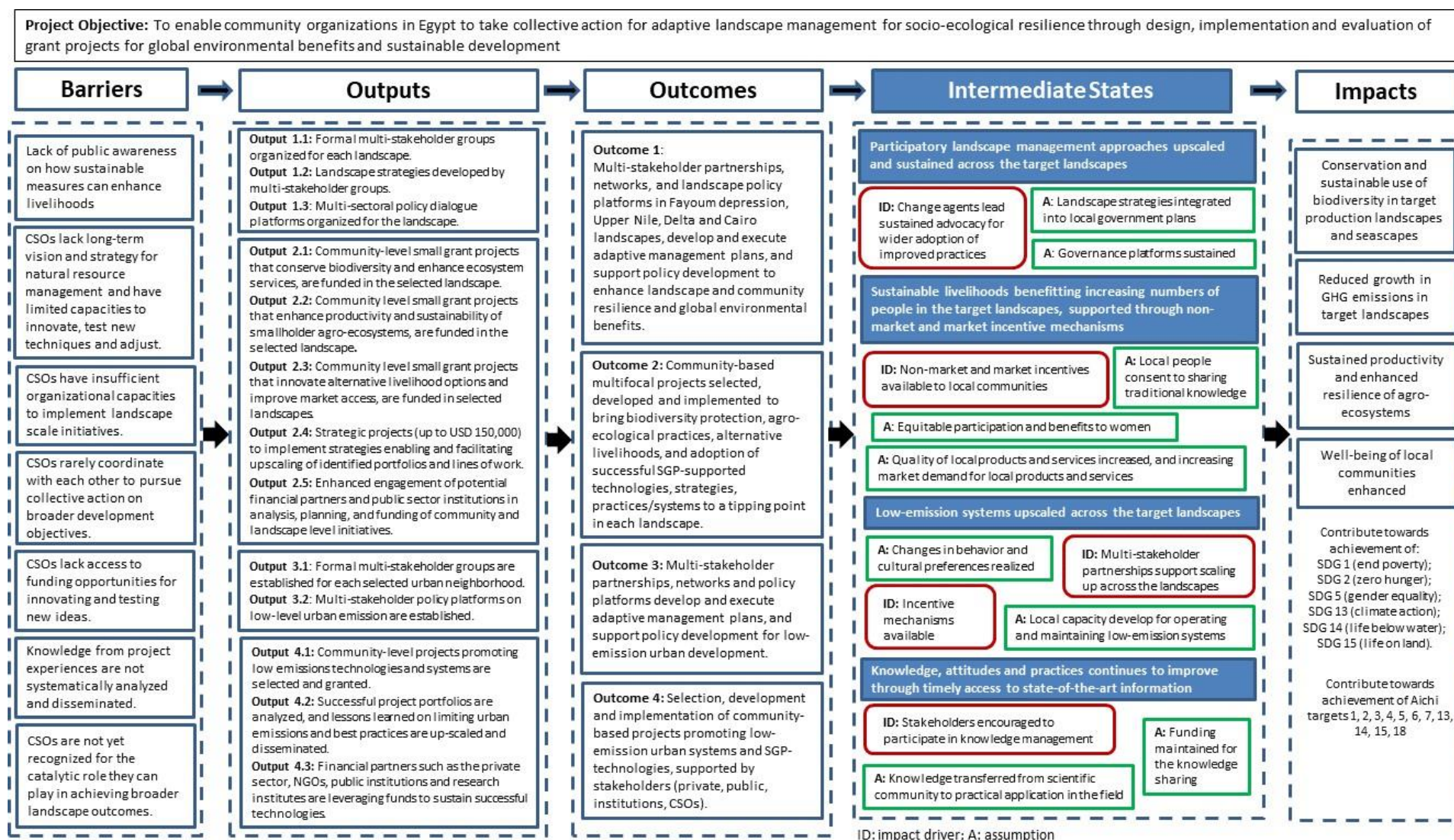
## 2.4. Description of the project's Theory of Change

34. The Midterm review (MTR) reconstructed the theory of change (TOC) - as it is absent from the design (see **Error! Reference source not found.**), with which the current TE concurs.
35. GEF funding was to be made available to provide *small grants* to NGOs and community organizations to develop landscape management strategies (three for rural areas: Delta, Upper Egypt and Fayoum Depression and one urban area- Greater Cairo) and implement community projects in pursuit of strategic landscape level outcomes related to biodiversity conservation, sustainable land management, climate change mitigation and adaptation and integrated water resources management.





Figure 2 Theory of Change from the MTR



36. Capacity Building of specific community groups as well as landscape level organizations to plan and manage complex initiatives and test, evaluate and disseminate community level innovations. This was to support their professionalization in the areas of data collection, monitoring and evaluation (M&E), knowledge generation and dissemination; to foster their adaptive management capabilities by enhancing technical know-how, developing planning and organizational skills; and to promote innovation and experimentation capacity to enhance their agency in developing plans and priorities and carrying them out for landscape resilience.
37. Formal multi-stakeholder groups were to be consolidated in each landscape incorporating local government, national agencies and Ministries, NGOs, the private sector and other relevant actors. These partnerships were to provide technical assistance, strategic guidance and financial support, where possible, to community organizations for individual community initiatives, as well as landscape level projects and strategic upgrading projects. Formal partnership agreements were to be agreed and signed with communities as projects were identified and aligned with landscape outcomes.
38. Lessons Learnt: Project experiences were to be systematized and knowledge generated for discussion and dissemination to local policy makers and national/subnational advisors, as well as landscape level organizations, NGOs and other networks.
39. Sustainability of landscape management processes and community initiatives was expected to be predicated on the principle – based on SGP experience - those global environmental benefits can be produced and maintained through community-based sustainable development projects and enhanced through:
  - ✓ *formation of multi-stakeholder partnerships, and the adoption of multi-stakeholder partnership agreements* to pursue specific landscape level outcomes.
  - ✓ *formation/strengthening of Non-Governmental Organization (NGO) networks* to support to community projects and landscape planning processes, in cooperation with government, NGOs, universities, academic institutes and other institutions., to lead to establishing lasting channels of communication;
  - ✓ *capacity-building of CBOs and knowledge sharing on organizational practices*, to lead to greater professionalization of organizations over the longer-term, which community-based entities can apply down the road; and
  - ✓ *The selection criteria for project eligibility (see **Error! Reference source not found.**) addressing (a) sustainability* to ensure that only projects that have taken sustainability into account are supported by SGP6; and (b) improvements in people’s livelihoods with a belief that long-term sustainable improvements in livelihoods will endure after SGP.
40. Upscaling of initiatives that have been piloted successfully during *previous* phases of the SGP Egypt Country Programme (CP) was seen as an essential output of this project, as a sign of reaching a tipping point of adoption by rural and urban constituencies of adaptive practice and innovation, as concluded by the multistakeholder partnerships. The latter were expected to:
  - ✓ identify potential upscaling opportunities, analyze and plan upscaling processes, engage established microcredit and revolving fund mechanisms to finance upscaling components, design and implement the upscaling programme, and evaluate its performance and impacts for lessons learned for adaptive management, policy discussion and potential extension of the model to other areas of the country;

- ✓ use SGP strategic grant modality to finance key elements of the upscaling initiative proven technologies, systems or practices based on knowledge gained from analysis of community innovations from experience of the SGP Egypt CP, also reducing the risk to other donors and investors- *to up-scale*
41. Replication: Pilots initiated under SGP 6 were expected to be replicated and up-scaled in other locations within the governorate and landscapes, if successful, based on assessment and engagement with stakeholders; and
42. Impact: With the understanding that these may not all occur within the duration of the programme, it was anticipated that it will sufficiently empower local organizations to catalyze landscape resilience through their ongoing work, to achieve landscape objectives beyond the project duration through continued coordinated action, who will strive to achieve aggregation of the impact of their efforts to significant improvements in environmental (global and local), social and economic outcomes.

## 2.5. Expected results

43. The Program's expected contribution to global environmental targets are as follows:
- ✓ Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society - 11,000 hectares;
  - ✓ Sustainable land management (SLM) in production systems (agriculture, rangelands, and forest landscapes) - 34,000 hectares; and
  - ✓ Support to transformational shifts towards a low-emission and resilient development path 3,515.48 tons of CO<sub>2</sub>e over four years
44. It was expected that the Program will contribute to SDGs targets:
- ✓ SDG 1 by developing strategies to eradicate poverty,
  - ✓ SDG 2 protecting seeds and seed banks, endemic species and enhancing food security,
  - ✓ SDG 4 improving access to education and environmental awareness efforts,
  - ✓ SDG 5 by supporting women's empowerment and participation in development efforts,
  - ✓ SDG 6 improving access to water and sanitation,
  - ✓ SDG 7 facilitating access to energy services and renewable energy technologies,
  - ✓ SDG 9 by helping small scale producers to add value to commodities,
  - ✓ SDG 10 promoting social inclusion and income generating activities,
  - ✓ SDG 12 promoting waste management,
  - ✓ SDG 13 by strengthen community resilience and awareness on climate change issues,
  - ✓ SDG 14 designing and implementing conservation measures on coastal zones, and
  - ✓ SDG 15 restoring ecosystems, reforestation, combating desertification and biodiversity loss.
45. It was expected that the Program will contribute to Aichi Targets:
- ✓ Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use by improving ecosystem function and promoting more sustainable ecosystem use and management; and
  - ✓ Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building by promoting multi-stakeholder collaborations and synergies in landscape management.

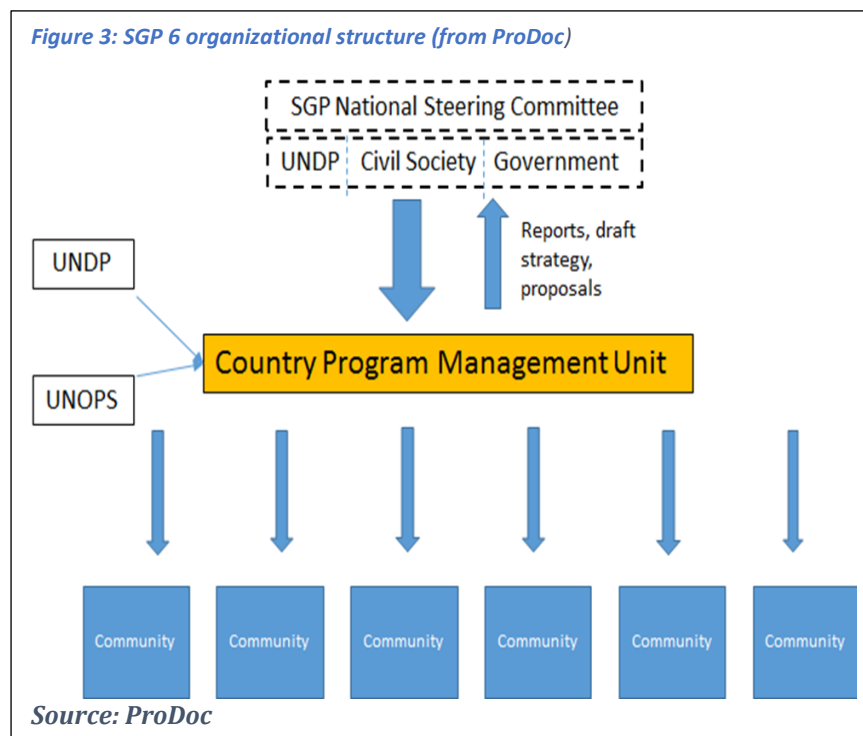
## 2.6. Total resources

46. Total Program budget is USD 6,986,702 of which USD 2,843,241GEF contribution.

## 2.7. Implementation arrangements

47. This was the first operational phase for SGP Egypt under the SGP UPC modality, supported through GEF System of Transparent Allocation of Resources of the GEF (STAR) financing via a standalone full-size project: this new funding regime was meant to enable more budgetary control by Country Programmes and the opportunity to raise increased funding on their own.

48. The Program is executed through the existing mechanism of the GEF SGP, by the Country Programme Management Unit (CPMU) responsible for the day-to-day implementation of activities and for the overall coordination of, including operational planning, supervision, administrative and financial management and the adaptive management, based on inputs from the program M&E plan and the annual Project Implementation Review (PIR).



49. The CPMU is comprised of two full-time staff, including the Country Program Manager (CPM) and the Program Assistant. Its work thus was to be supported by:
- UNDP CO for the SGP 6 oversight and support;
  - the Ministry of Environment of Egypt (MoEnv)- key implementation partner;
  - NSC - for grant criteria and approvals of each initiative;
  - SGP UCP Coordinator for overall guidance;
  - NCE-RTA- for follow-up and monitoring;
  - UNOPS for financial management and administration; and
  - the Arab Office for Youth and Environment (AOYE), an Egyptian NGO, acting as the national host institution (NHI), a role that it has held since operational phase 2 in 2003.

## 2.8. Key partners involved in the project



50. The implementation arrangements described above reflect standard SGP Operational Guidelines, under an agency implementation modality (see [Figure 3](#)), with
- *UNDP as the GEF implementing agency, providing overall oversight and taking responsibility for standard GEF project cycle management services beyond assistance and oversight of program design and negotiation, including monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP was also expected to provide high-level technical and managerial support through the *Low Emissions Climate Resilient Development Strategies* cluster, from the UNDP Global Coordinator for UCP, and the NCE- RTA, who is responsible for project oversight. The UNDP CO is the business unit in UNDP for the SGP project and is responsible to ensure the project meets its objective and delivers on its targets. The Resident Representative (RR) signs the grant agreements with beneficiary organizations on behalf of UNOPS. The CO is expected also to make its expertise in various environment and development fields available, and provide support at the local level such as infrastructure and financial management services, as required. UNDP is represented in the NSC, and was expected to actively participate in grant monitoring activities;*
  - *UNOPS as the executing partner, through its New York Service Cluster (NYSC). The latter supports the UN Secretariat, as well as other New York-based UN organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management. UNOPS provides country program implementation services, is responsible for SGP's financial management and provides quarterly financial reports to UNDP.*
51. SGP's Central Program Management Team (CPMT) monitors the project for compliance of UCPs with the core policies and procedures of the SGP as a GEF Corporate Program;
52. The NSC is responsible for taking appropriate management decisions to ensure that the program is implemented in line with the GEF-SGP Operational Guidelines and the agreed design and is consistent with national and state development policies and priorities;
53. The CBOs and local communities are the primary stakeholders of the Egypt GEF-SGP UPC– as described. They are seen as Principal participants in landscape planning exercises; first-order partners in the multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements; implementing agents of community and landscape level projects. The program was to favor organizations run by and for women, ethnic minorities and youth.
54. *Women, ethnic minorities and youth* were to be especially invited to participate in the landscape planning and management processes. as well as to submit project proposals for specific initiatives.
55. *Second level organizations* – landscape level, i.e. local partners to the grantee CBOs, were seen as primary participants in landscape planning exercises; first-order partners in the multi-stakeholder partnerships for each landscape; implementing agents of landscape level projects; and participants in landscape level policy platforms.
56. *NGOs, whose work has been to support CBOs and communities in pursuing local sustainable development, were also seen as important stakeholders.* These were to include those NGOs who have the interest and capacities to provide key support services to community-based projects, including

technical assistance and capacity development, lead and facilitate participatory baseline assessments and landscape planning processes; partner in multi-stakeholder partnerships for each landscape; be signatories to community level partnership agreements; provide technical assistance to community organizations for implementation of their projects; and be potential participants on policy platforms. These NGOs were to be identified during the process of project formulation and implementation.

57. The list of the key supporting actors in this UCP was to include: MoEnv, the Egyptian Environmental Affairs Agency (EEAA) / Nature Conservation Sector, the Ministry of Electricity and Energy (MoEE), the Energy Conservation Unit (IDSC); and the National Council for Women (NCW). Other *national agencies* were to include: Regional Branches of the EEAA, Ministry of Agriculture and Land Reclamation (MoALR), Ministry of Interior (MoI), Ministry of Transportation (MoT), Ministry of water resources and Irrigation (MoWRI), Ministry of Local Development (MoLD) and Ministry of Youth (MoY).
58. *Local governments* - Governorates, District Councils, City Councils were expected to participate in baseline assessments and landscape planning processes; partner in multi-stakeholder partnerships for each landscape; be signatories to community level partnership agreements and primary participant on policy platforms.
59. Academic institutions - Universities, National Research Center, Desert Research Center, Agricultural Research Center, were expected to assist in participatory baseline assessments and landscape planning processes; partner in multi-stakeholder partnerships for each landscape; be signatories to community level partnership agreements, as appropriate; provide technical assistance to community organizations for implementation of their projects; and be potential participant on policy platforms.
60. Private sector representatives were expected to be partners in multi-stakeholder partnerships for each landscape and signatories to community level partnership agreements, as appropriate, as well as potential participants on policy platforms.

## 2.9. Context of other ongoing and previous evaluations

61. The program underwent a Mid-Term Review in 2019. The TE took into consideration its findings, in particular in the context of the action taken by the project management to address the recommendations.
62. This TE also took into account the findings of also the following:
  - SGP Egypt was selected among eight countries covered by the **Third Joint UNDP-GEF evaluation for SGP**, carried out by GEF and UNDP Independent Evaluation Offices; and
  - **SGP Egypt had been chosen to be audited in 2020 on a risk-based approach.** The audit is an important exercise which assesses the readiness and compliance with the SGP Operational Guidelines, SOPs, and other policy documents. It serves as a great opportunity for (SGP Local Team, UNOPS Team and CPMT Team) to improve day-to-day operations and share lessons-learned and best practices with the wider SGP FSP family.

### 3. FINDINGS

#### 3.1. Program Design/Formulation

##### 3.1.1. Program logic and strategy, indicators

##### 3.1.1.1. Program logic and strategy

63. The Program strategy was developed in accordance with the SGP global programming directions and experiences during earlier operational phases of GEF-SGP in Egypt, as well as the results in other countries involved in the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS). The project design integrated the concepts and approaches demonstrated under the COMDEKS program (see [Figure 4](#)), such as *socio-ecological production landscapes* (SEPLS), see [Box 1](#) (see [Annex 1](#)). The defining aspects of the COMDEKS programme are listed below:

- CBOs being the driving force in rural development strategies and leading in project planning, landscape governance, project execution and monitoring;
- Participatory landscape governance as an effective foundation for the organization of community-based, multi-stakeholder approaches to land and resource management;
- Multi-stakeholder groups becoming beneficiaries of the experience based on lessons learned and best practices from previous initiatives that serve as a foundation for replication and scale-up efforts during the implementation of the SGP 6; and

##### **Box 1 The Landscape Approach**

The definition of landscape used by SGP is that of a biophysical as well as cultural and political entity with overarching problems of ongoing environmental degradation, economic production, and social cohesion. This allows for a coherent thematic approach to addressing environmental problems in each landscape. The concept of the “landscape” takes into account biodiversity value, land use trends and patterns, opportunities for application of renewable energy technologies, previous SGP-supported initiatives, poverty and inequality levels, disposition of communities and local authorities, and potential partnerships with NGOs, the private sector and others, as well as other factors. Targeting landscape resilience allows for the various types of community action to be catalyzed to advance multiple global environmental and local development goals in the same geographic space. Through a thematic approach, focused on smaller-scale geographic landscapes, the SGP supports community organizations to achieve impacts at the scale of rural and urban landscapes, with the aims of progressively acquiring critical mass to reach a tipping point of adoption by rural and urban constituencies, of adaptive practice and innovation for resilience-building. By addressing the same issues such as air and water pollution, waste management, or resource degradation, stakeholders from differing landscapes are expected to share lessons learned, collaborate across landscapes, and thus produce greater results at national level through policy dialogue.

Source: ProDoc

- Integrated solutions are effectively addressed through action at the landscape level, and at a scale sufficient to include various communities, processes and systems that underpin ecosystem services, rural economic production and local cultures.

64. As mentioned earlier, during the Project Preparation Grant (PPG) phase of the SGP 6, the 4 landscapes were identified by stakeholders- to be under structural and functional degradation with the loss of important biodiversity and ecosystem services.

**Figure 4: COMDEKS: adaptive Management Cycle Enhancing Resilience of Socio-Ecological Production Landscapes**



Source: ProDoc for the SGP 6 for Egypt

65. As such, the design of the SGP 6 was intended to build the social-ecological resilience of these landscapes by securing local and global environmental benefits from community-based collective management of biodiversity, ecosystem functions, and land, water and biomass resources. Collective action was to be strengthened by addressing organizational, capacity and technical weaknesses. Thus, the concept of the “landscape” was to be applied as a means of targeting landscape resilience and encouraging various types of community action to advance synergistically and achieve multiple global environmental and local development goals.
66. The TE concurs with the assessment from the MTR that the declaration of PAs within or near each of the four landscapes underscores commitment by the national and local government to protecting the relevant biodiversity and ecosystem services. And, the fact that the four target landscapes are each located within a key biodiversity area (KBA) (see [Table 2](#)), reinforces the Program’s contributions towards protecting globally significant biodiversity. However, the interviews indicated that there was no consensus about the validity of the rationale for choosing these landscapes. Opinions split, with some arguing that there should have been concentration only on one landscape, and on the other – that there should have been no limitations on the territory covered by SGP. Some argued for the merits to working in other areas. Interestingly under the design for Op7 there were changes to the landscapes and the target areas: some of the reasons were related to the extent of cooperation by the governorate administrations, but overall, the number of governorates was reduced from 10 to 7 (see [Table 3](#)).
67. It was thought that the Governorates provide useful administrative entry points, due to each one encompassing political and biophysical and environmental factors, allowing to analyse impacts of the SGP project and catalyze stakeholders—who know each other and work collaboratively within this administrative unit. As mentioned, SGP targeted 15,000 hectares per landscape only. Three of the identified 4 landscapes involve 3 governorates each. MSLPs – with a mandate to foster cooperation between projects and landscape stakeholders during implementation of landscape strategies- were formed much later however, after the MTR. The interviews indicated design issues with this approach which became apparent in the case of the planned MSLPs in Cairo and Delta landscapes, as there was not much willingness to meet for discussions among the governorate representatives: the limited number of projects while at the same time large number of local government units that the SGP grant projects fall under, seem to be the primary reason for that (both landscapes) and the heterogeneity of the governorates in Delta.



*Table 2: Project Landscapes OP6 and KBA*

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

Source: MTR

*Table 3: OP6 and OP7 Project Landscapes*

OP	Landscapes and governorates									
	Greater Cairo			Fayoum	Upper Egypt			East Delta		
OP6	Cairo	Giza	Qalioubia	Fayoum	Minia	Qena	Luxor	Kafr El Sheikh	Dakahlia	Sharqia
	Greater Cairo			Fayoum	Upper Egypt			West Delta		
OP7	Cairo	Giza	Fayoum		Qena	Luxor		Alexandria	Beheira	

68. Capacity building and organizational development were to be fostered to enable communities to target impediments to resilience. There was no baseline assessment however and needs assessment prior to committing to several topics.
69. This program was to support strategic projects geared to stimulating broader adoption of technologies and practices, from the following tentatively identified list: provision of support for sewage and solid waste management; development and use of natural fertilizers and compost; promotion of climate friendly energy technologies such as lamps and water heaters; investment in sustainable agroforestry to enhance livelihoods. The concrete ideas were supposed to be identified at the project start. This, however, proved to be difficult, as it was supposed to be done with the leadership of the NSC and MSLPs, while the latter objectively took time to be formed. Thus, there is a logical flaw in the context of the first UCPs.
70. The projects supported under the SGP 6 had to be in line with specific social and environmental criteria, which were to be confirmed by MSLPs as well as NSC and applied during the selection process, as in **Error! Reference source not found.** Interestingly, while the ProDoc highlights the need to fund innovative projects, this was not part of the selection criteria.
71. Highlighting the financial aspects of sustainability is somewhat vaguely captured in the above. The necessary level of attention would have prompted the need to link to national and local level state programs, programs of the development partners, lending program and private sector.
72. The ProDoc does not have a well elaborated strategy of cooperation with the private sector. It only mentioned that private sector entities were expected to be Partners in multi-stakeholder partnerships for each landscape, signatories to community level partnership agreements, as appropriate, and potential participant on policy platforms.
73. According the interviews the ProDoc was developed by an international consultant remotely, without visiting the country given the turbulent political situation in the country at the time and although a national consultant was hired, the contribution of the latter was minimal. There are several

drawbacks in the design that are mentioned above and in other parts of this report. Two examples demonstrate this. There is no mention of livestock management in the landscape strategies, under threats or indicative activities, whereas livestock management is a prominent part of the project design. And second, as noted in the MTR also, there is confusion related to MSLPs in the ProDoc which used the words “platforms” and “groups” interchangeably, and there is no clarity whether multistakeholder *groups* were also to be initiated – in addition to the platforms.

### *Box 2 Selection Criteria for Grants*

<i>Primary Criteria</i>	<i>Secondary Criteria</i>
a. Projects must fall within the GEF-SGP Focal Areas (Climate Change, Biodiversity, Land Degradation) b. Projects must take place within selected landscapes and must be aligned with landscape-level outcomes determined and agreed to by multi-stakeholder groups. c. Projects must be in accordance with national environmental and sustainable development priorities d. Projects must provide solutions to national and local environmental challenges with global environmental impacts (think globally, act locally) e. Projects must be based on documented community needs f. In-kind and in-cash contribution must be met by NGO, local community members and/or other partners (government, local authority, private sector, academia, national or international agency, etc.) g. Projects must document sustainability h. Project cost must be no more than USD 50,000 unless it is a strategic project	a. Projects should be linked to/have synergies with GEF Full Size Projects, where possible b. There must be direct impact of project's activities on improving the environmental, economic and social conditions of local communities. c. Community groups and stakeholders must be aware of how their individual projects contribute to the achievements of the outcomes delineated in the landscape strategy. d. Number of direct and indirect beneficiaries e. Project must include capacity building activities to enhance NGO's capacities f. Project should use innovative financial mechanisms, including establishment – but not financing, of revolving funds. g. Project should promote some level of awareness raising activities, on environmental degradation, targeting different community segments h. Project should support the involvement and development of the skills of youth and women, and promote women's empowerment i. Number of partnerships established j. Policy influence on the national or local levels k. Number of job opportunities created l. Ability to be replicated or scaled up

### **3.1.1.2. Program results framework**

74. The quality of the Program Results Framework (PRF) of the SGP 6 was judged as sufficiently satisfactory in the MTR, which then also made recommendations for modifications, including in many cases incorporating gender aspects in the indicators. However, the current PRF is also problematic with the issues described in the bullet points in this subsection.
75. Development objectives are not clearly articulated in the project results framework; for example, the number of estimated direct beneficiaries are not indicated and gender issues are not reflected.
76. The ProDoc contains table with outputs and activities – with indicators specified for outputs. These should have been part of the PRF, but in a number of cases they are not (see highlighted in [Table 4](#)).
77. The revised PRF still has problematic issues. In particular:
  - it has too many indicators, with several overlaps /repeat indicators. For example:
    - ✓ indicator 1.1.3 “Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations”, indicator 2.3.3 “Number of relevant project and portfolio experiences systematized and codified (case

*studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations and Indicator” as well as indicator E “Number of case studies and publications documenting lessons learned from SGP-supported projects”;*

- ✓ indicators 1.2.4. *“Increased area under reforestation or farmer managed natural regeneration”* and 1.2.5. *“Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources”* are almost the same
- virtually all of them (with one exception) are at output level;
- there is a problematic language in several indicators. For example:
  - ✓ *related to the indicator 2.3.1 “Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems”*: unclear how “partnerships” and “community” were to be interpreted;
  - ✓ *related to the indicator 2.4.4 “Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies”*, the notion of the strategic projects according to the SGP guidance is related to initiatives that will enable upscaling, and so since this indicator ties it necessarily with the renewable energy (RE)/energy efficiency (EE) is a distortion of the initial concept;
- In several cases the targets are not well reflective of the indicators, e.g.:
  - ✓ for the indicator B *“Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes”* the target *“At least 20 communities participating in community-based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices”* is not the right one to capture resilience;
  - ✓ For the indicator 1.2.8. *“Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets”*, the target is related to Solid Waste Management (SWM) only *“Local CSOs support at least 5 new waste management interventions, covering 15,000 ha per landscape”*; and
  - ✓ for the indicator 2.4.1. *“Typology of urban neighbourhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes”*, and 2.4.2. *“Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighbourhoods”* have the same EOP target *“Prioritized list of projects aligned with neighbourhood outcomes in each urban landscape”*.

**Table 4 Outputs, Indicators & Activities**

Outputs	Indicators
<b>Outcome 1</b>	
Output 1.1 - Formal multi-stakeholder groups organized for each landscape.	<ul style="list-style-type: none"> <li>• Number of multi-stakeholder groups organized for each landscape</li> <li>• Number of meetings among multi-stakeholder groups</li> </ul>
Output 1.2 - Landscape strategies developed by multi-stakeholder groups.	Number of landscape strategies
Output 1.3 - Multi-sectoral policy dialogue platforms organized for the landscape	Number of multi-sectoral platforms organized
<b>Outcome 2</b>	
Output 2.1 – Community-level small grant projects that conserve biodiversity and enhance ecosystem services, are funded in the selected landscape	<ul style="list-style-type: none"> <li>• Interventions funded which specifically target biodiversity conservation and enhancement of ecosystem services.</li> <li>• Changes in biodiversity indicators</li> </ul>
Output 2.2- Community level small grant projects that enhance productivity and sustainability of smallholder agro-ecosystems, are funded in the selected landscape	Land in hectares under sustainable agro-ecological management practices as a percentage of total landscape area.
Output 2.3- Community level small grant projects that innovate alternative livelihood options and improve market access, are funded in selected landscapes	<ul style="list-style-type: none"> <li>• Percentage of beneficiary population employed by new, sustainable, agricultural practices.</li> <li>• Percentage change in income</li> </ul>
Output 2.4 - Strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of the identified portfolios and lines of work	<ul style="list-style-type: none"> <li>• Number of strategic projects identified for upscaling</li> <li>• Change in land-use, biodiversity indicators</li> </ul>
Output 2.5 Enhanced engagement of potential financial partners and public sector institutions in analysis, planning, and funding	<ul style="list-style-type: none"> <li>• Amount of funds leveraged</li> <li>• Number of agreements signed with financial and public sector partners for collaborative work</li> </ul>
<b>Outcome 3</b>	
Output 3.1: Formal multi-stakeholder groups are established for each selected urban neighborhood	Number of formal agreements signed in urban neighborhoods
Output 3.2: Multi-stakeholder policy platforms on low-level urban emissions are established	Number of policy platforms on low-level urban emissions
<b>Outcome 4</b>	
Output 4.1: Community-level projects promoting low emissions are selected and granted	<ul style="list-style-type: none"> <li>• Number of projects promoting low emissions selected</li> <li>• Number of new technologies adopted by beneficiaries</li> <li>• Number of trainings on new technologies carried out</li> </ul>
Output 4.2: Successful project portfolios are analyzed, and lessons learned on limiting urban emissions and best practices are up-scaled and disseminated	Report on lessons learned on limiting urban emissions
Output 4.3: Financial partners such as the private sector, NGOs, public institutions and research institutes are leveraging funds to sustain successful technologies	Funds leveraged to up-scale low-level emissions work

### 3.1.2. Assumptions and risks

78. Assumptions and risks were identified in the ProDoc as part of the PRF (as in **Error! Reference source not found.**), but without mitigating measures. Also, this list is not the same as in the Risk matrix included in the ProDoc as an Annex. The latter includes the following five risks:

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

**Table 5: Risks and Assumptions from the PRF**

Level	Assumptions and Risks
<b>Objective</b>	<p>R: Communities focus on immediate needs/projects without broader linkages to landscape resilience</p> <p>A: Sufficient number of communities working within a landscape, with strategic projects, promoting a landscape approach, will lead to tipping point in building landscape resilience</p> <p>A: Communities will accept to experiment with unfamiliar renewable energy technologies</p>
<b>Outcome 1</b>	<p>R: Multi-stakeholder partnerships are ineffective and unable to attain broader landscape objectives</p> <p>A: stakeholders are highly motivated and interested in improving landscape management in selected sites</p>
<b>Outcome 2</b>	<p>R: Projects implemented do not bring substantial benefits to biodiversity protection, agro-ecosystem sustainability or mainstreaming of alternative, sustainable livelihoods.</p> <p>A: Community interest in protecting biological diversity, food security and livelihoods is high and if effective linkages are demonstrated with sustainable landscape management, communities will pursue resilient landscape approaches</p>
<b>Outcome 3</b>	<p>R: Project is unable to demonstrate successful low-emissions approaches to stakeholders and authorities.</p> <p>A: Optimal technologies exist and are known by stakeholders to reduce urban emissions</p>
<b>Outcome 4</b>	<p>R: Adequate financing is not obtained from stakeholders to up-scale innovative, and successful technologies for low-emission urban systems</p> <p>A: leveraging financing will catalyze the upscaling of technologies which promote low-emission urban systems</p>

79. The lists surprisingly do not include such item as the ack of buy-in for the new modality of the SGP (I.e., UCP) by the Government. Of course, COVID could not have been predicted.
80. The risks identified in the ProDoc are not represented in the UNOPS risk log. The UNOPS risk log includes the following three risks, which, in fact, should have been included in the ProDoc:
- Most of the SGP grantees are NGOs or CBOs which lack administrative and managerial capacity. This results in the delays in the submission of progress and financial reports;
  - The M&E tools for monitoring grant delivery have only limited and at time incorrect information; and
  - Some grant projects can only be implemented during a certain time in the year due weather conditions.

### 3.1.3. Lessons from other relevant projects incorporated into project design

81. SGP 6 were to use lessons learned from past community-based projects on conservation and sustainable development. Technology -wise lessons were used from the previous SGP phases. The fact that SGP has been active in Egypt for many years was a strong advantage in this sense, as important best practices were accumulated. Plus, lessons learnt from the past and current main UNDP projects funded by the GEF were also utilized. However, this is the first UCP in Egypt, and the whole notion of applying landscape strategies with the multi-sectoral policy dialogue platforms and multi stakeholder advisory groups were novelties for the SGP in Egypt.
82. Lessons learnt from previous phases in terms of the success factors were listed in the ProDoc, as follows:
- *The importance of effective partnerships with all stakeholders - private sector, local authorities, local communities, academia etc.;*
  - *The need and value of linking SGP projects to GEF Full Size Projects (FSPs), which allowed for greater community participation and contributed to awareness raising of community members on global environmental challenges, as well as increasing the visibility of the GEF FSPs;*
  - *The need to build the capacities and provide adequate institutional support to NGOs to enable them to fulfill their role in serving their local communities, assessing their needs and successfully designing, implementing and monitoring SGP-funded projects;*

- *The importance of clear measurable indicators, as well as effective follow-up and evaluation systems to measure projects results and achievements;*
- *Focusing on creating sustainable green job opportunities (small-scale projects) for young people through the projects. Multi-stakeholder consultations will identify possible livelihood opportunities and how these will meet landscape strategies;*
- *The need for continuous monitoring and evaluation through field visits to all funded projects to ensure the achievement of targeted results.;*
- *The involvement and active participation of targeted communities and beneficiaries of these projects, which has ensured sustainability of projects even after SGP grants were fully disbursed; and*
- *Empowerment of women and developing their skills has had a direct impact on improving their livelihoods.*

83. The extent to which these were addressed in the implementation will be discussed in the respective chapters. Overall, the current TE makes many recommendations on improvements related to the issues which were highlighted also in the previous phases, like the need for more attention to capacity building, the importance of partnering with a wider spectrum of stakeholders, increasing the visibility of the SGP; the need in better PRF and M&E, and in an enhanced focus on Gender Equality and Social Inclusion (GESI).

#### **3.1.4. Planned stakeholder participation**

84. COMDEKS approach is about strong stakeholder participation. The community groups, NGOs, and community members were to be involved
- at the PPG phase- in the identification of environmental and local development problems to respond to;
  - at the inception phase- to establish resilience indicators, outcomes and targets as well as ensure that they have the appropriate boundaries relevant to local communities' priorities. These were then to be used to develop specific landscape strategies and to frame and help guide individual projects to ensure that projects contribute in synergy to broader landscape outcomes identified in landscape strategies; and
  - at the implementation phase – to decide for themselves, in dialogue with and assisted by other stakeholders, the social, economic, and ecological objectives of landscape management, the projects to achieve these objectives, the indicators of success, and ultimately the lessons learned.
85. The NSC, involving some of the key stakeholder representatives, as well as independent experts, is another channel for participatory approach. Plus, some of the activities, like public awareness, capacity building, consultations were conducted by the NGOs, which is also a form of stakeholder participation. The expected roles of other stakeholders, like the Ministries and their branches, local, and regional governments, research institutions were discussed earlier, in Chapter 2.
86. To summarize, *by design*, the program was expected high level of participation from a wide range of stakeholders.

### 3.1.5. Linkages between program and other interventions within the sector

87. The ProDoc features suggested linkages between the program and the other interventions in the sector. It lists only UNDP implemented GEF FSPs (discussed in Section 3.3.4 on Efficiency under the subsection on Synergies) and even that list does not reflect all the relevant, at th time, UNDP GEF FSPs. There are no initiatives listed implemented by the development partners (e.g. USAID, European Union (EU), WB. etc.), and similarly, UN specialized agencies are also not mentioned, e.g. Food and Agriculture Organization (FAO), United Natios Environmentl Programm (UNEP), etc.

### 3.1.6. Approaches to cross -cutting issues: gender and social inclusion

88. The ProDoc indicates a GEN-2 gender marker, which implies the Program has gender equality as a significant objective. This gender rating is not supported in the Program design documentation. Only a short discussion is included on gender in the ProDoc, there was no gender analysis or action plan made during the PPG phase, gender mainstreaming was not addressed in the PRF, and gender equality was not included among the risks assessed as part of the social and environmental screening procedure (SESP).
89. The ProDoc does not spell out explicitly as in the case of gender, a strategy of engaging with youth, socially marginalized segments of the population and vulnerable, as well as ethnic minorities.

### 3.1.7. Social and Environmental Safeguards

90. There were additional six risks identified in the SESP as an Annex to the ProDoc, but without the intended mitigating measures:
1. Projects' activities are proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally PAs (e.g., nature reserve, national park). Significance rated as: Low;
  2. Projects may involve utilization of genetic resources. Significance rated as: Moderate;
  3. Projects' activities are proposed adjacent to sites, structures, or objects with historical, cultural values. Significance rated as: Low;
  4. The project will include afforestation, reforestation. Significance rated as: Low;
  5. Elements of projects could potentially provide safety risks to local communities. Significance rated as Low;
  6. The projects may use intangible forms of cultural heritage for commercial or other purposes. Significance rated as: Not rated;
91. The **rating for Program Strategy is Moderately Satisfactory (4)**

## 3.2. Program Implementation

### 3.2.1. Adaptive management

92. The CPMU demonstrated strong adaptive management, in the face of several adverse situations and challenges, with the main ones being the initial 13 months delay; COVID and slow Ministry of Social Solidarity (MOSS) review, which led to termination of 4 projects. This was supported by the NSC, and in particular the MoEnv, as well as UNDP and UNOPS.



93. Adaptive management was also demonstrated in terms of correcting certain issues that arose during the implementation, for example, when addressing the concerns raised by a few stakeholders in the context of the activities related to PAs, to ensure that these are in line with the PA strategies (see [Box 5](#)).
94. At the same time the MTR recommendations were acted upon only in part. While the NSC structure was amended (to include sectoral experts), the knowledge management (KM) strategy was developed and there is improvement planned in terms of the procedures for allocating project expenditure in OP7<sup>18</sup>:
- the PRF was not revised further;
  - the landscape strategies were not revised;
  - stakeholder engagement was not expanded to involve private sector and their unions;
  - M&E did not see a marked improvement (e.g., to include socioeconomic results); and
  - a sustainability plan was not developed.
95. The overall quality of management was adequate, including the CPMU providing an appropriate level of guidance to NGOs - based on their baseline capacities in the process of the preparation of grant proposals for the SGP. The responsiveness of the CPMU team was highlighted by all the interviewed grantees.

### 3.2.2. *Actual stakeholder participation and partnership arrangements*

96. Stakeholders were consulted at the stage of the PPG as well as before writing the landscape strategies. However, the MSLPs were not part of developing the landscape strategies, as they were formed later, after the landscape strategies were developed. These were validated by the respective governorates only in the case of the two of the MSLPs.
97. The bullet points below summarize the extent of actual participation of different stakeholder groups:
- **NGO/CBO grantees** actively engaged in discussions in WhatsApp groups, took interest when invited to participate in workshops and training; and engaged in partnerships locally. There could have been a broader outreach to a larger spectrum of the NGOs, especially in the process of the Call for Proposals (CfP): several interviewees commented that too often the same NGOs were the grantees. However, analysis shows the only 6 out of the 35 grantees had received SGP funds in OP5 and OP4;
  - **Government stakeholders:** MoEnv actively engaged in SGP. But the engagement with such ministries as MoARL, and MoWRI, MoLD, MoY, MoP, at the central level could have been stronger (see Section **Error! Reference source not found.**). The extent of the engagement by the governorates and local governments varied. For example, the local irrigation unit is Luxor was very supportive, e.g., supporting the grantees with technical designs of the canal linings for free, while other local authorities like the local electricity unit and Ministry of Endowments were very bureaucratic in providing permissions for the permission of installing solar panels on the mosques;

<sup>18</sup>(Procedures for allocating project management costs and other project expenditures to enable evaluation of spending according to the indicative budget in the Project Document and annual work plans. MTR also recommended that the template Grant Agreement is amended so as to better articulate the need for assurance for asset transfer from grantee NGOs to the partner CBOs, but this is a matter of SGP Global and its legal team



- **Academic and research institutions**, were part of several grant projects and also supported some, e.g., in the case of the Desert Research Center. The engagement could have been larger however, in particular with the Agricultural Research Center and scientific research centers;
  - **Development partners**: SGP could be more active in reaching out to development partners;
  - **Private sector** was engaged only marginally in couple of projects and as a service provider (for example in the case of the bikes' project – to manage the application and track the bikes). For example, arguably, e-waste recycling and non-plastic bags need private sector to act as buyer of the collected/produced products to be able to sustain their model after the project ends. The engagement with the private sector could have been on a more systematic basis; and
  - **Direct beneficiaries** actively engaged in implementation of the community-level SGP projects and contributed with in-kind and cash contributions;
98. Through the NSC members, the SGP 6 has a network that has enabled it to engage in partnerships with larger spectrum of local NGOs, CSOs, academia and government agencies to advance landscape strategies with their communities.
99. Through SGP Global SGP in Egypt, and its partnership with MAVA Foundation, SGP Egypt participated in policy dialogue platforms on biodiversity. Those dialogues were intended to scale up successful approaches and experiences of community-based projects through influencing relevant national and regional policies and institutions (see [Box 8](#)).
100. In summary, the SGP 6 have made satisfactory efforts to reach out to a wide range of stakeholders, but there is room for improvement in both the scope of those reached out to and what level of participation materialized.

### 3.2.3. Project finance and co-finance

#### 3.2.3.1. Finance

Actual financing of SGP 6 and GEF fund disbursements are provided in

101. At the same time, the inability to exactly mirror expenditure in ATLAS as it is recorded in OneUNOPS, have resulted in discrepancies in the figures, to be resolved at the project close: this situation is not unique to SGP 6 in Egypt and based on the information available, UNOPS and UNDP at the level of Headquarters are working on resolving the issue.
102. [Table 6](#). Due to the delays in approving grant projects and then delays in implementation, the revisions of the original budget took place. Plus, the original budget had significantly underestimated the amount for the rent of premises and did not have a budget line for the website. It can be observed that the total costs allocated for Personnel under PM ends up being much less than the ProDoc budgeted amount: expenditure will be USD 94,469; while the budgeted amount was USD 135,933. This resulted from the desire to ensure that a proper budget was available for Premises. In 2020 there was a reversal of Personnel costs and no costs were budgeted for 2021. The revised amount for rent for 2022 was reduced to be allocated for other activities in other components. The majority of the 2022 rent will come from the OP7 project instead.
103. The Program has demonstrated that appropriate financial controls are in place, notably through:

- Project Budget Balance Report (both as generated by ATLAS and oneUNOPS) which shows the expenditure and commitments in the current year up to date, allowing UNDP to monitor and adaptively manage SGP 6 budgets;
- manual monitoring of Project expenditures against budget lines to attain an in-depth understanding of the financial progress and the pending commitments; and
- the involvement of UNOPS New York to whom detailed information is provided if there are any deviations before releasing the ASL (authorized spending limit) for that particular year.

104. At the same time, the inability to exactly mirror expenditure in ATLAS as it is recorded in OneUNOPS, have resulted in discrepancies in the figures, to be resolved at the project close: this situation is not unique to SGP 6 in Egypt and based on the information available, UNOPS and UNDP at the level of Headquarters are working on resolving the issue.

*Table 6 Budget and expenditure*

Component/Outcome	Years						Total
	2017	2018	2019	2020	2021	2022	
Component 1							
Outcome 1 Project expenditures (USD)	448	72,415	72,241	36,555			209,219
					25,139	2,420	
Outcome 1 budget	59,500	47,000	47,000	47,000			200,500
Outcome 2 Project expenditures (USD)	2,535	25,724	196,182	300,157			1,044,963
					382,457	137,909	
Outcome 2 budget	175,661	309,500	369,500	278,729			1,133,390
Component 2							
Outcome 3 Project expenditures (USD)	827	144,736	213,468	-16,686			399,027
					49,452	5,815	
Outcome 3 budget	205,000	55,000	55,000	55,000			370,000
Outcome 4 Project expenditures (USD)	2,246	11,694	220,177	409,800			1,096,564
					399,273	53,347	
Outcome 4 budget	225,739	231,740	269,739	276,740			1,003,958
Project Management							
Project Management expenditures	303	503	101,179	-61,767			94,469
					37,592	16,660	
Project Management Budget	31,348	35,348	31,348	37,349			135,393
Total expenditure	6,359	255,072	803,246	668,058			2,843,241
					893,913	216,178	
Total budgeted	697,248	678,588	772,587	694,818			2,843,241

105. Also, the external audit conducted by UNOPS, made several recommendations for improvement. Among the seven recommendations arising from this audit, four are closed to date. For two recommendations a management response has been submitted and are under review. They are expected to be closed as soon as possible, within 18 months of the report date. One remaining recommendation had management responses submitted and further supporting documents were asked once the seventh phase of the GEF SGP will be running in order to close them. The recommendations were related to:

- ensuring timely first payment to the grantees (upon signature of this Agreement by both parties);
- ensuring that all new grants are entered in SGP Intranet Database in a timely fashion, and MOAs and Grant Approval List and NSC Meeting Minutes uploaded along each grants entry;
- ensuring that the NHI deliverables are formally certified and approved by UNOPS prior to the payment being authorised, with the certification including a comparison of the total amount reported with the total amount advanced, to confirm the balance remaining unspent by the NHI, and the subsequent payments adjusted;
- ensuring that all the NSC members have appointment letters signed along with certification on the absence of conflict of interests; and
- ensuring updated assets inventory.

106. Many interviewees commented that it is an expensive country compared to many others that SGP works in, while SGP has to comply with the GEF recommended ratio of sixty-five percent (65%) of the funding going to the grants.

### 3.2.3.2. Co-finance

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

108. As of midterm materialized co-financing totalled US\$ 3,281,262, which is 65% of the expected amount by project closure.

- USD 1,000,000 of the pledged USD 1,500,000 has materialized through the UNDP/Egyptian-Italian Cooperative Programme, which is focused on nature conservation. Cofinancing activities have been implemented in the Fayoum landscape to support the local communities and to establish an NGO that will be able to continue serving those communities. Moreover, the funds have contributed towards the strengthening the capacities of CSO members and staff; and
- Cofinancing from the Action Against Hunger programme totalled USD 1,485,688, exceeding the amount pledged at project entry by nearly USD 1 million. This programme operated in Egypt from 2015 through 2018 in the Luxor Governorate and Greater Cairo, with interventions on water, sanitation and hygiene, mental health and childcare practices, and food security and resources of existence. The programme was clearly successful in strengthening the capacities of local CSOs in the Luxor Governorate, as evidenced by the large number of proposals submitted by CSOs in this landscape during the first call

109. Cofinancing from the Industrial Council for Technology and Innovation did not materialize due to the planned FSP not materializing.

110. In the MTR report, the cofinancing contributions from the grantee organizations are reported at USD

795,574, which are the pledged cofinancing from the local CSOs awarded grants in the first call.

111. As the time of the TE, 16 out of those projects have only submitted one progress report, as they were extended and are supposed to submit their final reports with the remaining co-finance figures in March 2022. However, the planned co-financing has been achieved in the part of the grantees. Meanwhile the total co-financing was below the target (see [Table 7](#))

**Table 7: Co-Financing for Egypt SGP 6 Project (as of January 2022)**

Co-financing (type/source)	UNDP own financing		Grantees Organizations		Government		Partners		Total	
	(Million USD)		(Million USD)		(Million USD)		(Million USD)		(Million USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.002	0.002	0.787	0.566	0.062	0	0.497	1.486	1.348	2.054
In-kind support			0.449	0.198					0.449	0.198
<b>Totals</b>	<b>0.002</b>	<b>0.002</b>	<b>1.236</b>	<b>0.764</b>	<b>0.062</b>	<b>0</b>	<b>0.497</b>	<b>1.486</b>	<b>1.797</b>	<b>2.252</b>

**Table 8: Confirmed Sources of Co-financing**

Note	Sources of Cofinancing <sup>1</sup>	Name of Cofinancer	Type of Cofinancing <sup>2</sup>	Amount Confirmed at CEO EndorsementUSD	Actual Amount Contributed at the Stage of TE USD
4	GEF Agency	UNDP/Egyptian-Italian Cooperative Programme	Grant	\$1,500,000	\$1,500,000
5	Recipient Government	Industrial Council for Technology and Innovation underthe Egyptian Ministry of Trade and Industry	Grant	\$62,000	\$0
6	CSO	Action Against Hunger	Grant	\$496,613	\$1,485,688
7	CSO	Grantee Organizations	Cash	\$786,926.72	\$566,361.31
			In-kind	\$449,228.50	\$198,433.16
	Total			\$4,073,461	\$3,750,482.47

### 3.2.4. M&E: design at entry, implementation and M&E overall assessment

112. The M&E design for SGP 6 Egypt is provided in the CEO Endorsement Document. The design is fairly generic and similar to other M&E designs from other GEF Programs. In some cases, there is a specific language on the frequency of the site visits (e.g., Annual site visits), or a similar decision is taken by the NSC. No such commitment can be found for the program. 17 projects were visited by the SGP CPMU.

113. The CPMU has been reliant on reporting from grantees on such indicators as “Km of irrigation lines”, “hectares of land that have been, mitigated from land degradation”, amongst other targets. While

this involves many of the grantees reporting areas of influence under SGP 6 grants, the CPMU is not sufficiently staffed to provide oversight on the reporting of progress of these targets. But in any case, the fact is that, even if interpreted as “areas of influence” the reported figures in the PRF are equal to the targets in several cases, which is clearly not a prudent approach.

114. The M&E plan was prepared using the standard UNDP-GEF template. The estimated cost for implementation of the M&E plan, as recorded in the ProDoc, is USD 83,000, which is approximately 3 percent of the GEF grant, and is broken down in two parts: USD 58,000 covers the standard and mandatory GEF M&E requirements and an additional USD 25,000 for M&E activities associated with implementation of the individual grants. The expected amount will be USD 60681, i.e., less than 1 percent of the GEF grant; both planned and the expected M&E budgets are relatively low; for example, the GEF-7 ProDoc template calls for the total M&E budget to be 5-7 percent of the total GEF grant. The M&E plan and requirements were presented at the project inception workshop, and remained unchanged. The Program results framework was not reviewed or adjusted during the inception workshop.
115. The expected Program results have not been focused on during the NSC meetings held to date (see Section **Error! Reference source not found.**). The NSC meetings are primarily focused on approval of grant proposals by local CSOs. Transitioning the mindset of the NSC towards a full-sized GEF project is a work in progress and will take time to adjust from what has been the focus and role of the NSC prior to being upgraded (MTR).
116. The landscape strategies have matrices on impact indicators and separate sections on the M&E. The impact indicators are generally in line with the project results framework; however, there are no targets indicated, and it is difficult to see how the indicator matrix in the landscape strategy is linked to the overall project results matrix. The M&E section in the landscape strategy outlines the roles of the grantee CSOs in carrying out participatory M&E, field visits by the Country Program Manager and other stakeholders and reporting progress and evaluation of lessons learned. This was not followed up. Clearly COVID has impacted these plans, but alternative solutions could have been considered.
117. The M&E plan also indicates that a local consultant will be recruited to support the project in M&E and auditing of grantee projects. This local consultant had not been recruited, in part because of the issues with the original budget.
118. The CPMU as well as the grantees have not conducted neither robust needs assessments nor results assessments, e.g., in terms of improvements in livelihoods, etc. The issues with the original budget were part of the reasons, but this is more about the approach
119. The global SGP database (<https://sgp.undp.org/projects-154.html>) as a tool to report the monitored progress of SGP projects, is updated regularly and is useful for customized progress reports for SGP 6 grant projects in Egypt.
120. The following GEF-6 tracking tools were filled in at the project baseline, when the Project Document was submitted for approval: Biodiversity, Objective 4, Program 9; Climate Change Mitigation, Land Degradation Focal Area - Portfolio Monitoring and Tracking Tool (PMAT). The baseline tracking tool assessments were completed in November-December 2016 and submitted as an annex to the Project Document. There is no indication in the inception report that the baseline assessments were reviewed or validated at the inception workshop.

121. At the MTR, the UNDP/SGP UCP Global Coordinator had indicated that the program does not need to make midterm and final assessments of the GEF-6 tracking tools, but rather needs to use the GEF-7 core indicator worksheet. The midterm assessment is included in the MTR report. An updated version was made available to the TE team and is reflected in the “Results” analysis.
122. In conclusion, the M&E systems of SGP 6 are only **moderately satisfactory** in consideration of the quality of the PIRs, the local consultant’s field visit to 7 grant project sites, the verification of field conditions against information from PIRs and grant project stakeholders, the M&E improvements in reporting progress, and also the faced constraints especially COVID and available time. Innovative methods of M&E could be used more, like using third party monitoring. The ratings are: *presented in Table 9*

**Table 9: M&E ratings**

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	4 (Moderately Satisfactory)
M&E Plan Implementation	4 (Moderately Satisfactory)
Overall Quality of M&E	4 (Moderately Satisfactory)

### **3.2.5. UNDP implementation/oversight and Implementing Partner execution (UNOPS), overall project implementation/execution, coordination, and operational issues**

123. **UNDP CO** has performed well in providing management and operational support to the SGP Country Programme. To this end, the UNDP Resident Representative (RR) assigned its Deputy Resident Representative, and the Lead of the Energy and Environment Unit to serve as the SGP focal points, having a seat on the NSC, along with the Lead of Biodiversity unit: this has resulted in the UNDP CO having face-to-face meetings with the the MoEnv, as well as other NSC members.
124. UNDP has been very effective in supporting synergies especially in relation to energy and environment portfolio. In addition, SGP Egypt has facilitated and arranged for several field visits for the UNDP Egypt Accelerator Lab Team to Sidi Salem, Kafr El Sheikh Governorate, within the SGP project “Cultivating Alternative Crops that bare High Salination of Soil and Water”; and synergies are possible here too.
125. There could have been more synergies perhaps in the biodiversity portfolio. Interviews indicated that the level of awareness of the SGP portfolio is not even among the project managers. Hence, there could be procedures set up to ensure updates flowing in both directions, especially with the projects with which there are overlapping thematic topics.
126. Operational support from the UNDP CO has been effective and includes the RR signing project grant agreements (on behalf of UNOPS), appointment letters of NSC members, as well as participation in field visits and grant evaluations for the Project. Moreover, the UNDP CO appears to take a proactive role in future planning and strategy of the SGP with discussions being encouraged between the CPMU and the MoEnv to launch efforts for an SGP 7 using GEF funds.

127. The UNDP UCP Global Coordinator for the SGPs as well as the NCE-RTA have been providing SGP 6 oversight that includes technical and managerial support to the CPMU and UNDP CO (with one visit).
128. The **UNOPS** has been providing the SGP 6 execution services including administrative, financial, legal, operational, procurement and project management for the SGP in compliance with the UNOPS SGP SOPs.
129. Something that could be considered for the future is for UNDP SGP NY and UNOPS providing more (and more comprehensive) briefings on the UCP modality and rationale to the governments, especially key partners. This role was left predominantly to the CO in this case and proved to be not sufficient to ensure that there is no such lengthy process by the government in agreeing to the details.
130. As mentioned, the MoEnv supported the SGP 6, being represented at the NSC, etc. The support did not go into tangible efforts and results in the form of pursuing joint initiatives with the GEF funded projects implemented by other agencies and other programs for which the MoEnv is the key partner. Also, the MoEnv could be more open, supportive and proactive in terms of the SGP links with other ministries, including the Ministry of Agriculture and Land Reclamation of Egypt (MoALR) and MoWRI.
131. The NSC has fourteen members (see [Table 10](#)), but not all are actively participating in their respective roles (at least 3 are not). There should be a process for addressing this. As for the composition there are three members representing MoEnv, but none representing the very relevant ministry - MoALR. There could also be representation from one of the associations of the private businesses.
132. There have been 8 formal meetings of the NSC: 29th of May, 2018; 9 December 2018; July 2, 2019; 27 March 2019; 22 January, 2020; 9 October 2020; 29 July 2020; 1st of September, 2020, and December 27, 2021. So, there was only one meeting in 2021. COVID has certainly affected this, but online meetings could have been arranged. There has been communication with individual members in 2021, especially the sectoral experts (in connection to specific grants), and the Chair, but this indeed cannot substitute formal meetings.

**Table 10: NSC composition**

	Position within NSC, if relevant	Appointment month/year	Appointment end date (month/year)	Organization
1	Chair	May-18	Apr-22	Ein Sham University
2	GEF official focal point (OFP) Representative	May-18	Apr-22	GEF Unit
3	Gender Focal Point	May-18	Apr-22	Ministry of Environment
4		May-18	Apr-22	Egyptian Association for Pest Control and Environmental Protection
5		Sep-19	Apr-22	Al Ramis Society for Local Community Development of Barrani
6		Sep-19	Apr-22	Tanta University
7		May-18	Apr-22	UNDP CO
8		May-18	Apr-22	(UNDP CO
9		Sep-19	Apr-22	UNIDO
10		Feb-21	Dec-21	UNHABITAT
11	GEF Political Focal Point	Sep-19	Apr-21	Ministry of Foreign Affairs
12		Sep-19	Dec-21	Asdeqaa El Kheir Association
13		Sep-19	Apr-22	Ministry of Local Development



	Position within NSC, if relevant	Appointment month/year	Appointment end date (month/year)	Organization
14	IP focal point	Jul-13		Royal Society for the Conservation of Nature

Source: CPMU

133. The Ratings for UNDP Implementation/Oversight and Implementing Partner Execution **as satisfactory (5)**. The ratings are: *presented in [Table 11](#)*

**Table 11: Ratings for UNDP Implementation/Oversight & Implementing Partner Execution**

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	5 (Satisfactory)
Quality of Implementing Partner Execution	5 (Satisfactory)
Overall quality of Implementation/Oversight and Execution	5 (Satisfactory)

### 3.2.10. Risk Management

134. With regard to risk management, the critical risk was related to delays in the implementation of the community-based initiatives due to the necessary clearances that the NGOs need to obtain from the MOSS in order to start using donor funds. This risk was being addressed through a collaborative approach between the project management team, the SGP NSC, UNDP and the government, with the Minister's Advisor currently participating in the NSC as one of the NSC members. Four (4) grants were terminated due to such delays. This risk is expected to be mitigated thanks to a recently approved Law speeding up the process of obtaining clearances for such initiatives
135. Government restriction measures to respond to COVID affected SGP ongoing projects and led to delays in their activities, especially those related to awareness and capacity building, that are part of each project. The Program has adapted well providing technical support, and continuous communication during this time of COVID challenges, with the CPMU in continuous contact with grantees to adjust their projects' action plans taking into consideration delays in implementation, and also to minimize or replace physical awareness raising and capacity building activities with online sessions and trainings, using online tools (e.g. Zoom) and other electronic digital programs, and maximizing the use of grantee websites and social media pages to reach out to their targeted local communities. This has its limits however, given the internet situation.
136. Lengthy processing in obtaining clearances from sectoral ministries and other similar government bodies in the context of a number of projects is also a risk; the Ministry of Education is one such example. CPMU and grantees could mitigate this risk by starting the process of obtaining clearances earlier.
137. The initial delay of 13 months (as well as COVID and the seasonality factor in some cases) have meant that some projects, especially the ones approved under the second call, have very limited time, sometimes 4 months for implementation. This poses a risk of rushing planned activities and cutting corners, sometimes replacing the planned "soft" activities by others (often hard infrastructure related), thus affecting the relevance of such projects.
138. As mentioned, and would be discussed later, two of the planned MSLPs are not operational. The relatively small number of projects there in the face of large number of local government units is one such factor. This was not assessed as a risk factor at the start and as part of design. However, there is no evidence that the CPMU has actively and intensively pursued operationalization of these supposed MSLPs.
139. The inability of NGOs to acquire loans is a risk factor in terms of sustainability. SGP6 has tried to establish a link with MSMEDA for the biogas projects, but it was not successful due to the

documentation required, which NGOs find difficult to provide. To tackle this risk, the program has closely followed-up with both MSMEDA and the Bioenergy Foundation. Arguably, this negotiations with MSMEDA started late in the process, and perhaps more time, if frontloaded, might have resulted in a different outcome. The initial idea by the respective projects was to initiate a revolving fund, and this is what was done in the end.

140.

141. **Figure 5** features a snapshot from the Risk Log in Atlas from the end of 12/2021. As it could be seen it was updated in 2020 to reflect the COVID risks and the inability to obtain loans from MSMEDA.

**Figure 5: Risk Log in Atlas, December 2021**

<b>Award ID:</b>	00098847	GEF - Small Grants Programme (SGP) - FSP	<b>Institution:</b>	01060	UNDP Office for Project Serv	<b>Institution Type:</b>	
<b>Award PI:</b>	445312	BAYOUMI, Mohamed NABIL	<b>Sponsor:</b>	10003	Global Environment Fund Trustee		
Find   View All   1-14 of 14   Last							
class="PABOLDTEXT"	Risk Type	Date Identified	Risk Description	Risk Management	Critical		
	OPERATIONAL	08/07/2018	Results do not accrue at the landscape level	View Details	<input type="checkbox"/>		
		08/07/2018	The clearances governmental system and approvals that should be given to NGOs to start using the SGP funds could delay the implementation of the community-based initiatives.	View Details	<input type="checkbox"/>		
	STRATEGIC	22/08/2020	Inability of NGOs to acquire loans from MESMEDA may lead to cancellation of all biogas projects which is a traditional area of SGP strength	View Details	<input type="checkbox"/>		
	OPERATIONAL	08/07/2018	Stakeholders are not engaged and do not have ownership over project activities	View Details	<input type="checkbox"/>		
		08/07/2018	Frequent change in concerned government officials during project duration can affect project outputs	View Details	<input type="checkbox"/>		
	ENVIRONMENTAL	22/08/2020	Delayed implementation due COVID-19 pandemic crisis and safety concerns related to field work activities	View Details	<input type="checkbox"/>		
	STRATEGIC	08/07/2018	Investments in community organizations, and the results they achieve, are not sustainable beyond project duration	View Details	<input type="checkbox"/>		
	OPERATIONAL	08/07/2018	There is the risk that piloted technologies are not adopted or endorsed by community organizations	View Details	<input type="checkbox"/>		
	SECURITY		No Record				
	REGULATORY		No Record				

### 3.3. Program Results and Impacts

142. This section provides an overview of the overall Program results and assessment of the relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact of the SGP 6. In addition, evaluation ratings for overall results, effectiveness, efficiency and sustainability are also provided against the PRF<sup>19</sup>.

#### 3.3.1. Progress towards objective and expected outcomes

143. For **Table 13** the “status of target achieved” is color-coded according to the scheme in **Box 3**.

**Box 3 Colour-coding guide for the rating the “status of target achieved”**

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure
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<sup>19</sup> Evaluation ratings are on a scale of 1 to 6.

The Subsections below discuss the achievements for the 4 Outcomes under 2 components and the objective (rated\*)

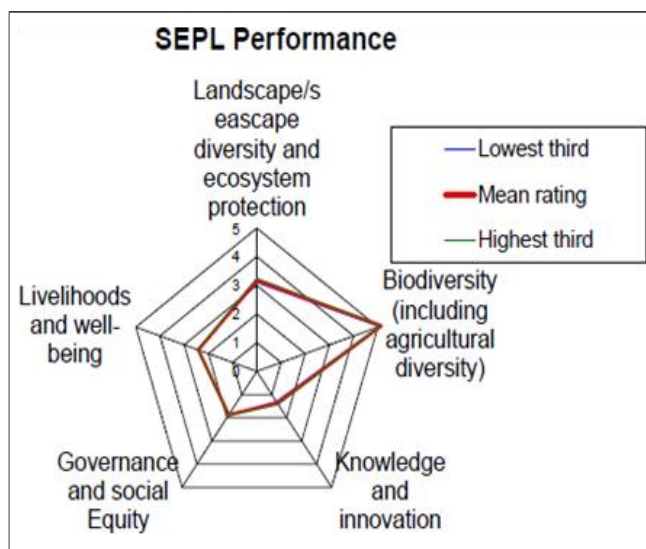
### 3.3.1.1. Component 1: Resilient rural landscapes for sustainable development and global environmental protection

a). **Outcome 1.1:** Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits.

144. For the indicator 1.1.1. *“Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the three rural landscapes*, the CPMU reports that. the EOP target *“At least four multi-stakeholder landscape / governance platforms in place and functioning. with 30% women representation”* is achieved. The interviews indicated however that two of the platforms have been formed only formally and there was only one online consultation and that was related to OP7 (July 2020). The other two platforms (in Upper Egypt and Fayoum are active (see [Box 4](#)) and have met more than once -in April and May 2021. There is 32% women representation overall from total number of 117. Platform members represent relevant ministries and local authorities, academia, national agencies, NGOs, and media. Those consultations were organized in preparation of the OP7 ProDoc. However, given that two of the platforms are not operational, implies that this target is not achieved

145. For the indicator 1.1.2. *“Number of participatory landscape strategies and management plans for the three targeted rural landscapes”*, the CPMU reports that the EOP target of *“Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes and typology of community based activities linked to those outcomes validated by governorate administrations”* is achieved, including claiming that these were validated by governorate administrations via the Multi-stakeholder Platforms, which includes representatives of concerned local governmental authorities and governorate administrations. Initially there was just one strategy, but as per the MTR recommendation, the *Landscape Strategy for Building Social, Economic, and Ecological Resilience*, was broken down into 4 strategies (one for each landscape) in August 2020. The confusion between 4 vs 5 strategies is connected with the lack of communication with the consultant during the development of the ProDoc as a result of which the consultant has assumed that there will be a separate urban Fayoum strategy- as communicated by the SGP team for this TE. This was not picked up by the MTR also.

Figure 6 SEPLS analysis summary for the Upper Egypt



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

146. There are several issues with these strategies: they were developed in a rush, (to catch up with the implementation, given the initial 13 months delay) by a hired consultant with communities providing insights during 4 meetings (one each in the landscapes during 28 June through 26 July 2018) without further discussions of the drafts; they were in English and were not translated, and as the interviews for this TE indicated, many either did not see this or have seen but have not/could not read. These strategies are not linked with the governorates' plans and do not include sufficient analysis of existing initiatives. They were not actively used.
147. The landscape strategies include an analysis using the SELPS indicators.<sup>203</sup> The SEPLS analysis summary that was made for the Upper Egypt landscape is copied in [Figure 6](#). As mentioned in the MTR, The SEPLS process is not described in detail in the landscape strategy document, e.g., the definition of the 1-5 scoring: it is unclear whether a score of 5 indicates that a particular issue was of high concern among the surveyed stakeholders. It would also be advisable to review the results of these assessments; for instance, the livelihoods and well-being aspect scored relatively low in each of the four landscapes. If vulnerable groups are among the main stakeholders targeted, then this aspect would be expected to score higher. The SEPLS process does not seem to be fully integrated into the landscape strategies. For instance, there is no mention of the results of the SEPLS baseline assessment in the discussion of the criteria for project selection. The TE agrees with the MTR observation, that in hindsight, it would have been prudent to make the SEPLS baseline assessments during the PPG phase and integrate the results into the Program theory of change and the Program strategy, including the results framework.
148. The landscape strategy document includes a set of impact indicators for each landscape. Many of the indicators are similar or the same to the indicators in the project results framework, but there are no targets established, making it difficult to ascertain how the Program envisages achieving the intended project outcomes. The indicator itself is vague, as "validation" (which was added during the MTR) is not defined (one can imagine that full validation would have been formal acknowledgements as part of procedures by the governorates administrations. These strategies clearly were not "validated" by the Cairo and Delta platforms. Given the above, this evaluation considers that this target is not fully achieved.
149. For the indicator 1.1.3. *"Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations"*, the CPMU reports that the EOP target *"At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks. including at least one focusing on the role of women"* was on track. 15 projects and portfolio experiences (2 case studies, (100% of the EOP target) were systematized and disseminated to policy platform participants and community organizations: (1) Promoting the use of LED energy-saving bulbs in Fayoum; and (2) *The case study on "Sustainable Transport & Bike Sharing"*. They highlighted the main pillars of success and challenges. The latter one also highlighted the history of sustainable transport projects since 1998, along with the challenges facing those projects. An additional case study is planned to be prepared in January 2022, on the role of women, as per the MTR recommendations. Grant projects will be developing case studies on lessons learned towards the end of the project, thereby expecting to reach the end of project target level. This target is on track.

<sup>20</sup> The project document references the following source: UNU-IAS, Bioversity International, IGES and UNDP. 2014. Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes (SEPLS).

150. ***The TE rating for Outcome 1 is moderately satisfactory***

***Box 4: Platforms: determinants of success***

**Promising start in Fayoum and Upper Egypt** The main purpose of the local platforms as shared by grantees and local representatives of different governmental stakeholders from Fayoum and Upper Egypt is to build synergies between grantees work and governmental plans and provide needed support to grantees through checking progress and challenges with the aim to find solutions; ensure that the members forge partnerships (including among the grantees) and operate transparently and in coordination; exchange lessons learnt. The platforms were formed after the grantees received their grants from the entities that have a relevant scope of work. Different authorities were represented in the platforms like the Ministry of social solidarity, Ministry of environment, Ministry of agriculture, National council of women and local directorates. As the evaluation team met with both Upper Egypt and Fayoum platforms, one of the common factors than can explain the activeness of those two platforms is the personal enthusiasm of representatives in the platform

- ✓ The meeting in Fayoum took place under the auspices of the Governor with the Governor Deputy heading the meeting. 39 members participated in this meeting (44% women)
- ✓ The meeting in the Upper Egypt was followed by a field visit to 3 projects. 24 members participated in the meeting in Qena (33% women).

The common scope of work of different grantees and grants operating at the same time enabled them to have common local authorities points of contact and made the meetings more interactive. Both platforms managed to hold number of meetings (physical and online) so the grantees can show their progress and communicate any challenges. The platforms succeeded in coordinating work between grantees and other national social programs (e.g., Takaful and Karama), coordinating work between grantees sharing the same targeted areas, providing technical support (in case of agriculture projects) and ease permissions whenever possible. They also responded to the feedback on existing issues to improve the implementation of projects.

- ✓ Example: Based on the Multi-stakeholder Platform meeting organized in Fayoum early June 2021, as well as coordination meetings with PA Management representatives and the Assistant of the Minister of Environment for Eco-Tourism and taking into consideration that all projects will end by December 2021, it was agreed that grantees would update remaining activities and their action plan. Such activities will indeed be adjusted to be fully aligned with the evolving PAs' priorities and contribute to the current plans of the Ministry of Environment and the Governorate to enhance eco-tourism activities in Fayoum PAs by developing all the facilities needed to attract large numbers of visitors / tourists, especially youths, to visit those PAs and learn more about the distinguished biodiversity in the area

Multi-stakeholder Platform members have participated in the knowledge management - part of the NHI organized training (see xxx). Although the platforms were described as effective by grantee and local authorities' representatives, no clear sustainability mechanism is in place to ensure the platform role and results continuation after the project ends.

**Non- Operational in Greater Cairo and Delta** there was not much willingness to meet for discussions among the governorate representatives: the limited number of projects while at the same time large number of local government units that the SGP grant projects fall under seem to be the primary reason for that (both landscapes) and the heterogeneity of the governorates in Delta

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

151. For the indicator 1.2.1. ***“Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes”***, the CPMU reports that the EOP target of ***“Prioritized list of projects aligned with landscape outcomes in each landscape”*** was achieved, since the *Landscape Strategy for Building Social, Economic, and Ecological Resilience for all target landscapes* was approved by NSC members in December 2018. As per the MTR recommendations, the landscape strategy was broken down into 4 separate strategies, with each including a list of prioritized projects aligned with each of their landscape outcomes, but as discussed earlier, they were not validated by the platforms in Delta and



Cairo since these platforms are not operational. Given the above, this evaluation considers that this target is not fully achieved

152. For the indicator 1.2.2. “*The Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target landscapes*”, the EOP target of “*At least 30 community-based projects implemented by CBOs and NGOs in the targeted rural landscapes with 30% women participation*” is reported by the CPMU to have been achieved. Based on three calls for proposals (two for grantee projects and one for strategic projects) to which 236 proposals were received (226 for grantee projects, 10 for strategic projects), 37 community-based projects have been approved by NSC members (35 small grants projects and 3 Strategic projects) in OP6 (exceeding the EOP target) with 39% women participation in rural areas, 41% in urban areas. 4 were terminated, including<sup>21</sup>.

- **Cultural and Social Development Association in Qena:** The project was selected within the SGP initiative to partner with the Bioenergy Foundation and the Egyptian Micro, Small and Medium Enterprises Development Agency (**MSMEDA**). The grantee faced many problems in finishing all the procedures and clearances to obtain a loan from MSMEDA to increase the number of biogas units to be installed by the project. Because of this the grantee decided to send an apology for not being able to continue in the implementation.
- **Takamol Foundation for Sustainable Development:** Grantee has faced significant delay in obtaining the governmental clearances needed to use the funds, despite the follow up efforts done by the SGP Team and UNDP CO Team as well. As a result, the NGO Board decided to send an apology letter, as the project included several integrated activities, and due to this delay, they failed to keep the commitment of the local targeted community in Fayoum, as well as their partners

153. 18 projects are implemented in rural target landscapes and 17 are implemented in urban landscapes. This TE concurs that the target is achieved.

154. For the indicator 1.2.3. “*Increased area under management for biodiversity conservation and sustainable use*”, The CPMU reports that the EOP target of “*Local communities in target landscapes participating in the collaborative management of approximately 11,000 ha of PAs*” was surpassed reporting more than 32,100 ha of PAs (342% of the EOP target).

- **four projects** (see [Table 15](#)) contribute by implementing activities in 4 PAs in Fayoum and Greater Cairo landscapes, namely Qaroun, Rayan, Wadi Degla, Petrified Forest PAs. They are implemented in coordination with the Nature conservation sector and the Egyptian Italian Environmental Cooperation Project (EIECP III). This includes, *inter alia*, SWM system in 20 sites in Fayoum PAs (separation from the source), a clean-up campaign organized in Rayan PA, in September 2020 within the Clean Up the World Campaign and another clean-up campaign organized in Wadi Degla PA with more than 300 youths and scouts participating in the campaign; .a website created focusing on Fayoum PAs ([www.fayoumparks.com](http://www.fayoumparks.com)), to attract and inform PAs’ visitors; and another website created on the Petrified Forest PA

<sup>21</sup> Terminated projects include also (a) Egyptian NGO Support Center: Grantee faced internal administrative problems and the NGO board decided to dissolve the NGO. So, the NGO is not legally active anymore; and (b) Tawasol for Developing Estable Antar: Grantee also obtained the governmental clearances very late, and their main project component was to use LED saving bulbs in the community school building. Since they needed to fully equip the building to start the academic year on time, they had to explore other private funding. The SGP Team has suggested they use the funds to light surrounding streets to serve their surrounding community, but this was not of interest.



(<https://www.petrifiedforestegypt.org/>), together with 4000 brochures, with training for 16 rangers and local community members (44 men and 2 women); a website linked to e-library about Wadi El Rayan PA, focusing on Wadi El Hitan area (<https://wadielhitan.org/home-4>). In Fayoum PAs, after discussion at the MSLP meeting and guidance from the EIECP III, the activities were fine-tuned to include establishing eco-friendly shading areas for visitors; Placing demonstration signs/information boards in many places to raise the awareness of visitors on different species; Planting palm trees to form an oasis in the PA; Developing the visitors' center; Provision of alternatives for single-use plastic products to announce Fayoum PAs "Free of Single-Use Plastics"; re-organizing marketing activities of Fayoum traditional handicrafts in special booths; and a visit in January 2021, for 100 participants, including 50 Egyptian students studying abroad in collaboration with the Ministry of Migration. All of the above made (and were meant to) more in line with the PA's strategies.

- **The other two projects in the field of biodiversity** (by Tourism Development Association in Dahshour and EGYCOM) trained 60 women in traditional handicrafts and environmentally sustainable products from agricultural waste– in Badrshin in Greater Cairo and in Upper Egypt- with online training in marketing. According to SGP reports, these 2 projects (one in Cairo and one in Upper Egypt) raised the awareness of 1,800 women on agricultural waste management, palm trees waste and recycling.

155. The TE concurs that the target will be achieved. It should be noted, however, that the two biodiversity focal area projects are focused on eco- tourism, something that is not highlighted in the landscape strategy.

156. For the indicator 1.2.4. *"Increased area under reforestation or farmer managed natural regeneration"*, SGP reports that the EOP target of *"11,000 ha of degraded land identified in the landscape strategies, rehabilitation intervention demonstrated and upscaling plan included into the landscape strategies"* was achieved, with the report of around 11000 ha. SGP team reports that 9 Projects contribute to this, reaching more than 5,000 farmers overall, who are being better informed and have strengthened capacities for sustainable management of their agricultural lands in Upper Egypt, Delta and Fayoum Landscapes; the list of contributing projects is however 8, given that one of them was terminated (as in the bullet points below). Upon request from the evaluation team, SGP explained that the exact correspondence with the target stems from the assessment that the impact of the project will cover the entire territory and that this was agreed with the NCE-RTA. The TE has no way to corroborate this. The contributing projects include:

- **Four (4) projects in the Upper Egypt landscape are focusing on lining of irrigation canals** in Upper Egypt landscape helping to conserve more than 31,250 cubic meters of irrigation water monthly, as reported. These are the 4 out of 5 projects funded under LD (See [Table 15](#)).
  - ✓ Two of those four projects have been completed, with, according to SGP reports: 8,150 meters of irrigation canals in 11 villages in Qena governorates lined, serving around 260 hectares directly, and benefitting 1,750 farmers and their families; conservation of 31,000 cubic meters of irrigation water monthly, which are used to irrigate additional 1,400 hectares; recultivation of around 6 hectares of degraded lands' 150 local officials trained in a 10-day training in February 2021, was conducted targeted 150 local officials and water associations representatives trained; 260 rural

women and 350 farmers reached via in-person awareness raising seminars; 360 job opportunities for. SGP reports that activities were implemented in coordination with concerned local authorities; water resources and agriculture, local NGOs and National Council for Women; and

- ✓ The two on-going projects have reported at the time of writing this report awareness raising for 2,000 farmers (on the importance of rationalizing the consumption of irrigation water and how to preserve it) and for 20 of them, training in canal maintenance and irrigation systems; lining of 3000 meters of irrigation canals and reduction of the consumption of irrigation water per acre by 250 cubic meters / month.
- In the Delta landscape, there are two ongoing projects:
  - ✓ In Sharkia governorate, the project (by Shabab El Sharqia Association for Development) targeting 180 farmers to produce 400 tons of organic compost using 450 tons of agricultural waste; and
  - ✓ In Kafr El Sheikh Governorate (by Al Nahda Association for Agricultural Development and Water Management), the project cultivated 8 new crops. 170 farmers were trained on cultivating those crops and means of irrigation. This project targeted a total area of approximately 200 ha. 170 farmers were trained on cultivating those crops and means of irrigation. This project targeted a total area of approximately 200 ha.
- In the Fayoum landscape, the project on recycling of agricultural waste trained 120 farmers on producing and using organic compost (Roh El Hayat Association for Development and Dialogue.) Produced compost is expected to fertilize more than 100 hectares annually. This project has also a component on installing biogas units. Together with the project by “Together Association for Development in Louxor” they are targeting installation of biogas units for 89 direct beneficiaries of biogas units which were supported by two projects.

157. There is no sufficient evidence that the Program is meeting the target of 11000 ha based on the provided information. However, it is safe to assume that the project is on track given that lined canals will improve the water supply in a large territory.

158. For the indicator 1.2.6. *“Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources”*, CPMU reports that the EOP target of *“13,000 hectares of agricultural land under improved management, under agro-ecological practices and systems”* was achieved with 13,000 hectares of agricultural land being turned into land with improved management and agro-ecological practices and systems (100% of the EOP target). There are several concerns here. Firstly – the nature of the indicator requires targeted assessments to assess “increased productivity and sustainability”. Secondly, as in the previous case, the CPMU reports exactly 13000 ha, the same as the target, without exact estimates, without listing the exact contributions of specific projects. The PIR (2021) refers to 7 projects in Upper Egypt, Delta and Fayoum Landscapes contributing to this target with 2 of them completed at the time of writing this report. This includes the same projects as for the indicator 1.2.4 above, with an argument that canal lining results in recultivating degraded agricultural lands, and accordingly increased land productivity; and biogas units contributing to the sustainable management of animal waste, but without demonstrating links to productivity.

159. Given that more than 5,000 farmers benefited from awareness raising and capacity building training, according to the 2021 PIR there is a potential for upscaling these experiences, but this TE cannot claim that there is sufficient evidence that the project is meeting the target of 13,000 ha based on the provided information. It could be assumed to be on track.
160. For the indicator 1.2.7. *“Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer organizations in sustainable production of agroforestry, fisheries and waste management”*, the EOP targets are *“Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry, fisheries and waste management with 30% women representation”* and *“At least 20 second-level organizations established or strengthened”*. SGP reports that the target is achieved with 3 landscape-level multi-Stakeholder groups (i.e., platforms; the confusion arises because of using the words “Platforms” and “groups” interchangeably, and this stems from the ProDoc), with 32% of women represented. There are many issues with the indicator and the target, as discussed in the Section 3.1.1.2. As mentioned earlier, in the rural areas only 2 platforms were operational- in Fayoum and Upper Egypt. Their members participated in 3 platform meetings. However, the platform meeting for Delta planned for the summer of 2021 (and the one for Cairo) did not take place: apparently was not even invited as there were no signs of interest of working together. The CPMU also reports that since inception, 32 (160% of the target) second-level organizations i.e., local partners (as explained by the CPMU), were established or strengthened within ongoing projects, Hence, this target is only partially met, but because the number of functioning multistakeholder platforms was captured by another indicator, the TE rates this as “On track”
161. For the indicator 1.2.8. *“Number of strategic projects that support these economic activities”*, the CPMU reports that the EOP target *“Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives”* is achieved, although stating also that only one of these was completed and the two other ones were under implementation at the time of writing this report.
162. The Program design calls for three strategic projects (up to USD 150,000), that would be linked to full-sized GEF projects in Egypt indicatively addressing the following thematic areas: (a) Sustainable transport in rural landscapes; (b) Energy use in irrigation, lighting, cooking, and heating: efficiency and renewable; (c) Waste management in landscape level systems to produce fuel and improve water, health and hygiene; and (d) Increasing access to markets for sustainably produced agricultural goods and services.
- The first BD strategic project aimed at supporting CSOs in the CBD COP14 and mainstreaming biodiversity on the national level. It was completed in May 2020 with activities before, during and after CBD COP14 organized in November 2018. Direct beneficiaries were 4,869 stakeholders (2,682 women (55%) and 2,186 men (45%)), according to the PIR and its targets were all achieved. The legacy of this project continues, with the grantee producing 25 stories for children to simplify biodiversity concepts and urge them to protect it. The grantee presented those publications in the 52<sup>nd</sup> Cairo International Book Fair in the summer of 2021, with the participation of 1,218 publishers from 25 countries. The Cairo International Book Fair is the largest and oldest book fair in the Arab World. While this was a positive step, it would have been also important to capture how did the knowledge of the NGO representatives improve and how did they apply it: only in that case there would have been a clear link to the goal of supporting upscaling;

- The project entitled “Fayoum Free of Plastic” was approved by the NSC on 1<sup>st</sup> September 2020. It is guided by its Steering Committee (SC), involving the Head of the National Committee to Ban SUP, the MoEnv, etc. There was an awareness raising campaign, targeting community members as well as the private sector. It started from the pharmaceutical sector that appeared to be a heavy consumer of SUP bags. Additionally, the Program is focusing on Fayoum PAs and Tunis Village in Fayoum, which are considered distinguished touristic places. The project supported eco-friendly alternatives at affordable cost. At the time of writing this report, the sustainability and upscaling potential of this project were not clear, since there was no clear evidence of regulations being initiated by the Governorate, but according to one of the interviews (EEAA) the Government is planning nationwide regulations which will be mandatory; and
- The third strategic project (also approved by the NSC on 1st September 2020) was implemented at Al Azhar University in Cairo, with the technical assistance of GEF FSP Egypt’s PV Project. The project is expected to be a model that can be replicated in other educational institutions and other public buildings. At the time of writing this report, the project has installed rooftop PVs on the main administrative building in the capacity of 100 KW, which produces 127 megawatts, and reduces 80 Tonne of Carbon Dioxide (tCO<sub>2</sub>) annually. Also, the project replaced around 1,200 bulbs in the building with LED saving bulbs. Those activities are estimated to save 160,000 L.E. yearly (\$10,250 USD) and benefit 1,707 stakeholders (1,272 men and 435 women). The grantee also planted 170 dense shade trees, serving more than 5,000 university students and staff members. In the second phase of the project, starting July 2021, the grantee ran 16 awareness raising seminars targeting 2,000 students and employees. Finally, the project implemented a sustainable waste and water management systems as a model of an eco-friendly building. This was a pilot for the MoEnv /EEAA as a public building with multifocal strategy, and helped to clarify the bottlenecks and suggest solutions. Thus, it could be claimed that the project will contribute to upscaling of RET/EET in conjunction with sustainable waste and water management systems in public buildings.

163. This TE concurs that the target is achieved. However, the link with replication potential is weak in the case of the CBD COP project and to some extent, the second one, on SUP, too.

164. For the indicator 1.2.9. *“Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets”*, the CPMU reports that the EOP target *“Local CSOs support at least 5 new waste management interventions, covering 15,000 ha per landscape”* was achieved.

165. The target was revised during the MTR, focusing on SWM. The CPMU reports surpassing the target with six (6) waste management projects (160% of the target) being implemented in the four targeted landscapes (3 projects in Upper Egypt, 2 projects in Greater Cairo, 2 projects in Fayoum) covering 15,000 ha (100% of the EOP target). As reported, this includes:

- Two Projects on installing biogas units (for 72 households at the time of writing this report) in two governorates in partnership with the Bioenergy Foundation (and the MoEnv) which provides technical assistance. Additionally, grantees contracted start-ups established by the MoEnv for the installation. to install biogas units in rural areas. At the time of writing this

report, according to the CPMU, 85 farmers and 28 rural women were trained on producing organic compost from agricultural waste and awareness raising events were conducted on the importance of recycling of agricultural waste to produce organic compost reaching 352 men and 200 women

- The 2 projects on SWM that had a specific focus on “livelihoods” strengthening (while others potentially contribute to improved livelihoods but not related to SWM, as discussed in Section 3.3.12) were:
  - ✓ One project on the Industrial Utilization of Baladi Palm Midribs which is focused on palm midribs for producing handicrafts. At the time of writing this report, 78 people were trained (68 (87%) women) on producing eco-friendly well-designed products from palm trees wastes. The grantee is using online marketing of products through its social media pages. for any women this was the first time earning, In the remaining time the plan is to help the women to form a cooptative or alike;
  - ✓ Another project, promoting a SWM system in Dahshour area. The grantee has succeeded to raise the awareness of 1,500 people (900 (60%) women) on the new SWM system and sorting from the source, through 300 door-to-door visits. The grantee is partnering with the local authority concerned with SWM, which is providing critical support. The implemented SWM system is estimated to benefit 1,550 families (7,750 individuals in total of which 4,650 (60%) women). The grantee reports collecting nearly 90 tons of waste / month.
  - ✓ Two projects in Fayoum in the PAs (see [Box 5](#)),

166. Those projects are in line with national and local priorities and plans to develop rural areas, develop the capacities of farmers, especially young farmers, empower women, recycle agricultural waste and expanding the use of organic compost to decrease the use of chemical fertilizers. There are a few indicative activities listed in the landscape strategies also that focus on facilitating alternative livelihoods, e.g., producing organic compost and animal fodder from agricultural wastes, producing organic fertilizer from biogas units and promoting agroforestry along irrigation canals.

167. There is a problem in that the Indicator on Alternative Livelihoods has a target related to SWM: so, there is a disconnect. As implemented however, there is limited focus on interventions that address alternative livelihood options and improvements to market access. Some projects could be identified as providing livelihood opportunities to beneficiaries like bikes to be used in delivering goods as source of income, establishment of workshops that hire women to produce environment friendly goods and garbage collection service that hire local workers. But there are no projects in agroforestry, sustainable fisheries (mentioned in the landscape strategies).

168. There is no sufficient evidence that the project is meeting the target of 15000 ha based on the provided information (especially given the termination of the project in Delta). However, it is safe to assume that the project is on track.

169. **The rating for Outcome 2 is “satisfactory”, however, there is lack of projects (mentioned in the landscape strategies) on community conservation areas (CCAs), reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry.**

**Box 5: SWM projects in Fayoum PAs– on the path to sustainability**

- One project has implemented and is managing a separation from the source SWM system in Fayoum PAs: Rayan and Qaroun. The separation containers, which were placed in 20 sites and cover an area of 175,000 ha, are benefiting up to 300,000 PA visitors annually. The separation containers used were designed to match PAs' nature and made from ecofriendly, materials. The grantee is also working on the *Solid Waste Management Strategy for Fayoum PAs* together with an *Implementation Plan*, in full collaboration with the UNDP- Egyptian Italian Environmental Cooperation Phase III, implemented by the Ministry of Environment. and the Environmental Tourism Development Association. The strategy is being prepared through a participatory approach involving all relevant stakeholders; local authorities, Fayoum governorate, PAs management, media, CSOs, local community members, women, academia, private sector, tourism authority, Regional Branch Office / Egyptian Environmental Affairs Agency, Waste Management Regulatory Authority, etc. This strategy is planned to be validated by concerned local authority and Nature Conservation Sector, as well as the Ministry of Environment by the end of the project in April 2022
- The Strategic Project entitled "Fayoum Free of Single-Use Plastic" is currently undertaking a consultation process to prepare a strategy and action plan on banning the use of single-use plastic and replace it with eco-friendly alternatives. TOR have been developed and a national consultant has been assigned by the grantee to prepare the planned strategy and action plan. The strategy is prepared in collaboration with the National Committee to ban SUP at the Ministry of Environment. It was expected to be validated by the Ministry of Environment and Fayoum Governorate by November 2021, but was not, as the governorate wants to stimulate the production of alternatives before initiating mandatory prohibitions. According to EEAA interview for this TE there are regulations expected that if passed will make mandatory certain elements of banning SUP.

**3.3.1.2. Component 2. Promote community-based integrated low-emission urban systems**

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

170. For the indicator 2.3.1. "*Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems*", CPMU reports that the EOP target of "*At least 10 partnerships with 30% women representation*" was surpassed with 20 partnerships (200% of the EOP target) with 50% of women representation for managing the development and implementation of community-based urban integrated low-emission systems, as follows:

- A cooperation protocol has been signed in January 2020 within the Bike Sharing Project in Fayoum University between SGP, Fayoum University, Fayoum Governorate, the Egyptian Environmental Affairs Agency, and the Embassy of Netherlands;
- The Environmental Tourism Development Association established partnerships with the Egyptian Italian Environmental Cooperation Project (EIECP III) which provide them with necessary technical assistance, in addition to its partnership with PA Management and local authorities concerned with solid waste management to manage the newly established solid waste management system in Fayoum PAs;
- The Strategic Project implemented at Al Azhar University, Greater Cairo landscape, established a partnership with the University in addition to the GEF Egypt-PV Project, which provides necessary technical assistance.;
- The Professional Cooperation Association for Small and Medium Industries has signed cooperation protocols with the local authorities concerned with Health and Youth & Sports, as they are installing rooftop PVs on the Health Center and the Youth Center in Qalioubia Governorate, Greater Cairo landscape. GEF Egypt-PV Project is providing them as well with necessary technical assistance. Youth Association for Human Resources Development in Kafr



El Sheikh, Delta landscape, partnered with the City Council to install 20 LED lighting polls, which were placed at one of the main streets in Kafr El Sheikh city;

- The Um-ALKora Association for Local Community Development signed cooperation protocols with Esna City Council to promote LED saving bulbs in Esna, Luxor governorate. It also partnered with the governmental Electricity Company, which provided technical assistance during awareness raising activities;
- The Modern Woman Charity Foundation in Al-Hella established a partnership with the youth center, which offered its facilities for free as a contribution in awareness raising activities. The grantee also partnered with the Egyptian Environmental Affairs Agency (Regional Branch in Qena) to provide the technical support needed;
- The Institute for Cultural Affairs has established partnerships with the Local Health Authority in Qalioubia to install rooftop PVs on 2 buildings; a hospital and a health center in Qalioubia area, Greater Cairo landscape. In addition, a partnership was established with a school at the same geographical area. It is also partnering with the GEF Egypt-PV Project to support the project technically;
- The Beit Ala AlSakhr Association for Development & Community Care has partnered with the GEF Sustainable Management of Medical and E-waste Project implemented by the Ministry of Environment, which provides necessary technical assistance; and
- The Egyptian Youth Association for Development and Environment partnered with 7 Egyptian universities; namely Cairo, Sadat, Tanta, Beni Suwaif, Azhar, Damanhur, and October, to raise the awareness of university students and university officials on the sustainable management of e-waste. It also partnered with the Arab Union for Youth and Environment and the Ministry of Youth and Sports and succeeded to organize the first youth forum on e-waste management with the participation of more than 150 youths. The project also partnered with the GEF Sustainable Management of Medical and E-waste Project implemented by the Ministry of Environment.

171. Defining partnerships is difficult- to ensure that it does not include service providers, and funders, but the TE concurs that the target is met.

172. For the indicator 2.3.2. *“Number of participatory strategies and management plans for the two urban landscapes”*, the CPMU reports that the EOP target *“At least two participatory strategies and two management plans for low-emission urban development in Greater Cairo and Fayoum City validated by the governorate or district government administrations”* is on track. However, it then goes on to list one (potentially two) such strategies in Fayoum (see [Box 5](#)). There is no similar LEDS in Cairo, but the planned bikes’ initiative (“bicycle for every citizen” starting from Cairo) could be counted as such. as well as management plans for the natural reserves in Greater Cairo (deglia reserve). Therefore, the target could be said to be on track.

173. It should also be noted that the envisaged participatory strategies and management plans for low-emission urban development in Greater Cairo and Fayoum City are partly included in the landscape strategies, but not separated out as stand-alone strategic plans.

174. For the indicator 2.3.3. *“Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations”*, the CPMU reports that the EOP target



*“At least 2 case studies – one per landscape type (rural and urban) at a minimum”* is on track, with 3 case studies already produced. Those are: Mainstreaming Biodiversity and Supporting National CSOs at the CBD COP14 and afterwards; Promoting the use of LED energy-saving bulbs in Fayoum; and “Sustainable Transport & Bike Sharing”.

175. This is a repeat indicator, as case studies are also covered under the indicator 1.1.3. Here however, there is a new requirement, that they should cover both urban and rural landscapes. The first one “Mainstreaming Biodiversity and Supporting National CSOs at the CBD COP14 and afterwards” meets the criteria for the “rural” landscapes only with a stretch. It is expected to have at least 2 additional landscape level case studies by the end of the project. So, it could be rated as “on track”

176. ***The rating for Outcome 3 is “satisfactory”***

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

198 For the indicator 2.4.1. *“Typology of urban neighbourhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes”*, the CPMU reports that the EOP target *“Prioritized list of projects aligned with neighbourhood outcomes in each urban landscape”*, was achieved, given that the list of projects aligned with the four landscapes’ outcomes were prioritized in the landscape strategy approved by the NSC in 2018, As mentioned, the multisectoral platforms in Cairo and Delta are not operational, and hence the lists were not validated by them collectively; some members represent the government and were aware. So, the rating is “on track” only.

199 For the indicator 2.4.2. *“Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighbourhoods”*, the CPMU reports that the EOP target *“Prioritized list of projects aligned with neighbourhood outcomes in each urban landscape”* was achieved. There is a problem with the target as it repeats the target for the previous indicator, when in fact the indicators are different, with this one emphasizing the number of the projects. 17 prioritized projects are reported to be aligned with neighbourhood outcomes in the urban landscapes, implemented in partnership with relevant stakeholders, as follows (see [Table 15](#)):

- The two strategic projects; (a) In the Greater Cairo landscape: the strategic project to “Promote the Use of Renewable Energy in Al Azhar University”; and (b) the project “Fayoum Free of Plastic”;
- Two projects on promoting the use of solar energy (rooftop PVs on 8 public buildings; schools, public hospital and health center, youth center, church and a mosque.in public buildings, in partnership with concerned local authorities in Qalioubia Governorate);
- The “Bike Sharing Project in Fayoum University”, in partnership with University of Fayoum, Fayoum Governorate, MoEnv; Embassy of Netherlands, and the private sector. (a service provider who manage the application and track the bikes). The Bike sharing system is already running, 7 stations were installed inside university campus, 100 bikes were delivered to university, and awareness raising activities carried out;
- The project on promoting LED energy saving bulbs in Fayoum partnering with relevant local authorities. The project has distributed 3730 LED bulbs (50% of the target) at the time of

writing this report, for 316 families most at need using the revolving fund mechanism; in 7 villages 14 young women were trained to raise awareness of rural women through door-to-door campaigns;

- Development of a SWM System Project supporting ecotourism in Fayoum and setting up a solid waste management strategy in two PAs (Qaroun and Rayan);
- Creative initiatives to economically empower women in Badrashin Project on producing eco-friendly traditional handicraft and use online marketing in partnership with the National Council for Women and Ministry of Environment. 60 young women were trained. Grantee is marketing products through exhibitions and through their social media pages;
- “Thank you Bags” project to reduce using single-use plastic bags and replace them with cloth bags made by trained young women to ensure income for them. The grantee is partnering with mega supermarkets like Carrefour and 45 retail shops in 2 areas, in Cairo and Giza governorates, to distribute those bags. 48 young men and women were trained (40 women). More than 3,000 bags were produced during the reporting period. Grantee is also leading a wide social media campaign to promote using cloth bags instead of single-use plastic bags; and
- Two projects on the sustainable management of E-waste. They are receiving technical assistance from the GEF *Sustainable Management of Medical and E-Waste* FSP implemented by the MoEnv and linked to the national initiative entitled “E-Tadweer”, launched to raise public awareness on safe disposal of e-waste.

200. The landscape strategy for Greater Cairo does address high energy consumption as one of the key environmental threats and highlighted the need to expand the use of affordable renewable energy technologies. E-waste was not among the types of the potential projects in the strategy for Cairo, but waste, more generally, was. So, this target is met, with the caveat that it does not have a numerical value.

201. For the indicator 2.4.3. *“Increased use of renewable energy and energy efficiency technologies at neighbourhood level implemented in the target urban landscape by type and technology”*, the CPMU reports that the EOP targets (a) *“At least three renewable energy technologies or energy efficiency technologies experienced”* and *“At least 14 pilot experiences with renewable energy or energy efficiency technologies systematized, codified and disseminated to policy platforms and community organizations and networks with at least 2 focusing on gender mainstreaming”* are on track.

202. Three renewable energy /energy efficiency technologies were promoted (see [Box 6](#)): LED saving bulbs in households and street lighting; using solar energy (on rooftops and in irrigation) and installation of biogas units in rural areas.

- ✓ **RET:** Four (4) projects installing rooftop PVs; One project is using solar energy in irrigation pumps; Two projects are installing solar water heaters using the revolving fund mechanism; Three projects are installing biogas units in rural areas, targeting at least 6 communities; and
- ✓ **EET:** Five (5) projects promoting the use of LED saving bulbs instead of traditional lighting; and one project is installing 20 LED polls for street lightings. Some of the above-mentioned projects are combining RET and EET.

203. SGP reports that 12 pilot experiences with RET and/or EET energy efficiency have been systematized, codified and disseminated to policy platforms and community organizations and networks, with at least 2 focusing on gender mainstreaming (85% of the EOP target). Grantees have produced 45 fact sheets, knowledge management materials highlighting lessons learned, successful practices, and established partnerships. Those materials are being disseminated among SGP networks, partners and stakeholders. More are expected close to the end of the OP6. Also, the case study from AL Azar University serves partly the same purpose. So, the indicator is on track.

**Box 6 RET/ EET synergies with UNDP FSPs: lessons to be learnt**

Twelve projects target 40 communities using RET/EET in the target landscapes, with most of the projects including more than one component, such as distribution of LED energy saving bulbs in addition to solar water heaters or LED street lighting or installation of rooftop panels.

- **LED energy saving bulbs:** - Four projects have distributed more than 12,000 LED saving bulbs (with revolving fund model) in addition to 50 LED street lighting polls in 24 communities most in need, in Fayoum, Upper Egypt and Delta landscapes. Since the LED lamps are available in the shops, and the awareness is already maturing, the approach could be in upscaling with the support of the government of different levels (as well as energy utility companies) to help address the affordability barrier for the poor. There is already an example: the Um-AlKora Association for Local Community Development signed cooperation protocols with Esna City Council to promote LED saving bulbs in Esna, Luxor governorate. It also partnered with the governmental Electricity Company, which provided technical assistance during awareness raising activities;
- **Rooftop solar panels:** Four projects are installing solar rooftop panels technically supported by the GEF Egypt-PV Project. They are installing rooftop PVs on public buildings in Greater Cairo and Upper Egypt landscapes (health center, youth center, church, schools, mosque) serving 5 communities. Those buildings are geographically focused in order to set a model for local communities on the importance of using solar energy, in line with the *Integrated Sustainable Energy Strategy 2035*, where the Egyptian government has set renewable energy targets of 20% of the electricity mix by 2022 and 42% by 2035. One of the projects is a Strategic project, which has installed rooftop panels on 2 main buildings at Al Azhar University, in the capacity of 100 KW, which produces 127 megawatts, and reduces 80 tCO2 annually; additionally, the project replaced around 1,200 LED saving bulbs in the 2 buildings. The experience with the public buildings has helped to identify the bottlenecks and inform the Government strategy.
- **Solar energy in irrigation:** One project is using solar energy for irrigation pumps serving 3 communities in Upper Egypt landscape. 2 PV stations have been installed, with capacity of 30 HP, irrigating 12 hectares and serving 33 direct beneficiaries. Each HP is estimated to have saved farming costs by 32,706 L.E. monthly. Additionally, the project has trained 52 youth (7 women) on installation and maintenance of solar PVs. Awareness raising campaign on the use of solar energy in irrigation have covered two villages in Luxor governorate, Upper Egypt landscape. the grantee has succeeded to partner with the Agriculture Bank of Egypt to support farmers through providing soft loans to overcome the high cost of the solar stations. This is the only case among the grantees to secure a loan, for RET, potentially providing lessons to be learnt and replicated.
- **Biogas Units:** the projects are installing 89 biogas units in 8 rural communities in Fayoum and Upper Egypt landscapes faced implementation challenges. The fact that the planned engagement with the MSEMEDA for loans did not materialize is a risk factor for the sustainability along with the instances of other development partners who provide biogas units for free, as well as cases when the Government had decided to extend the centralized gas supply to the planned locations. Hence the approach to supporting biogas units needs rethinking.

204. For the indicator 2.4.4 *“Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies”* the CPMU reports that the EOP target of *“Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies”* is on - track. There is a problem with the indicator as it goes against the notion of the strategic grants and contradicts the ProDoc which includes other sectors as candidates for the strategic projects. SGP reports two strategic projects to enable and facilitate upscaling of successful application of RET/EET have been supported: one on the installation of rooftop PVs and energy efficiency (EE) in Al Azhar University and another project on banning single use plastic products in Fayoum Governorate and Fayoum PA: the latter is not related to RES/EE. However, given the discussion it could be considered on track

205. ***The rating for Outcome 4 is satisfactory***

3.3.1.3. ***Contribution to the Achievement of Objective***

*Project Objective: To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development.*

206. For the indicator A *“Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected”*, the CPMU reports that the EOP target *“45,000 ha of landscapes under improved management”* is achieved. Several projects’ targeted results contribute to the implementation of the four landscape strategies/to this target. As mentioned in the respective sections of this chapter, there is no sufficient evidence in the PIR to support the claim of meeting the 45,000-ha target exactly, even though it could be reasonably assumed to be on track
207. For the indicator B *“Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes”*, the CPMU reports that the EOP target *“At least 20 communities participating in community based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices”* was achieved and surpassed with 85 communities (SGP explanation: defined along administrative units) in the targeted landscapes (425% of the EOP target participating in community-based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices. Whether the projects have strengthened resilience or not (as in the indicator) requires studies and robust agreed upon definition. This language is not however in the target and hence the target is achieved.
208. For the indicator C *“Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology”*, the CPMU reports that the EOP target *“At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology”* is achieved and surpassed, with 40 communities in total (200% of the EOP target) using RET and/or EET in the target landscapes. The target is achieved.
209. For the indicator D *“Increased number of communities, within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations”* the CPMU reports that the EOP targets (a) *“250 producers: including 30% women] trained in agro-ecological practices and systems”*, (b) *“At least 70 CSO representatives including 30% women participating in trainings to improve the financial and administrative sustainability of their community organizations; and (c) eight workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated with at least two events/products focused on gender mainstreaming”* are on track with:
- ✓ 401 producers, including 39% women, trained through 5 projects (Creative initiatives to economically empower women in Badrshin, Industrial Utilization of Baladi Palm Midribs and leaflets, Preventing Land degradation due to high salinity, Agricultural waste recycling to improve health, environmental & economic conditions, Recycling of solid and agriculture wastes (160% of EOP target);

- ✓ grantee- organized capacity building training<sup>22</sup>,
- ✓ 79 CSOs representatives, including 38% women (113% of the EOP target)) participated in training to enhance the organizational capacity of their organizations (see
- ✓ [Table 18](#)). Capacity Building trainings on 3 topics (One more planned) took place in July-August 2021;
- ✓ 10 info days were organized by SGP Egypt NHI which represents 125% of the initial EOP target (but, no event on gender mainstreaming at the time of writing this report) with topics covering: Green recovery; the way beyond Covid-19; Ecosystem restoration; challenges and solutions for green recovery; Tourism as a means of restoring ecosystems; Role of CSOs in Disaster Risk Reduction, etc. Minister of Environment has given the opening speeches in 2 of the above-mentioned events. Those events were live streamed on social media pages. SGP grantees were invited to participate but there are no records to capture how many. Potentially, the depth of these events could be enhanced to address the recommendation to enhance NGO exposure to best practices worldwide in specific thematic areas; and

5 thematic workshops organized by the SGP (see

210. **Environmental sustainability:** The grant projects aim at enhancing environmental sustainability, and as described all of them registered progress at least at their local level. However, the fact that SES risks are not monitored and updated is a factor limiting the potential for analysis.

211. **Sustainability of livelihoods' improvements.** There is no evidence-based assessment for people with higher incomes (as a result of livelihoods projects, increased irrigated areas for planting; more water available; more resilient plants)- for many projects is too early. But there is a safe to say that this is a factor to support the sustainability of the project results, in that they will have more financial resources available to them to cover the costs which were covered by the project before. This is especially important in the COVID environment and post -COVID recovery stage

- ✓ [Table 19](#))

212. This TE concurs that the indicator is on track.

213. For the indicator E *“Number of case studies and publications documenting lessons learned from SGP-supported projects”* SGP reports that the EOP targets (a) *“At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned* and (b). *“at least one case study focused on gender mainstreaming* are on track, with 3 Case studies produced since inception (60% of the EOP target) and the remaining case studies are planned to be produced towards the end of project, one of them will focus on gender mainstreaming as per the MTR recommendations. There is a problem with this target as it contradicts one where the total number was 3 and not linked to landscapes. The indicator is on track.

214. The *rating for the contribution to the Achievement of the objective is “satisfactory” (5)*

<sup>22</sup> e.g. on: Installation and maintenance of solar PVs; Communication skills to conduct door-to-door campaigns; Traditional handicrafts using palm tree wastes; Project Financial Management; Maintenance of home electric appliances - Maintenance of lined irrigation canals; Multimedia skills and managing social media pages Developing women skills to be environmental pioneers; Problem solving & negotiation skills- Using modern irrigation and sustainable agriculture systems

215. **Error! Reference source not found.** summarizes the ratings for the achievement of the 4 Outcomes and the Objective

*Table 12: ratings for the achievement of the 4 Outcomes and the Objective*

	Rating
Outcome 1	4 (Moderately Satisfactory)
Outcome 2	5 (Satisfactory)
Outcome	5 (Satisfactory)
Outcome 4	5 (Satisfactory)
Objective	5 (Satisfactory)

Table 13: Project-level achievements against SGP 6 Project targets

<p><b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b> 5.3 The government of Egypt and local communities have strengthened mechanisms for sustainable management and sustainable access to natural resources such as land, water, and ecosystems.</p> <p><b>Country Programme Outcome Indicators:</b> Number of sound climate change adaptation policies and programmes developed, number of climate change adaptation projects implemented, amount of ozone-depleting substances used, reduction in carbon dioxide emissions from United Nations system-supported interventions, number of PAs sustainably managed with United Nations system support.</p> <p><b>Primary applicable Key Environment and Sustainable Development Key Result Area:</b> <u>Primary</u> Outcome: Expanding access to environmental and energy services for the poor. UNDP Strategic Plan <u>Secondary</u> Outcome: Mainstreaming environment and energy</p> <p><b>Applicable GEF Strategic Objective and Program:</b> BD4, CCM2, LD2</p> <p><b>Applicable GEF Expected Outcomes:</b> BD 4 Outcome 9.1: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management. LD Outcome 3.1 Support mechanisms for SLM in wider landscapes established; CC2 Program 3 Promote integrated low-emission urban systems</p> <p><b>Applicable GEF Outcome Indicators:</b> BD 4: Indicator 9.1 Indicator 9.1 Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g., FSC, MSC) or supported by other objective data. LD 3: Indicator 3.1: Demonstration results strengthening cross-sector integration of SLM; CC2: Indicator 4. Deployment of low GHG technologies and practices</p>							
Description of Indicator	Baseline Level	Midterm target	End of project target level	Cumulative progress since project start according to SGP	Rating	Comment	
<b>Objective: To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development.</b>							
A. Area under resilient landscape management whose biodiversity, agro-ecology, and sustainable livelihoods are protected	5,000 ha sustainably managed in the three targeted rural landscapes.	(not set or not applicable)	45,000 ha of landscapes under improved management	<u>Target achieved.</u> 45,000 ha of landscapes are under improved management (100% EOP- target). The 31 ongoing projects (of which one on KM) in addition to the 3 completed ones (34 projects in total), have been implementing sustainable management activities contributing to this target across in the 3 target rural and two urban landscapes. Overall, 17 projects rural and 17 in urban		No hard evidence in terms of meeting the 45000 target	Para 206
B. Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the five rural/urban landscapes.	4 communities participating in community based rural/urban landscape planning and management experimenting and innovating with technologies and alternative sustainable practices	(not set or not applicable)	At least 20 communities participating in community-based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices.	<u>Target achieved</u> 85 communities in the five targeted landscapes (425% of the EOP target) are participating in community-based landscape / seascape planning and management experimenting and innovating with technologies and alternative sustainable practices. Since inception of project, NSC has approved 37 projects, of which 4 were terminated		<b>Problematic indicator</b> , in terms of using the word “resilience” and “communities”	Para 207
C. Increased use of renewable energy or energy efficiency technologies at community level implemented in the target landscape by type and technology	Five communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology	(not set or not applicable)	At least 20 communities using renewable energy or energy efficiency technologies in the target landscapes, by type of technology.	<u>Target achieved.</u> 40 communities in total (200% of the EOP target) are using RE/EE technologies in the target landscapes. 12 projects, most include more than one component, such as distribution of LED bulbs in addition to solar water heaters or LED street lighting or rooftop panels		<b>Problematic indicator</b> , in terms of using the word communities	Para 208-
D. <b>Increased number of communities</b> , within the target landscapes participating in capacity development activities, to improve the technical, social and financial sustainability of their organizations.	20 CSO representatives participating in trainings to improve the financial and administrative sustainability their community organizations.	(not set or not applicable)	<ul style="list-style-type: none"> <li>250 producers including 30% women trained in agro-ecological practices and systems</li> <li>At least 70 CSO representatives including 30% women participating in trainings to improve the financial and administrative sustainability of their community organizations;</li> </ul>	<u>Target on track.</u> Since inception: <ul style="list-style-type: none"> <li>401 producers, including 39% women, have been trained through 5 on-going projects (160% of the EOP target).</li> <li>79 CSOs representatives, including 38% women (113% of the EOP target)) participated in trainings to improve the financial and administrative sustainability of their community organizations.</li> <li>10 knowledge sharing workshops were organized by NHI</li> <li>Capacity Building trainings were moved to July-August 2021. The capacity building training (planned in August 2020) on</li> </ul>		Problematic target, as it is not reflective of the indicator  No events/products focused on gender mainstreaming were organized yet	Para 209-210-



			eight (8) workshops for knowledge sharing, exchange of experiences and fora in which project participants have participated “at least two events/products are focused on gender mainstreaming”	“Reporting” due to COVID-19 has been physically conducted in September 2020. 29 representatives of 25 grantees (17 men & 12 women) have participated. Most grantees included capacity building in their projects			
E. Number of case studies and publications documenting lessons learned from SGP-supported projects.	Zero case studies/publication prepared and disseminated in previous Operational Phases highlighting experiences following a community-based rural urban landscape management approach.	(not set or not applicable)	At least one case study per targeted rural/urban landscape synthesizing best practices and lessons learned with at least one case study focused on gender mainstreaming.	<u>Target on track.</u> A total of 3 Case studies have been produced since inception (60% of the EOP target). Remaining case studies are planned to be produced towards the end of projects. At least one of them will focus on gender mainstreaming as per the MTR recommendations.		Repeat indicator with confusing target  The case study on gender pending	Para 211-
The progress of the objective/outcome can be described as:	On track						
Evidence uploaded:	YES						
Component 1: Resilient rural landscapes for sustainable development and global environmental protection Outcome 1: Multi-stakeholder partnerships, networks, and landscape policy platforms in Fayoum depression, Upper Nile, Delta and Cairo landscapes, develop and execute adaptive management plans, and support policy development to enhance landscape and community resilience and global environmental benefits.							
1.1.1 Number of multistakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the three rural landscapes	0 multi-stakeholder governance platforms established in the three rural landscapes	(not set or not applicable)	At least four multi-stakeholder landscape / governance platforms in place and functioning. with 30% women representation”	<u>Target achieved.</u> 4 Multi-Stakeholder Platforms are in place and functioning, with 32% women representation. 2 of the platforms met least twice, while the other 2 participated only in an online consultation to discuss OP7		Two of the platforms are not really active	Para 141
1.1.2 number of participatory landscape strategies and management plans for the three targeted rural landscapes.	0 strategies to enhance social and ecological resilience of the in the three rural landscapes.	(not set or not applicable)	Five landscape strategies (three rural and two urban) and plans delineating landscape outcomes and typology of community-based activities linked to those outcomes. validated by governorate administrations”.	<u>Target achieved.</u> Landscape strategies and plans delineating landscape outcomes and typology of community-based activities were designed. These strategies and plans were validated by governorate administrations via the Multi-stakeholder Platforms, which includes representatives of concerned local governmental authorities (100% of the EOP target).		Landscape strategies s are only marginally in use. The validation of the 2 of these not certain. The strategies do not have management plans.	Para 142-145-
1.1.3. number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations.	0 experiences systematized and codified for dissemination to policy makers, community organizations and others.	(not set or not applicable)	At least 10 project and portfolio experiences (2 case studies) systematized, codified and disseminated to policy platform participants and community organizations and networks including at least one focusing on the role of women”	<u>Target on track.</u> 15 projects and portfolio experiences (3 case studies, (100% of the EOP target). Grant projects will be developing case studies on lessons learned towards the end of the project, thereby expecting to reach the end of project target level.		Target on track as to comply with MTR recommendations an additional case study will be produced	Para 146
The progress of the objective/outcome described as:	On track						
Evidence uploaded:	YES						
Component 1: Resilient rural landscapes for sustainable development and global environmental protection Outcome 2-Community-based multifocal projects selected, developed and implemented to bring biodiversity protection, agro-ecological practices, alternative livelihoods, and							

adoption of successful SGP-supported technologies, strategies, practices/systems to a tipping point in each landscape.							
1.2.1 Typology of community level projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve landscape level outcomes.	No agreed typology of potential priority projects in existence at this time.	(not set or not applicable)	Prioritized list of projects aligned with landscape outcomes in each landscape.	<u>Target achieved</u> The Landscape Strategy for Building Social, Economic, and Ecological Resilience for all target landscapes was prepared and approved by NSC members in December 2018 (100% of the EOP). As per the MTR recommendations, the landscape strategy was broken down into 4 separate strategies, which each included a list of prioritized projects aligned with each of their landscape outcomes.		They were presented, but not exactly discussed in in Cairo and Delta are	Para 148
1.2.2 Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target landscapes.	195 projects implemented in the target landscapes to date.	(not set or not applicable)	At least 30 community-based projects implemented by CBOs and NGOs in the targeted rural landscapes. with 30% women participation.	<u>Target achieved.</u> Based on three calls for proposals to which 236 proposals have been received (226 for grantee projects, 10 for strategic projects), 37 community-based projects have been approved by NSC members in OP6 (117% of the EOP target) with 39% women participation in rural areas, 41% in urban areas. 4 were terminated. 1 is on KM. 3- strategic projects. 17 projects are implemented in rural target landscapes and 17 are implemented in urban landscapes.			Para 149-150-
1.2.3 Increased area under management for biodiversity conservation and sustainable use.	3,000 hectares under management in the four landscape/seascapes as community conservation areas.	(not set or not applicable)	Local communities in target landscapes participating in the collaborative management of approximately 11,000 ha of PAs”	<u>Target achieved.</u> Local communities in target landscapes participate in the collaborative management of approximately 32,100 ha of PAs (342% of the EOP target). A total of four out of the 6 projects working towards this target are implementing activities in 4 PAs (PA) in Fayoum and Greater Cairo landscapes, namely Qaroun, Rayan, Wadi Degla, Petrified Forest PAs. The other two projects in the field of biodiversity are providing adequate capacity building trainings targeting women in specific on traditional handicrafts using palm tree wastes to produce environmentally sustainable products.			Para 151-152
1.2.4 Increased area under reforestation or farmer managed natural regeneration.	4,000 hectares under reforestation or farmer managed natural regeneration.	(not set or not applicable)	11,000 ha of degraded land identified in the landscape strategies, rehabilitation intervention demonstrated and upscaling plan included into the landscape strategies	<u>Target achieved.</u> 11,000 ha of degraded lands were identified in the landscape strategies, rehabilitation interventions were demonstrated and upscaling plans were included into the landscape strategies (100% of the EOP target). Projects under implementation target more than 5,000 farmers overall, who are being better informed and have strengthened capacities for sustainable management of their agricultural lands of approximately 11,000 hectares degraded or threatened to be degraded due to several reasons. Projects are working on increasing the awareness of farmers and rural women on global and national environmental challenges, as well as developing their capacities to better manage their lands and natural resources. Ten funded projects in Upper Egypt, Delta and Fayoum Landscapes are contributing to meet this target by the end of projects in December 2021.		Presented figures don't add up to 11000 h. Plus one of the projects to contribute was cancelled  Not all the cited projects are related to regeneration	Para 153-154
1.2.6 Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources.	500 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources.	(not set or not applicable)	13,000 hectares of agricultural land under improved management, adopting the principles of ag under agro-ecological practices and systems.	<u>Target achieved.</u> 13,000 hectares of agricultural land are being turned into land with improved management and agro-ecological practices and systems (100% of the EOP target). In addition, more than 5,000 farmers benefited from awareness raising and capacity building trainings. Eight funded projects in Upper Egypt, Delta and Fayoum Landscapes contribute to this target and are under implementation towards. Two projects have been successfully completed.		Unclear how 13000 is achieved.	Para 155-156

1.2.7 Number of second level organizations established in the landscape/seascapes and seascapes grouping individual community producer organizations in sustainable production of agroforestry, fisheries and waste management.	No multi-stakeholder groups with a focus on landscape / seascape resilience engaged in analysis and planning of strategic approaches to upscaling successful experiences in agroforestry, forestry and waste management	(not set or not applicable)	<ul style="list-style-type: none"><li>Three landscape-level multi-stakeholder groups involved in analysis of experience, lessons learned and development of strategies for sustainable production of agroforestry, fisheries and waste management with 30% women representation.</li><li>At least 20 second-level organizations established or strengthened.</li></ul>	<u>Target Achieved.</u> <ul style="list-style-type: none"><li>four landscape-level multi-Stakeholder groups n established with 32% of women representation (133% of the EOP target). Platforms’ members are 114 in total (77 men &amp; 37 women).</li><li>, 32 (160% of the target) second-level organizations were established or strengthened within ongoing projects. These partnerships contributed to develop their technical, institutional and financial capacities.</li></ul>		Two of the multistakeholder platforms are hardly operational, but this is captured by another indicator  Partly achieved	Para 157
1.2.8 Number of strategic projects that support these economic activities	No strategy currently exists to enable and facilitate upscaling by community organizations of these economic activities based on the detailed analysis of successful SGP supported community experiences and identification of upscaling opportunities.	(not set or not applicable)	Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives.	<u>Target achieved.</u> Since inception, three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives were approved. One strategic project was completed, and two additional ones are still under implementation (100% of the EOP target). The first BD strategic project aimed at supporting CSOs in the CBD COP14 and mainstreaming biodiversity on the national level. Two Strategic Projects were approved by the NSC on 1st September 2020. The first project entitled “Fayoum Free of Plastic”. The second project is at Al Azhar University in Cairo, with the technical assistance of GEF FSP Egypt’s PV Project.		Although the relation to upscaling potential is not very strong	Para 158-160
1.2.9 Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, waste management projects, and access to markets.	4 enterprises and staff in ecotourism; 0 Types of green value chain products. 2 SWM enterprises 50 people employed in sustainable agroforestry, 50 people - in sustainable fisheries	(not set or not applicable)	Local CSOs support at least 5 new waste management interventions, covering 15,000 ha per landscape”	<u>Target achieved.</u> In response to the MTR recommendations, eight waste management projects (160% of the target) are currently being implemented in the four targeted landscapes (3 projects in Upper Egypt, 2 projects in Greater Cairo, 2 projects in Fayoum and 1 project in Delta) covering 15,000 ha (100% of the EOP target). In Upper Egypt landscape:		No hard evidence of reaching 15,000 ha target	Para 161-165
<b>The progress of the objective/outcome described as:</b>	<b>On track</b>						
<b>Evidence uploaded:</b>	<b>YES</b>						
<b>Component 2. Promote community-based integrated low-emission urban systems</b> <b>Outcome 3: Multi-stakeholder partnerships, networks and policy platforms develop and execute adaptive management plans, and support policy development for low-emission urban development</b>							
2.3.1 Number and type of multi-stakeholder partnerships/community networks for managing the development and implementation of community-based urban integrated low-emission systems.	0 partnerships	(not set or not applicable)	At least 10 partnerships with 30% women representation.	<u>Target achieved.</u> Since inception, 20 partnerships (200% of the EOP target) with 50% of women representation for managing the development and implementation of community-based urban integrated low-emission systems were established,			Para 167-168
2.3.2 Number of participatory strategies and management plans for the two urban landscapes	0 participatory strategies and management plans for two urban landscapes	(not set or not applicable)	At least two participatory strategies and two management plans for low-emission <b>urban development</b> in Greater Cairo and Fayoum City validated by the governorate or district government administrations.	<u>Target on track.</u> - The Environmental Tourism Development Association is partnering with the Egyptian Italian Environmental Cooperation Project (EIECP III). The project is currently developing a participatory strategy and management plan for the solid waste management in two PAs in the Fayoum Landscape; Qaroun and Rayan PAs. - The Strategic Project entitled “Fayoum Free of Single-Use Plastic”		The target is about urban Greater Cairo and Fayoum City, However the bike sharing scheme in Cairo has a chance of being an input to Cairo bike strategy under development. Plus, management plans for the	Para 169-170

				is preparing a strategy and action plan on banning the use of SUP and replace it with eco-friendly alternatives in collaboration with the National Committee to ban SUP at MoEnv. It was expected to be validated by MoEnv/ Fayoum Governorate by 11/21		natural reserves in Greater Cairo (degla reserve. "Fayoum Free of SUP not yet validated	
2.3.3. Number of relevant project and portfolio experiences systematized and codified (case studies) for dissemination to policy platform participants as well as community organizations and networks and second level organizations	0 case studies	(not set or not applicable)	At least 2 case studies – one per landscape type (rural and urban) at a minimum.	Target on track			Para 171-172
The progress of the objective/outcome can be described as:	On track						
Evidence uploaded:	YES						
<b>Component 2. Promote community-based integrated low-emission urban systems</b> <b>Outcome 4: Selection, development and implementation of community-based projects promoting low-emission urban systems and SGP-technologies, supported by stakeholders (private, public, institutions, CSOs).</b>							
2, 4.1 Typology of urban neighborhood projects developed and agreed by multi-stakeholder groups (together with eligibility criteria) as outputs to achieve urban landscape level outcomes.	2 urban neighborhoods using renewable energy technologies in the target landscapes, by type of technology.	(not set or not applicable)	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape.	Target achieved. a list of projects aligned with the four landscapes' outcomes were prioritized in the landscape strategy approved by the NSC in 2018.		Not validated in the urban areas, given that the platforms are not operational	Para 198
2.4.2 Number of community-based projects implemented by CBOs and NGOs in partnership with others in the target urban landscapes/neighborhoods.	n/a	(not set or not applicable)	Prioritized list of projects aligned with neighborhood outcomes in each urban landscape.	Target achieved. Since inception, 13 prioritized projects were aligned with neighborhood outcomes in each urban landscape in partnership with relevant stakeholders,		Wrong target but large number of projects	Para 199-200
2.4.3 Increased use of renewable energy and energy efficiency technologies at neighborhood level implemented in the target urban landscape by type and technology.	(not set or not applicable)	(not set or not applicable)	<ul style="list-style-type: none"> <li>At least three renewable energy technologies or energy efficiency technologies experienced"</li> <li>At least 14 pilot experiences with RET/EET systematized, codified and disseminated to policy platforms and community organizations and networks with at least 2 on gender mainstreaming.</li> </ul>	Target on track. Since inception, three EE/RE have been experienced (promoting LED saving bulbs in households and street lighting, using solar energy and installation of biogas units in rural areas) (100% of the EOP target). Twelve community-based projects are currently under implementation aligned with the neighborhood outcomes in the 4 targeted landscapes. Concerning renewable energy technologies Since inception, 12 pilot experiences with renewable energy or energy efficiency technologies have been systematized, codified and disseminated to policy platforms, CBOs and networks, with at least 2 focusing on gender mainstreaming (85% of the EOP target).		12 instead of 14 codified	Para 201-203
2.4.4 Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies	(not set or not applicable)	(not set or not applicable)	Two strategic projects to enable and facilitate upscaling of successful application of renewable energy or energy efficiency technologies	On track. two strategic projects to enable and facilitate upscaling of successful application of RET/EET have been supported (100% of the EOP target). One on the installation of rooftop PVs and EE in an academic institution, and another project on banning SUP in Fayoum Governorate and Fayoum PAs. It is planned that the projects will be replicated in other governorates in line with national strategies. The projects are still on-going,		Misleading indicator, conflicting with another on related to strategic projects	Para 204
The progress of the objective/outcome described as:	On track						
Evidence uploaded:	YES						

### 3.3.2. Relevance

216. The ProDoc mentions national plans, strategies and priorities in the baseline discussion, but in the some of the referenced plans, are, however, dated. For example, the 1998 version of the National Biodiversity Strategy and Action Plan is discussed, whereas the second version of the NBSAP (2015-2030) was issued in January 2016. Similarly, the 2005 version of the National Action Program to Combat Desertification was described in the Project; the Aligned Egyptian National Action Plan to Combat Desertification, Land Degradation and Drought (2014- 2024), issued in February 2015 is not addressed.
217. Egypt has also shown its commitment towards to the global efforts of combatting climate change and adapting to its consequences by ratifying the UNFCCC in 1994, and more recently the Paris Agreement in 2017. Egypt was among the first countries to submit its nationally determined contributions (NDC) in 2017. Moreover, within this context, Egypt has submitted three national communications, and published its first Biennial Update Report (BUR1) in December 2019. This commitment is reflected in the many national efforts made during the last decade encouraging low carbon and cleaner infrastructure, industries and increasing the share of renewable energies. Ongoing climate mitigation efforts and future mitigation plans on a national scale are presented in the first BUR and assessed for their mitigation potential in the national **Low Emission Development Strategy (LEDS)**<sup>23</sup>. At the present, Egypt is preparing the **fourth National Communication Report (NC4)** to the UNFCCC that started in March 2019 and expected to conclude by February 2023. The NC4 project is funded by the Global Environmental Facility (GEF) and implemented by the and United Nations Development Program (UNDP) in Egypt. **Renewable Energy Law (No. 203/2014)** and the **new Electricity Law (No. 87/2015)** established several schemes for the private development of renewable energy projects and a fully competitive electricity market (in contrast to the previous single buyer model).
218. SGP is relevant in the context of the above and in terms of correspondence to:
- **National Water Resources Plan (NWRP 2017-2037)** - a 20-year initiative of estimated EGP 900 billion investments and involves nine ministries and various international partners to mitigate Egypt's water scarcity issues;
  - the fourth and most recent **Sustainable Agricultural Development Strategy towards 2030 (SADS 2030)**, adopted in 2009;
  - the **National Solid Waste Management Program (NSWMP)**, launched in 2012;
  - the **National Strategy for the Empowerment of Egyptian Women 2030 (2017)** and the **"2021-2026 Egyptian national strategy of youth"**; and

<sup>23</sup> The LEDS adopted by the National Council for Climate Change<sup>23</sup> (NCCC) in February 2019. LEDS summary PowerPoint Presentation available on EEAA website: <http://www.eeaa.gov.eg/portals/0/eeaaReports/NC4Egypt/InceptionWorkshop/ppt.leds.pdf>

- the ***Sustainable Development Strategy: Egypt 2030 Vision (2015)***<sup>24</sup> and several SDGs (see Section 2.4)

219. The SGP 6 is **relevant to GEF programmes**, specifically:

- BD-4 Program 9: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management. The grant projects in the Indus Delta are strongly linked to this programme; *Indicator 9.1 Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g., FSC, MSC) or supported by other objective data.*
- Climate change Mitigation (CCM-2) Program 4: Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration. The grant projects on energy efficient stoves throughout all landscapes of SGP 6, and the compressed earth bricks provide strong links to this programme Indicator 4. Deployment of low GHG technologies and practices; and
- LD-1 Program 1: Agro-ecological intensification. LD 3: Indicator 3.1: Demonstration results strengthening cross-sector integration of SLM; and
- “Chemicals and e-Waste” were not among the initially identified 3 focal areas of GEF for SGP6 in Egypt, but the regulations allow for small deviations when necessary, and e-waste was considered to be such a case.

220. The SGP 6 is **relevant to UN country program**. The ProDoc includes reference to the 2013-2017 UN Development Assistance Framework (UNDAF), specifically Priority Programme Area 1: “*Poverty Alleviation through pro-poor growth and equity*” and Outcome 1.4 “*More and better skilled youth, women and other vulnerable groups have decent job opportunities*”. The Program objectives are to contribute to achieving the following Country Programme Outcome as defined in UNDP CPAP/CPD: *5.3 The government of Egypt and local communities have strengthened mechanisms for sustainable management and sustainable access to natural resources such as land, water, and ecosystems.*

221. SGP has defined the “**innovativeness**” if there is any of the following: *i. New way of thinking, ii. New way of organizing community resources, iii. New ways to connect (between communities and with markets), iv. Original product / service / model of delivery, v. Identifying and powering local innovators.*<sup>25</sup> This definition is quite vague and, in some cases, there could be arguments both in favour or against certain projects being “innovative” or not. It was mentioned earlier that the project selection criteria do not include innovativeness as one of them even though the program design highlights the importance of funding innovative projects. It is advisable that the NSC adopts an agreed approach to this, but in consultation with UNOPS and UNDP. The resulted portfolio of SGP 6 projects has a number of innovative ideas (see Box), but it also has a number of ideas that are repetitive, additionally, having a lengthy background going back to previous several phases. This was pointed out in several interviews, with the suggestion that SGP needs to conduct a retrospective study in

<sup>24</sup> According to the 2018 National Voluntary Review on Egypt’s progress towards achieving the UN 2030 SDGs report, the Egypt 2030 Vision is being reviewed and updated in an effort lead by the Ministry of Planning, Monitoring and Administrative Reform. The changes would reflect the structural adjustment program introduced in 2016, and the outcome of the 2017 national census. To date, no updated version of the strategy has been published.

<sup>25</sup> SGP: SGP Annual Monitoring Report Survey 2020-2021

those thematic areas (in fact this idea is reflected in the first meeting of the NSC) to determine whether it is desirable to continue funding these and if yes, in which form or may-be it is time for the government to institute mechanisms for funding this kind of projects with its own means possibly with the support of SGP “upscaling” initiatives, but not individual small grants. This is discussed further in Section 3.3.11

222. For the landscape strategies also, several interviewees commented that these need to be underpinned by (possibly as part of the PPG) studies into the needs of the landscapes and not just rely on the feedback during the workshops, even though this is also important: these ideas could then be reflected in the landscape strategies and CfPs. Many interviewees also commented that this needs to be coupled with workshops that would expand the exposure of a large spectrum of NGOs to the new ideas worldwide.
223. Stakeholders were sufficiently engaged in the project design and implementation (see the Section on 3.2.2 on Actual Stakeholder participation) which boosted the relevance.
224. Complementarity to other initiatives -discussed under the Section 3.1.5 (Linkages between the Program and other interventions in the Sector); Section 3.3.4 on Efficiency in the part on Synergies and Section 3.3.10 on GEF Additionality)- is overall strong, and this contributes to relevance, but still important linkages with such potential partners like the FAO, multilateral banks, etc. were missing.
225. The **relevance is rated as satisfactory (4), but with reservations,** as apart from the extent of innovation there is also divergence from the needs identified in landscape strategies, issues related to the quality of the landscape strategies *per se*, the strategic grants not exactly serving their intended purpose in the case of the 2 of those; and finally in several cases under grant projects there were readjustments shifting the allocation from soft to hard components, affecting relevance.

### 3.3.3. Effectiveness

226. While the portfolios missed to include some important topics highlighted under the landscape strategies (CCAs, reforestation, livestock management, conservation of crop genetic resources, fisheries management, green value chain enterprises, agroforestry), the ones included were mostly in line. **Table 14** demonstrates the portfolio per landscape.
- The largest is in Upper Egypt with 11 operational projects (with 2 terminated), representing a broad spectrum of interventions, especially related to climate change focal area. But while there are four projects under LD, all four are related to canal lining, and none on innovative adaptation methods, including wastewater treatment and reuse, agroforestry, SWM, crop diversification - all mentioned in the landscape strategy.
  - The portfolio in Fayoum is the second largest with 7 operational projects, but none under LD, even though the portfolio is diverse with several innovative projects. The need for projects on Wastewater redirection to productive uses; cultivating non-edible plants, crop diversification, management of agricultural waste to use as organic compost was mentioned in the landscape strategy.



- **Cairo** has the third largest portfolio with 6 projects: 4 in Climate change and 2 related to E-waste. While a number of these were innovative, the landscape strategy had also suggested projects on rooftop gardens and biodiversity awareness in educational institutions; and
- **Delta** has only 5 operational projects, 4 of which related to climate change and only 1- but an innovative one - on LD (new crops to fight salinization). [NB Unfortunately the terminated project on wastewater reuse promised to be innovative]. The landscape strategy highlighted the need in biodiversity projects, including: (a) planting of fruitful trees including olive, palm and berry trees on the banks of the water canals and on the sides of streets to increase the green areas and solve food security issues by offering the fruit of these trees to the local public; (b) Improving the co-management of PAs; (c) supporting the living conditions of fishing communities and disincentivizing unsustainable production practices; (d) Capacity building initiatives to reduce negative agriculture practices such as water logging or over-irrigation, etc.

**Table 14: Taxonomy of the grant projects by landscape**

	Grantee	Name of the project	Focus area
<b>Upper Egypt</b>			
1	Egyptian Society for Endogenous Development of Local Communities (EGYCOM)	Industrial Utilization of Baladi Palm Midribs and leaflets	BD: SWM, livelihoods
2	Community Development Association in Naga'e El-Qet	Improving efficiency of irrigation canals and water rationalization	LD: irrigation canals
3	Environmental and Community Development Association in Dandara (Dandara CDA)	Protecting agricultural land degradation and irrigation water conservation	LD: irrigation canals
4	Moftah Al-Hayah in Armant- Key of Life Association	Efficiency of irrigation canals in the villages of Armant Center	LD: irrigation canals
5	South Egypt Development Association	Improve the efficiency of irrigation canals in the villages of the Naqada	LD: irrigation canals
6	Modern Woman charity foundation in Al-Hella	Save your Energy	CC: EE (LED)
7	Um-ALKora Association for local community development	Rationalize energy consumption and raise efficiency in the city of Esna and surrounding villages	CC: EE (LED)
8	Future Generations Association in Al- Ma'ana	Enabling the community to use renewable energy in Qena Governorate	CC: RES
9	Nile Royal Association for Development and social services	Solar energy in agriculture to tackle climate change in Luxor	CC: RES
10	Together Association for Development in Louxor	Production of biogas and organic compost from animal wastes	CC- biogas
11	Al Shorouk Association for Development	Renewable Energy towards the future	CC: RES
	Cultural and Social Development Association in Qena	Promote the use of renewable energy in Qena (TERMINATED)	CC: RES
	Egyptian NGO Support Center	Towards a green life (TERMINATED)	CC: biogas
<b>Fayoum</b>			
1	Bader for Sustainable Development	Wadi Al-Hitan Electronic Platform: A virtual tour to uncover our natural treasures	BD: ecotourism
2	Community Development and Youth Training Association	Environmental education to preserve nature	BD: Education
3	Environmental Tourism Development Association	Development of Solid Waste Management System to Support Ecotourism in Fayoum PAs	BD: SWM
4	Al-Aafak Al-Oulia for Environmental services and development	Electricity rationalization by using LED lamps in Fayoum	CC: EE (LED)
5	Environmental Protection Association in Fayoum	Promote the use of bicycles to reduce emissions	CC: transport
6	Al-Nouran Foundation for Development	Fayoum Free of Plastic	CC: plastics
7	Roh El Hayat Association for Development and Dialogue in Fayoum	Recycling of solid and agriculture wastes	CC: SWM
<b>Delta</b>			
1	Al Nahda Association for Agricultural Development and Water Management	Preventing Land degradation due to high salinity	LD: seeds
2	Youth Association for Human Resources Development	Together for energy use reduction	CC: EE (LED)
3	Shabab El Sharqia Association for Development	Agricultural waste recycling to improve health, environmental & economic conditions	CC-SWM

	Grantee	Name of the project	Focus area
4	Professional Cooperation Association for Small and Medium Industries	Maximizing the use of solar energy in Qaliubiya	CC: RES
5	Institute for Cultural Affairs	Promoting Solar Panels in Qalyoubia	CC: RES
	Takamol Foundation for Sustainable Development	Demonstration Project on the production of organic fertilizers, vermin compost and treated irrigation water (TERMINATED)	CC: SWM and Irrigation
<b>Cairo</b>			
1	General Association for Caring Talented	Environment-friendly Bike Initiative for Youth	CC: transport
2	Bir Al-Waldin Society for Social Services in Dahshur	Improve solid waste management system in Dahshur	CC- SWM
3	Seen 9 for Sustainable Development	Thank you“ Bags	CC: plastics
4	Forum of Dialogue and Partnership for Development	To Promote the Use of Renewable Energy in Al Azhar University	CC: RES
5	Egyptian Youth Association for Development and Environment	E-waste Management in Cairo University and Zaytoun Area	Chemicals: e-waste
6	Beit Ala AlSakhr Association for Development & Community Care	Robabikia Call	Chemicals: e-waste
	Tawasol for Developing Establishments	Tawasol Energy-saving community school in Ezbet Khairallah (TERMINATED)	CC: EE (LED)

Table 15: Projects by their GEF Focal Area focus

Landscapes	Grantee Name	Project Name	Main focus
<b>Land Degradation (LA)</b>			
Upper Egypt	Community Development Association in Naga'e El-Qet	Improving efficiency of irrigation canals and water rationalization	LD: irrigation canals
Upper Egypt	Environmental and Community Development Association in Dandara (Dandara CDA)	Protecting agricultural land degradation and irrigation water conservation	LD: irrigation canals
Upper Egypt	Moftah Al-Hayah in Armant- Key of Life Association	Efficiency of irrigation canals in the villages of Armant Center	LD: irrigation canals
Upper Egypt	South Egypt Development Association	Improve the efficiency of irrigation canals in the villages of the Naqada	LD: irrigation canals
Delta	Al Nahda Association for Agricultural Development and Water Management	Preventing Land degradation due to high salinity	LD: seeds
<b>Biodiversity</b>			
Greater Cairo	Environment with Borders	To support sustainable ecotourism activities for the conservation of biodiversity and the development of visitor management programs in Wadi Degla PA and Al-Ghaba Al-Motahagera	BD: ecotourism
Fayoum	Bader for Sustainable Development	Wadi Al-Hitan Electronic Platform: A virtual tour to uncover our natural treasures	BD: ecotourism
Greater Cairo	Tourism Development Association in Dahshour	Creative initiatives to economically empower women in Badrshin	BD: SWM, livelihoods
Upper Egypt	Egyptian Society for Endogenous Development of Local Communities (EGYCOM)	Industrial Utilization of Baladi Palm Midribs and leaflets	BD: SWM, livelihoods
Fayoum	Environmental Tourism Development Association	Development of Solid Waste Management System to Support Ecotourism in Fayoum PAs	BD: SWM
Fayoum	Community Development and Youth Training Association	Environmental education to preserve nature	BD: Education
	Nature and Science Foundation	Mainstreaming Biodiversity and Supporting the GEF Small Grants Programme and National Civil Society Organizations in the CBD COP14 and afterwards	BD: education
<b>Climate change</b>			
Fayoum	Al-Aafak Al-Oulia for Environmental services and development	Electricity rationalization by using LED lamps in Fayoum	CC: EE (LED)

Landscape	Grantee Name	Project Name	Main focus
Delta	Youth Association for Human Resources Development	Together for energy use reduction	CC: EE (LED)
Upper Egypt	Modern Woman charity foundation in Al-Hella	Save your Energy	CC: EE (LED)
Upper Egypt	Um-ALKora Association for local community development	Rationalize energy consumption and raise efficiency in the city of Esna and surrounding villages	CC: EE (LED)
Upper Egypt	Future Generations Association in Al- Ma'ana	Enabling the community to use renewable energy in Qena Governorate	CC: RES
Upper Egypt	Nile Royal Association for Development and social services	Solar energy in agriculture to tackle climate change in Luxor	CC: RES
Upper Egypt	Al Shorouk Association for Development	Renewable Energy towards the future	CC: RES
Delta	Professional Cooperation Association for Small and Medium Industries	Maximizing the use of solar energy in Qaliubiya	CC: RES
Delta	Institute for Cultural Affairs	Promoting Solar Panels in Qalyoubia	CC: RES
Cairo	Forum of Dialogue and Partnership for Development	To Promote the Use of Renewable Energy in Al Azhar University	CC: RES
Upper Egypt	Together Association for Development in Louxor	Production of biogas and organic compost from animal wastes	CC- biogas
Fayoum	Environmental Protection Association in Fayoum	Promote the use of bicycles to reduce emissions	CC: transport
Cairo	General Association for Caring Talented	Environment-friendly Bike Initiative for Youth	CC: transport
Delta	Shabab El Sharqia Association for Development	Agricultural waste recycling to improve health, environmental & economic conditions	CC-SWM
Cairo	Bir Al-Waldin Society for Social Services in Dahshur	Improve solid waste management system in Dahshur	CC- SWM
Fayoum	Roh El Hayat Association for Development and Dialogue in Fayoum	Recycling of solid and agriculture wastes	CC: SWM
Cairo	Seen 9 for Sustainable Development	Thank you“ Bags	CC: plastics
Fayoum	Al-Nouran Foundation for Development	Fayoum Free of Plastic	CC: plastics
Upper Egypt	Cultural and Social Development Association in Qena	Promote the use of renewable energy in Qena (TERMINATED)	CC: RES
Upper Egypt	Egyptian NGO Support Center	Towards a green life (TERMINATED)	CC: biogas
Delta	Takamol Foundation for Sustainable Development	Demonstration Project on the production of organic fertilizers, vermin compost and treated irrigation water (TERMINATED)	CC: SWM and Irrigation
Cairo	Tawasol for Developing Estable Antar	Tawasol Energy-saving community school in Ezbet Khairallah (TERMINATED)	CC: EE (LED)
<b>Chemicals and e-waste</b>			
Cairo	Egyptian Youth Association for Development and Environment	E-waste Management in Cairo University and Zaytoun Area	Chemicals: e-waste
Cairo	Beit Ala AlSakhr Association for Development & Community Care	Robabikia Call	Chemicals: e-waste

227. Each thematic project portfolio includes approaches, which while include innovative ideas, also feature repetitive/less innovative application (canal lining, LED, biogas, see [Table 15](#)). There are several issues that need addressing to avoid the latter: exposure of the NGOs to international best practice; being more prescriptive in the CfPs, but based on thorough assessment beforehand; stronger links with academia; etc.

228. Nonetheless, new pilot sites have been created in each focus region and existing pilot sites have been strengthened using various approaches and technologies, which make it possible to demonstrate to stakeholders the benefits of green technologies. Several projects have a clear link to policy, especially

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the ones that had synergies with UNDP FSPs (but not only), with a good replication potential. This is the main avenue how the Program contributed to UNDP/UN energy and environment portfolio and environmental SDGs. But not only: each project implemented educational and informational work in a sense that the majority of projects had awareness component and they somehow passed technical expertise to end beneficiaries like the power saving techniques, the maintenance ~of solar panels, canal lining and bio-gas units, while other projects had larger educational focus like bio-diversity interactive material in Fayoum, non-plastic use stories in Fayoum and the online library and museum for reserves in Fayoum. SGP also contributed to alternative livelihoods, and thus- to SDGs related to poverty reduction.

229. SGP6 had a notable contribution to national priorities, pushing the agenda for ambitious mitigation and adaptation goals. This was most prominent when it was innovative, feeding evidence -based impute into policy plans with replication potential Where it was at its most innovative SGP6 contributed to GEF Strategic Priorities.
230. With the reservations mentioned, overall objectives for three out of four outcomes were met: the area where it was less successful is galvanizing collective action in two landscapes.
231. Projects cover various focus groups: small and medium-sized farms, private households, universities, public buildings (schools, health centers), streets, rural cooperatives, PAs, etc.; which has made possible to demonstrate the efficiency of the implemented technologies at various sites for different focus groups.

### Box 7 Innovations

SGP team define innovations as; (i) new ways of thinking, (ii) new way of organizing the community resources, (iii) new ways to connect (between communities and the market), (iv) original product/service/ model of delivery and (v) identifying and empowering local innovators. Different types of innovations were identified during the discussions with the grantees.

- One of the **innovative funding models** of delivering a service was a partnership between one of the grantees and the agriculture bank to provide loans to farmers in order to be able to cover their contribution to the solar panel units they would purchase from the grantee. This partnership resulted in a new financial product that is more attractive to farmers as it offers them larger amount and longer instalment period. This partnership strengthens the loan rotating model the grantee offers their farmer and enhanced the scaling up and sustainability of this model in the future. Grantees who offer product/service to their community members grew innovative with the best model to respond to the end-beneficiaries needs while motivating them to contribute to the price of received services/products. Grantees adopted practices like longer instalments, maintenance support, accepting end-beneficiaries' in-kind contributions and raise wives' awareness to influence farmers' decision.
- Other grantees referred to the introduction of new **ideas to their communities and educating end-beneficiaries about it as innovation like the solar panels, laser leveling and introducing new crops to farmers. For example, Solar energy is used also for the first time in Luxor Governorate to operate 10 irrigation pumps.**
- Another innovative aspect was the **usage of some (previously considered as) agriculture waste** in high nutrient meals by farmers wives. The novelty of those ideas in the targeted areas and the localized adoption of such products make the model innovative. Some grantees **used technology as their innovation gate** as they introduced virtual tours, museum, library to one of the newly discovered reserves or designed interactive educational material about biodiversity for primary student.
- The project implemented in the Delta landscape has been a success story covering a total area of 1850 ha, where agricultural lands are significantly suffering from high salinity of soil and irrigation water due to climate change impacts. So far, **4 new crops, namely Quinoa, fodder beet, naked barley and bonicam, that bare salinity and have high economic value have been cultivated** in 2 villages, directly serving 23 small farmers, as a demonstration project. While other activities implemented so far have served 109 men & 55 women. The project is technically supported by a scientific team from the Egyptian Center of Excellence for Salinity Agriculture, Desert Research Center. Based on the success of this project, the SGP has linked it to the work of the UNDP Egypt Accelerated Lab, and an MOU was signed aiming to enhance its activities in strengthening market linkages for small farmers: towards economic resilience in the face of climate change.
- **RES/EE in public building wit multifocal interventions.** The experience with the public buildings has helped to identify the bottlenecks and inform the Government strategy
- The **bike sharing scheme** is relatively new in Egypt as a model of commuting that use only environment friendly method of transportation.
- **Bannign SUP:** while there was a scheme elsewhere (Red Sea), this is still a novelty for Egypt in need of promotion
- **e-waste: collection** *schems being instituted are a novelty and need arge scale awareness raising, In this case SGP supported that, but going forward there are many areas of novel potential engagements*
- **SWM strategies in PAs-** as important steps towards improved PA management coupled with prompting exotourism

232. The extent to which the Program contributed to gender equality, the empowerment of women the extent to which a gender responsive and human rights-based approach were incorporated in the design and implementation are discussed in Section 3.3.8

233. The project was greatly affected by the lengthy initial delay, COVID and the stringent MOSS rules in vetting the NGOs/projects, as well as the quality of the ProDoc (including initial budget). On a positive side strong synergies with UNDP and the Support from the MoEnv have helped it to achieve notable results.

234. In hindsight focusing on lesser number of governorates might have been a better strategy.

#### 3.3.4. Efficiency

235. The PIRs are presented at the NSC meetings. But the quality of reporting could be much improved. The PIRs include repetitive information and do not refer to the projects precisely in terms of contributing specific amounts to the reported results against the targets (based on robust evidence). This is indeed linked to the issues identified related to the M&E.
236. The SGP 6 workplans were somewhat dependent on the responses by SGP 6 grant applicants to calls for proposals. With approved proposals of the SGP 6 grantees complete with signed Memorandums of Understanding (MoUs), the individual workplans of each grantee served as the basis for the annual SGP 6 work plans. These workplans are in the form of Excel based sheets with a focus on budget with a lack of programmatic underpinning.
237. The Program has a Knowledge Management (KM) strategy which was developed in-house. It is rather basic and lacks an analysis of all the potential target audiences and ways to reach them. An NGO was awarded a grant to implement KM activities, and this includes:
- maintaining the presence on social media:
    - ✓ Facebook (FB) page <https://www.facebook.com/GEFSmallGrantsProgrammeEgypt>
    - ✓ Instagram page; and the [https://instagram.com/gefsmallgrantsprogramme?utm\\_medium=copy\\_link](https://instagram.com/gefsmallgrantsprogramme?utm_medium=copy_link)
    - ✓ creating a YouTube page
  - drafting of the case studies;
  - drafting a booklet which will be prepared by the end of the project;
  - production of 8 videos; and
  - SGP contributes short articles to NHI monthly newsletter
238. In a report from the CPMU, covering the duration between 1<sup>st</sup> of February and 1<sup>st</sup> of December 2021:
- The number of page viewers got from 2000 followers to 14,749 followers;
  - The organic reach of the FB page is 563,036 and Instagram 16,225;
  - The number of visitors of Facebook is 8,125 and Instagram 321;
  - The paid reach is 6.4 million and the number of post-shows is 13.4 million; and
  - Out of which 52% are males and 48% are females with the total number of posts 193
239. The above reported numbers are difficult to be assessed with the absence of benchmark or project's targets. Some of the reported numbers are clearly small, like the number of Instagram followers, while others had quite high reach numbers. Plus, there is informational products produced by the grantees. For example, since inception, for RET/EET, grantees have produced 45 fact sheets, knowledge management materials highlighting lessons learned, successful practices, and established partnerships. Those materials are being disseminated among SGP networks, partners and stakeholders. Some grantees are expected also produce case studies to document best practices towards the end of their projects.
240. As mentioned earlier, the website <http://www.gefsgpegypt.org/> is outdated as there was no funding to maintain it in the budget.
241. The majority of the non-grantee interviewees mentioned that SGP should have enhanced visibility and that they would have liked to receive more information about the projects and more often. As

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discussed, this could then open up opportunities for the SGP grants to be pilots for the large-scale reforms and support the larger scale impact of the SGP grants and potential for replication.

242. As such, there remains just under 3 months for the project to complete its knowledge products including case studies and lessons learned with gender disaggregated results. for the remaining project activities left until April 2022, the following was planned at the time of writing this report and looks manageable: case study one on gender; publication of the booklet and dissemination; videos; and closing ceremony.
243. The Program is coordinating with the UNDP CO Communication department.
244. The achievement of the targets despite COVID and the close completion of 34 grants speaks of efficient work once the program started. Also, as described earlier, the team demonstrated good adaptive management skills. Many grantees, with the support from the SGP team demonstrated approaches/practices particularly useful and timely during the COVID-19 pandemic. Some of the grantees migrated awareness and training activities to online tools like launching effective awareness campaigns on social media reaching wider audience. Having said that, the project team could do better in terms of visibility/communication, outreach beyond UNDP and MoEnv. organizing the work of the NSC, and structured support to P2P exchange. These issues are described below
245. **Synergies:** SGP6 has performed very well in terms of establishing synergies with UNDP GEF FSPs. **Error! Reference source not found.** describes these. This strength was noted in the global evaluation too. Part of the credit goes to UNDP Team leads for the Climate change as well as Biodiversity. The synergies helped to pilot test innovative for Egypt ideas like RE/EE in public buildings, bike scheme, SWM strategies, etc. (b) raise awareness as in the case of the e-waste, as well as (c) complement the FSPs with on the ground activities as in the case of the PA activities. Having said that, there is still room for improvement: interviews indicated that there were/are relevant UNDP led projects, which are not well aware of the SGP projects even though they work in the same thematic areas (PA). Hence the work could be more systematized.



Table 16: Synergies

Partners	Description of partner activity	SGP Grantees	Project Name	Comments
GEF Bioenergy for Sustainable Rural Development 2010-2019 /Bioenergy Foundation	Bioenergy for Sustainable Rural Development (GEF-financed): This project implemented in two Egyptian governorates; Fayoum and Assuit.	Together Association for Development in Louxor	Production of biogas and organic compost from animal wastes	The Bioenergy Foundation / Ministry of Environment provide technical support to the grantees, supervise the installation of the biogas units and submits a supporting technical report on the grantees progress report.
		Al Shorouk Association for Development	Renewable Energy towards the future	
		Roh El Hayat Association for Development and Dialogue in Fayoum	Recycling of solid and agriculture wastes	
GEF Egypt PVs Project (2016- 2021_	Aimed to address impediments to the dissemination of PV power and create conditions for the development of PV in the Egyptian market., supporting the regulatory framework; establishing tariff for PV power that encourages private investments in RET; and establishing knowledge base and supply chain that reduce the cost of PV.	Future Generations Association in Al-Ma'ana	Enabling the community to use renewable energy in Qena Governorate	The project's team provides technical assistance to SGP projects and supervise the installation of the PVs units installed.
		Professional Cooperation Association for Small and Medium Industries	Maximizing the use of solar energy in Qaliubiya Governorate	
		Institute for Cultural Affairs	Promoting Solar Panels in Qalyoubia	
		Forum of Dialogue and Partnership for Development	To Promote the Use of Renewable Energy in Al Azhar University	
GEF E-waste Management ended officially in September 2021	The main objective is to prevent the exposure of humans and the environment to harmful chemicals and waste, including POPs, mercury, other and heavy metals, through community-based approach	Egyptian Youth Association for Development and Environment	E-waste Management in Cairo University and Zaytoun Area	The project's team provided technical assistance to both projects, and a member of the team participated in the SGP awareness raising activities.
		Beit Ala AlSakhr Association for Development & Community Care	Robabikia Call	
UNDP-Egyptian Environmental Cooperation Project (EIECP/III)	Support to the Egyptian PAS (SEPA) strengthens the Management Units of the targeted PAS (PAMUs), develop sustainable tourism, and to promote world-class parks, plus act as an instrument for the socio-economic sustainable development of the local communities (Siwa PA, Wadi El Rayan PA, and Wadi El Gamal National Park).	Environmental Tourism Development Association	Development of Solid Waste Management System to Support Ecotourism in Fayoum PAS	The project's team coordinated and supported the activities of SGP projects
		Nature and Science Foundation	Mainstreaming Biodiversity	
GEF Sustainable Transport Project (ended in 2019)	implemented in two Egyptian governorates; Fayoum and Menoufy with the objective is to reduce the growth of the energy consumption and the related GHG of the transport sector in Egypt, while simultaneously mitigating the local environmental and other problems of increasing traffic such as deteriorated urban air quality and congestion	Environmental Protection Association in Fayoum	Promote the use of bicycles to reduce emissions	SGP grantee is continuing the partnership with Fayoum University and Fayoum Governorate which started just before the GEF ST project ended in 2019
Mainstreaming Conservation the Sustainable Use of	designed to mainstream biodiversity into the Egyptian tourism sector and	Community Development and Youth Training	Environmental education to preserve nature	The FSP has launched a national campaign called "Eco-Egypt". The SGP

Partners	Description of partner activity	SGP Grantees	Project Name	Comments
Biodiversity into Tourism Development and Operations in Threatened Ecosystems in Egypt	government, reforming the way that both tourism and BD resources may be managed	Association in Fayoum		Team called for a coordination meeting to discuss coordination. This meeting was in the presence of Head of GEF Unit and also FP in the FSP project.
		Bader for Sustainable Development	Wady Al-Hitan Electronic Platform: A virtual tour to uncover our natural treasures	
		Environmental Tourism Development Association	Development of SWM System to Support Ecotourism in Fayoum PAs	
UN Habitat		General Association for Caring Talented	Environment-friendly Bike Initiative for Youth	UN Habitat was nominated by UNDP to join the NSC as they were implementing a sustainable transport project in Cairo. Thus, they only shared their experience

246. The ProDoc mentioned several GEF FSPs with which SGP6 was supposed to synergize. There are 2 of these with which it did not happen, but many more projects which were not mentioned in the ProDoc. there were no synergies with the following two projects mentioned in the ProDoc

- Promoting SLM and climate change adaptation in the North West Coast of Egypt (GCF-financed): aimed to contribute to integration of biodiversity conservation with agriculture development through various activities for resource conservation (soil, water, plant, animal) and improved management of natural resources for production sustainability that integrates biodiversity and climate change considerations with other biophysical and socio-economic dimensions. 2017-2024
- Strengthening PA financing and management systems (GEF-financed): The Egypt SGP Country Programme has funded several biodiversity projects in coordination with this FSP in three PAs (PAs), in the previous cycles. 2010-2020

247. Outside UNDP implemented GEF and GCF FSPs, there is only one case of synergy and that's with UN Habitat. There is a room for fruitful cooperation with UN specialized agencies, especially the FAO, as well as multilateral banks, like the WB and European Bank for Reconstruction and Development (EBRD), bilateral development agencies like GIZ, etc. The relevant projects that are implemented by them are mentioned in Section 3.3.10. According to the CPMU, the attempts were made but were not fruitful. The interviews indicated however that there is clearly another reason and that is low visibility/ insufficient communication by the SGP. This is discussed next.

248. **Scope of cooperation.** SGP6 had a very strong cooperation with the MoEnv. As for other ministries, this is mostly indirectly, at the local level, via the grantee activities. The interviewees commented that the cooperation could be stronger at the central level with the MoALR (the only case is the project with the Desert Research Center) and its agricultural research Center (envisioned by the ProDoc), MoWRI. and MoLD. Also, there is limited cooperation with the private sector associations. Similarly, while the cooperation with UNDP is very strong, there should be more outreach to and engagement with specialized UN agencies, e.g., FAO.

**Thematic clusters and P2P exchanges.** Identifying Thematic clusters and organizing roundtables could help with the above, aiming to invite the representatives from the government agencies, specialized UN agencies, development partners, etc. The following could be examples of such

thematic clusters: water saving technologies, solar energy, bike schemes, recycling agricultural waste; etc. SGP already had such meetings but only for the grantees (see

249. **Table 18**). The main objectives of those events were: Knowledge and experience sharing; Discussing challenges facing the implementation of projects. Updates on the COVID-19 situation and its impacts on projects' implementation. The scope could be expanded to include identification of bottlenecks, policy lessons learnt policy recommendations, etc. Based on those events, exchange visits were arranged between grantees to gain more experience and build on lessons learned. These were limited however. Plus, grantees in each landscape communicate via WhatsApp groups.
250. During the interviews for this TE many grantees mentioned that they would have liked to have structured general knowledge exchange events and having access to national and international case studies they can learn from (especially related to access to finance and media presence). P2P exchanges could be handled via the mentioned thematic cluster meetings, but also targeted exchanges.
251. **The overall rating for Efficiency is Moderately Satisfactory (4)**

### 3.3.5. Overall Project Outcome

252. **Contribution to Overall Outcome is rated as Moderately Satisfactory**

**Table 17: Overall Outcome Rating**

Assessment of Outcomes	Rating
Relevance	S
Effectiveness	S
Efficiency	MS
<b>Overall Project Outcome Rating</b>	<b>S</b>

### 3.3.6. Sustainability

253. **Financial sustainability.** There are many projects where there are sufficient grounds to be hopeful that the projects' activities would be sustainable. For example, in the case of public buildings – having reduced utility bills due to used RET/EET; PAs with more income due to more visitors; Offering services in return of a service fee like renting laser levelling and bike sharing and garbage collection services. There are some projects where there is less certainty: for example, in the case of the educational projects, Bio-diversity interactive learning material for students and online platforms promoting reserves. The fact that the NGOs have faced major challenges in accessing loans is an added factor to financial risks to sustainability: this was demonstrated by the failure to get loans from MSMEDA due to complicated – for the NGOs-paperwork that was required.
254. **Programmatic sustainability** is closely linked to the notion of financial sustainability. The Biogas projects in some locations face the risks of lack of interest, given that other development partners offer these for free or due to government extending centralized gas supply network to those locations that were initially planned.

255. Using the mechanism of revolving funds, strongly promoted by SGP in many projects (also in previous phases) plays a very positive role in securing programmatic sustainability in addition to making products, e.g., LED, more affordable for the users.
256. *Technical sustainability* is also closely related to both programmatic and financial sustainability. Training in maintenance and promoting technologies which are locally adapted and not facing difficulties with spare parts, have guarantee schemes, are examples: the projects do not seem to face such risks (see **Error! Reference source not found.**).
257. **Socio-political sustainability:** There are sufficient grounds to expect that the socio-political sustainability is not threatened by strong risks and will be assured. Currently the political situation in Egypt is stable with no foreseen risks. This is true for the students in schools and residents in towns who have access to more and more sustainable lighting; farmers with more access to irrigation water, decreasing potential water conflicts; women with more opportunities to engage in community initiatives and earn money may be for the first time in their lives- all of these are good grounds to be optimistic about the socio-political sustainability prospects of the projects. One risk factor is COVID and post- COVID, as it changed and might change further people's lives in profound ways, including careers and jobs.
258. **Institutional Framework and Governance aspects of sustainability.** Several recent laws and policies/strategies will work favourably to support the sustainability: this is in particular true for the recent laws on strategies listed under Section 3.3.2. A few are in draft, e.g., related to removing plastics. Also, Egypt will be hosting the next COP, and hence more efforts are expected from the GoE in terms of pushing for reforms that would support environmental sustainability. However active engagement is needed to support sustainability outcome of policy improvements. The report that was produced under SGP – MAVA Foundation after the policy roundtables for biodiversity provide an example of that (see **Error! Reference source not found.**)
259. The fact that landscapes include several governorates is a risk to sustainability and has proved to be a hindering factor in terms of operationalizing the MSLPs in Delta and Cairo. MTR recommended having a lower level "groups" at the governorate level. There are pros and cons in that approach. Cross governorate platforms benefit from sharing experience across the governorates. But this could be considered.

**Box 8 Recommendations from the SGP Egypt- MAVA Foundation**

- ❖ Inclusion of ecosystem and biodiversity values in environmental assessments and ecological assessments social strategy and its application in new environmental policies and environmental impact assessments for investments, such as infrastructure, water management, and urban development, and using the results to guide the process decision making and implementation.
- ❖ Implement cross-sectoral and cross-departmental policy improvement strategies and develop clear internal policies and plans to mainstream biodiversity through the participation of ministries and multiple stakeholders and to identify gaps and opportunities to enhance coordination.
- ❖ Inclusion of biodiversity issues in national land planning to include linking protected and sensitive areas and areas that are being restored, and sustainable agricultural areas with state development plans with a focus on systems the distinctive environment for each region, such as the marine and coastal environment in the Red Sea, agricultural and desert areas.
- ❖ Inclusion of the goals and targets of the post-2020 global biodiversity framework in policies targeting the main sectors that directly or indirectly affect biodiversity (eg tourism, energy, mining, Health, Infrastructure, Industry (According to Egypt's Vision 2030, taking into account the links between sectors.
- ❖ Assessing the financial risks arising from biodiversity loss under current policies as well as in the case of incorporation of biodiversity in different development scenarios.
- ❖ Include the role of mainstreaming biodiversity and services in nature and among people in education policies and curricula and "train the trainers" and teacher education programs.

260. The lengthy MOSS review is a risk to sustainability as often it came late resulting in cancellations and shortening the effective implementation time for the projects. This risk is expected to less, as the now MoSS is working with the new bylaw which limits it to 60 days.), The same is true for the lengthy processes for approvals from various line ministries, e.g., Ministry of Education and Moss Ministry of Endowments.

#### Box 9. Sustainability models on the ground

Grantee's nature of project can be categorized in to two main categories,

- first category is the project that provide product (e.g., bio-gas units, solar panels, LED bulbs, bikes) and/or service (e.g., canal lining, garbage collection, laser leveling, e-waste management, bikes management). Grantees implemented their projects using one of two models, either make the end-beneficiary pay 100% of the product cost or the end-beneficiary pays a share towards the end-product cost and the grantees pays the rest. The first model ensured the accumulation of loan revolving fund that the grantee can use afterwards to credit more beneficiaries and sustain the extension of products to more users over time. The loan revolving model is quite strong as it ensures a close follow-up on the beneficiaries while collecting installments and the availability of the resources in the future to support more end-beneficiaries.
- The second model where grantee pays a share and the end-beneficiary pays a share enable grantees to extend their service/products to more beneficiaries, but not accumulating longer-term sustainable funds. One of the reasons shape the grantees decision is the NGO license type and if they can manage rotating funds. Moreover, the services offered by grantees were fee based as the end-beneficiaries paid a substituted amounts to benefit from the offered services by the grantees. This fee shall cover the expenses and ensure the model continuation after the project ends.

Some grantees-built partnerships to strengthen their sustainability model like one of the grantees partnered with the agriculture bank to offer the end beneficiaries larger loans and longer payments. Other grantees partnered with buyers (e.g., e-waste recycling companies, non-plastic bags buyers) to create sales at the end of the model that can cover the model expenses and pay for production/collection costs.

Besides the financial sustainability, grantees considered the technical sustainability as well through offering maintenance training to end-beneficiaries, local youth and served governmental organizations staff. Moreover, grantees made sure that their offered products hold a guarantee and the service providers of services (e.g., bio-gas units) offer field check for the established units. Meanwhile, the second category of grantees are grantees who offered services such as educational material, online tours, advisory services to farmers, some canal lining among others could not share a structured sustainable model that ensure the services continuation after the project ends.

Sustainability on the ground is/will be supported also by the improving regulatory framework, as the stipulations of the laws and strategies will affect the processes, e.g. in the case of the RES/EE in the public buildings related to easing regulatory burden.

The prospects for **NGO capacity/HR sustainability** improved with training (see

261. [Table 18](#)) and thematic workshops (see [Table 19](#)) and this will support sustainability. Three training courses were already conducted and one more is left for February (Case studies and documenting lessons learned and gender). But clearly this training was not enough. The NGOs need more training especially on resource mobilization financial management, proposal writing

**Table 18: Capacity Building organized by the SGP**

Training topic	No of participants	Assessment by the trainer
<b>M&amp;E:</b> 5- 8 September. 2021 Cairo	representatives of 11 grantees	While the average score of the pre- test was 36 % for participants, the post-test average score was 76%.
<b>Proposal writing:</b> 1 – 4 November t2021	11 grantees.	While the average score of the pre- test was 16 % for participants, the post-test average score was 20%.
<b>Report writing:</b> 13-15 July 2021	11 grantees	While the average score of the pre- test was 62.5 % for participants, the post-test average score was 80%.

262. **Environmental sustainability:** The grant projects aim at enhancing environmental sustainability, and as described all of them registered progress at least at their local level. However, the fact that SES risks are not monitored and updated is a factor limiting the potential for analysis.

263. **Sustainability of livelihoods' improvements.** There is no evidence-based assessment for people with higher incomes (as a result of livelihoods projects, increased irrigated areas for planting; more water available; more resilient plants)- for many projects is too early. But there is a safe to say that this is a factor to support the sustainability of the project results, in that they will have more financial resources available to them to cover the costs which were covered by the project before. This is especially important in the COVID environment and post -COVID recovery stage

*Table 19:Thematic Workshops*

DATE	THEME	LANDSCAPES	PARTICIPANTS
26 October 2020 <b>In person</b>	Solar Energy	Upper Egypt and Greater Cairo	4 grantees + GEF PV Egypt Project (10 participants)
25 November 2020 <b>virtual</b>	Biodiversity	Fayoum Landscape	4 grantees (6 participants)
12 December 2020 <b>virtual</b>	Land degradation	Upper Egypt Landscape	3 grantees (7 participants)
26 May 2021 <b>virtual</b>	Biodiversity + climate change	Fayoum Landscape	7 grantees (13 participants)
27 May 2021 <b>virtual</b>	Biogas	Fayoum and Upper Egypt landscapes	3 grantees + Bioenergy Foundation participants)

264. Ratings are presented in Error! Reference source not found.

*Table 20: Ratings for Sustainability*

Sustainability	Rating
Financial resources	3 (ML)
Socio-political	4 (L)
Institutional framework and governance	4 (L)
Environmental	4 (L)
Overall Likelihood of Sustainability	4 (L)

### 3.3.7. Country ownership

265. Country ownership could be assessed as somewhat strong, as there is a mixed picture. The strong support by the MoEnv, but not so much by some others, e.g., the MoLD; strong support by some of the governorate administrations (especially in Upper Egypt and Fayoum), but less so in others (especially in Delta and Greater Cairo); strong support by some of the local governments as opposed to others. The latter differed also depending on the (a) context of the projects: local authorities of irrigation and agriculture were very supportive in Upper Egypt providing technical support, field visits and easing permissions to grantees working in agriculture projects, while the local authorities in Fayoum were not very supportive of bio-diversity promotion activities, and local electricity authorities in Upper Egypt were not very supportive of solar panels installations; (b) grantees backgrounds and networks, and (c) individual interest of the local authority staff

### *3.3.8. Gender equality and women's empowerment*

266. The Program recruited a gender consultant in 2018 to carry out a gender assessment and develop an action plan, in order to better address gender during project implementation. The final report, dated October 2018, includes an analysis of gender issues in Egypt and in the Upper Egypt and Delta project landscapes. Fayoum is mentioned as part of the Upper Egypt analysis. The analysis was made primarily for the rural landscapes, where gender inequality is more pronounced. The Greater Cairo landscape was not directly analysed, which is a shortcoming as the challenges exist and they are different from the rural settings.
267. The Action Plan includes a set of indicators and targets for each of the project outputs, e.g., representation of women in stakeholder consultations and multi-stakeholder platforms, recruitment of a gender advisor, gender-response landscape strategies, number of women participating in project activities, and development of gender-specific case studies. There is no formal process of following through, to ensure that all the indicators are met, but many were met, with the revision of the PRF and the upcoming case study on gender.
268. The gender consultant was not part of the reviewing the grant proposals. This role was reserved to one of the NSC members, and the review indicated that this arrangement did not result in in-depth analysis for each and every project. The grantees were also advised to approach the regional chapters of the NCW. The grantees used the NCW community leaders who deliver door-to-door campaigns to raise awareness of women in the communities. The grantees train the women community leaders on their messages (e.g., water saving, importance of bio-gas units, etc.) and the women community leaders in their turn deliver those messages during their door-to-door trips.
269. There was no strategy on the engagement of youth, vulnerable and ethnic minorities. Some of the grantees worked with youth as they used them as volunteers in cleaning campaigns, awareness activities and other events. Grantees who worked with universities were mainly targeting youth (e-waste projects, sustainable building in Azhar university). None of the grantees highlighted differently abled as their target group.
270. SGP team advised the grantees to have a gender balanced targets for components like training and awareness. Some grantees had a gender lens utilizing women in outreach activities, delivering training and as end-beneficiaries or training, awareness and other activities. There was no separate section for gender in the grantee's proposal, yet they included female targets under some planned activities in the proposals. According to the grantees, their accumulated field experience, nature of interventions and the grantees management background were the key influence of working intensively with women. They designed their projects to be inclusive of women and assigned gender balanced targets to different activities. One of the grantees shared that the idea of establishing a workshop to produce non-plastic bags organically target women as the key labour due to the below average salaries the workshop can offer to labour. Other grantees shared that they partnered with the national council of women in their governorate to include their awareness messages among other messages the women educators communicate in their door-to-door campaigns. The NCW enabled grantees to reach more end-beneficiaries, especially wives who can convince their farmer husbands to adopt a certain model like canal lining or bio-gas units. Other grantees hired female volunteers/staff to do the door-to-door awareness campaigns. The representation of females in the



local platforms is decent and the representatives are affiliated to various organizations like the irrigation and agriculture directorates, national council of women and Ministry of social solidarity.

271. SGP report has many output level results concerning women empowerment, but with no outcome level results captured: for example: 401 producers, including 39% women, have been trained through 5 on-going projects; 79 CSOs representatives, including 38% women participated in trainings to improve the financial and administrative sustainability of their community organizations. 29 representatives of 25 grantees (12 women) participated in the capacity building.
272. As part of the TE, it was possible to capture only limited outcome level results concerning women (see [Box 11](#))

### **3.3.9. Other Cross Cutting Issues**

273. For results related to the engagement of youth it is the same as discussed for gender: only output level information is reported/available. For example, the reports state that the Egyptian Youth Association for Development and Environment partnered with (a) 7 Egyptian universities; namely Cairo, Sadat, Tanta, Beni Suwaif, Azhar, Damanhur, and October, to raise the awareness of university students and university officials on the sustainable management of e-waste, and (b) with the Arab Union for Youth and Environment and the Ministry of Youth and Sports and succeeded to organize the first youth forum on e-waste management with the participation of more than 150 youths, but no further level outcomes are evident.
274. The Program had a plan of partnering with grantees who shall deliver much needed support to the most marginalized groups. Meanwhile, grantees offered their products (e.g., LED bulbs, solar panels, bio-gas units) and services (e.g., garbage collection, canal lining, laser levelling) for a fee to ensure the sustainability of the model and ownership of the end-beneficiaries. The strict application of this model raises concerns about the exclusivity of services. From the grantees point of view, they offered their products/service at factory price which makes the end-beneficiary benefit from the relatively offered low prices, yet the grantees could not waive the condition of end-beneficiaries contribution or provide exceptions. Another potential exclusivity aspect was the increase of the bio-gas units' capacity (based on bio-energy foundation recommendation) as a more technically effective unit. The increase in the capacity of bio-gas units means more livestock to provide waste to the units which means large holder farmers.
275. Worth mentioning that most of the grantees had wide outreach activities to attract as much beneficiaries as possible who would be interested and able to pay for the services especially expensive products such as solar panels and bio-gas units.

### **3.3.10. GEF Additionality**

276. SGP is one the very few agencies that provides grants to the NGOs/CBOs for environmental projects. In that sense, the Program is strongly complementary to the macro-level efforts by major development partners. From that point of view the SGP program fills an important niche, to complement the larger reform efforts by the GoE supported by the international organizations (IOs) and bilateral aid agencies. In particular, SGP, as discussed is strongly complementary to UNDP implemented GEF FSPs, often funding pilots, or public awareness components.

277. There has been increasingly more engagement by these large multilateral financing institutions, IOs and bilateral aid agencies in climate change adaptation; as for mitigation – this was high on their agenda for a long time. In the context of Egypt a few could be mentioned, e.g., (a) WB supporting IWRM, and solar energy; (b) EU is funding projects for the protection and promotion of the Egyptian cultural Heritage; FAO supporting the enhancement of - the Agriculture Extension Services in Egypt through Information & Communication Technology’ as well as supporting the design of on-farm irrigation modernization plan in Egypt; supporting sustainable use of natural agricultural resources, focusing on innovative technologies for water productivity and enhanced climate change adaptation; the water-energy-food nexus, water harvesting and use of treated wastewater, and biodiversity management strategies for agriculture.
278. SGP additionally could have been demonstrated stronger if there was a better coordination and cooperation with development partners, including in the context of other agency-implemented GEF projects (FAO, WB, UNEP, etc)

### 3.3.11. Catalytic/Replication Effect

279. There are cases of replication already ([Box 10](#)), but very few. Several innovative technologies/services that were tested in SGP 6 successfully, have a good potential for replication. Namely:

- **RE/EE in public buildings:** bottlenecks in the procedures were identified and informed the reforms led by the EEAA;
- **crop diversification in the context of salinization of lands (Delta):** new crop varieties were tested, led by the Desert Research Center which is part of the Center for Excellence under the MoALR, hence the chances are good that this will feed into recommendations/guidance and support by the MoALR to the farmers in similar conditions. Plus, this is linked to UNDP led Accelerator;
- **solar for irrigation:** the grantee partnered with the Agricultural Bank and was in the process of partnering with another bank at the time of writing this report, could be replicated in more areas to serve wider range of farmers;
- **bike sharing scheme:** the model built on previous governmental project that provided bikes to university students, while the grantee under SGP 6 provided parking lots and management app. This partnership may pave the way to replication of this intervention;

#### Box 10: Example of Replication

- The **Professional Cooperation Association for Small and Medium Industries** has signed cooperation protocols with the **local authorities concerned with Health and Youth & Sports**, as they are installing rooftop PVs on the Health Center and the Youth Center in **Qalioubia Governorate**, Greater Cairo landscape. GEF Egypt-PV Project is providing them as well with necessary technical assistance. Youth Association for Human Resources Development in Kafr El Sheikh, Delta landscape, partnered with the City Council to install 20 LED lighting polls, which were placed at one of the main streets in Kafr El Sheikh city;
- The **Institute for Cultural Affairs** has established partnerships with the **Local Health Authority in Qalioubia** to install rooftop PVs on 2 buildings; a hospital and a health center in Qaliuobia area, Greater Cairo landscape. In addition, a partnership was established with a school at the same geographical area. It is also partnering with the GEF Egypt-PV Project to support the project technically;
- The **Um-ALKora Association for Local Community Development** signed cooperation protocols with **Esna City Council** to promote LED saving bulbs in Esna, Luxor governorate. It also partnered with the **governmental Electricity Company**, which provided technical assistance during awareness raising activities

- **banning SUP:** the replication is possible, but the law on banning SUPs needs to be passed/and or Government regulations passed and enforced to provide enabling environment that would allow replication of the intervention; and
- **SWM elements in PA management, tested in Fayoum** which fed into the SWM strategy in those PAs could potentially be replicated in other PAs

280. The examples above here have a potential for replication via 3 routes (a) being linked to the planned/initiated policies/strategies; (b) being initiated in cooperation with the innovation-supporting departments of the government- in this case the Desert research Institute; or (c) being linked to a reform program supported by a major development partner (e.g., PA management). Another form of potential replication for some of the implemented interventions is the revolving fund model that the grantees applied, whereby the end-users contribute to the prices of products/services and these contributions accumulate to be used further, possible in another location. Also, innovations related to the models of operation have a potential for replication (including the example of bank loans to the NGO support RE).

281. For stronger replication/catalytic effect there is a need for more of the innovative projects (this was discussed earlier). Plus, there is a need for stronger links (a) vertically- with Government, using its ability to disseminate best practices via regional branches, as well as more specifically with the extension department of the MoALR; and (b) horizontally, with the governorates and local governments within the selected landscapes and outside; for this, the cooperation with the MoLD would be important- something that was attempted, but not succeeded.

282. In addition, there is a need to pursue replication by the local governments/governorate administration which are part of the identified landscapes using the MSLPs as well as strengthening the grantees capacities to build and manage business models, and partnerships with private sector.

### 3.3.12. *Progress to Impact*

283. Government agencies and local communities have few interactions that inform comprehensive policy making that stems from tested and workable solutions and approaches to sustainable environmental management.

284. GEF-6- supported projects provided examples of sustainable farming (including, production of bio-fertilizers for organic farming, crop variety suitable for salinized lands; effective use of water-saving techniques, etc.), sustainable management of agricultural waste (making handicrafts and compost) and solid waste (in the context of PA management), using sustainable solutions for energy (with RET and EET), and transport (bike scheme, etc.). All of the above approaches and practices have a potential to generate visible environmental but also immediate socio-economic/livelihoods benefits (see [Box 11](#)), while in the others this impact on livelihoods will come through higher yields, less costs on fertilizers and energy (biogas), as well as GHG reduction/ coupled with more financially viable public institutions due to reduced costs of electricity supply (see selected photos in **Error! Reference source not found.**), impact in the sense of community safety and empowerment for women (street lighting), etc. Since most of the projects will be completed almost at the close of the SGP 6 cycle, for them this impact in the latter case will be materialized later.

285. The Program estimates that the total number of direct beneficiaries is 62151 people (Female- 26782). It also estimates that:

- Area of degraded agricultural land restored was at 11000 ha
- Area of landscapes under improved practices (hectares; excluding PAs) – 45,100 ha;
- Area of landscapes under improved management to benefit biodiversity- 32,100 ha;
- Area of landscapes under SLM in production systems- 13,000 ha; and
- Greenhouse gas emission mitigated - 9,554 tons of CO<sub>2</sub>e.

#### Box 11 Example of Direct Impact on Livelihoods

One of the grantees (*Seen 9 for Sustainable Development*) established a sewing workshop to train women from Manshiet Arab Soliman at Atfih Center in Giza to produce Eco-friendly fabric bags. The grantee managed to build a business model that attracted buyers like Carefour and other chains to buy the fabric bags and sustaining the workshop operations. With 15,000 delivered bags and new 10,000 bags ordered the workshop secured income that can cover the workshop expenses and pay salaries to the 12 fulltime women hired by the grantee out of the trained 27 women.

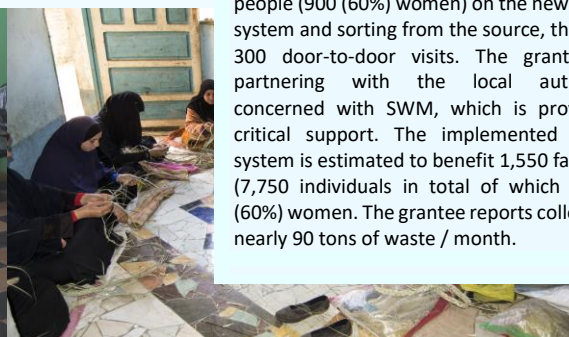
Another example of impact is the grantee **General Association for Caring Talented** who provided bikes as alternative green transportation mainly for youth to use in delivering goods as a source of income. According to the grantee the end beneficiaries managed to use the purchased bikes in securing jobs as delivery couriers and generated income that enabled them to pay for the bike's instalments. The youth used the bikes to work after school and In summer besides using it as a cheap mean of transportation. The project managed to sell 275 bikes for youth (70% males and 30% females) (145 from the original fund and 125 from the revolving fund) and raise the awareness of 500,000 individuals through paid ads and awareness sessions in youth centers and social clubs.

Another project with high impact is **the project on the Industrial Utilization of Baladi Palm Midribs** which is focused on palm midribs for producing handicrafts. At the time of writing this report, 78 people were trained (68 (87%) women) on producing eco-friendly well-designed products from palm trees wastes. The grantee is using online marketing of products through its social media pages. for any women this was the first time earning, In the remaining time the plan is to help the women to form a cooptative or alike;.

Another project is **promoting a SWM system in Dahshour** area. The grantee has succeeded to raise the awareness of 1,500 people (900 (60%) women) on the new SWM system and sorting from the source, through 300 door-to-door visits. The grantee is partnering with the local authority concerned with SWM, which is providing critical support. The implemented SWM system is estimated to benefit 1,550 families (7,750 individuals in total of which 4,650 (60%) women). The grantee reports collecting nearly 90 tons of waste / month.



*promoting a SWM system in Dahshour*



*Industrial Utilization of Baladi Palm Midribs*

286. Wide dissemination and upscaling of successful community-based practices require building a solid portfolio of demonstration projects offering feasible local solutions. #

287. SGP 6 has represented a good start to producing such knowledge management products as case-studies (3), but more is needed (more case studies, lessons learnt reports) for communities and authorities to understand the economic benefits of applying these practices and for engaging with the policy circles and IOs. All of the above marks good progress to intended impact. More needs to be done however in terms of supporting the modalities of the CBOs/NGOs working together towards



the implementation of landscape strategies, in particular finding effective ways of linking with the existing plans and funding.

288. SGP 7 will have lesser funds and it is even more important to use the funding for catalysing on the achievements and bring in more, more scalable innovations.

*Box 12 Through environmental impact to impact on livelihoods*



Nahda Association for Agricultural Development and Water



Optimal Utilization of Lands Affected by Salwa



canal lining



Al Azhar University



solar power plant at Asr Qalyoub Medical Center



Modern Women Charity: ED lamps



community street lighting in Kafr El- Sheikh



SWM in Wadi Digla Forest PA

## 4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

### 4.1. Main findings

289. The Project **was relevant** in terms of alignment to the context and national priorities. The **design/strategy** was overall sound, albeit somewhat complicated to operationalize in Egypt in terms of the multistakeholder landscape platforms (MSLPs) in the light of the vastness of the some of these

landscapes compared to the number of funded projects, the novelty, etc. The Results framework has certain flaws (e.g., repetitive and contradictory indicators). The Program could have had a clearer approach towards the innovation as a criterion for funding. The original Project document had issues both conceptually and in terms of the budgeted amount: the latter necessitated revisions with some of the budget lines affected (mostly little spending on local consultants).

290. The **implementation was moderately satisfactory**, given that the 13 months initial delay, that resulted from the questions that the Government had in terms of the implementation arrangement of SGP6, greatly affected the implementation, including conducting several activities in hasty manner (e.g., development of landscape strategies) and part of the recommendations from the MTR not implemented. There was strong adaptive management, especially in the light COVID and the lengthy review process by the Ministry of Social Solidarity (MOSS), as a result of which 4 awarded grants were terminated.
291. The **efficiency of the implementation was moderately satisfactory**. On a positive note, there were strong synergies with UNDP GEF Full size Projects (FSPs) in particular, the integration of SGP 6 with the UNDP CO is strong with the country program manager (CPM) participating in the meetings and events, but could be put on more operationalized/default footing. Certain aspects could have been handled better, including reporting, communication, outreach to other ministries (other than the Ministry of Environment, which was very strong), and development partners. There could have been more visibility with a better communication strategy. Risk management was overall good, except that the risks related to the two out of the four planned multistakeholder landscape platforms needed early action. The M&E could have been much better handled, especially in terms of carrying out assessments to establish outcome level results, e.g., productivity gains.
292. The program was overall **effective**. All but one of the targets were met or were on track to be met. The only target not met relates to only two of the intended four MSLPs turned out to be operational. the reasons for this need to be analysed further but are likely to be related to the fact of them including multiple local governments in the face of limited number of projects. Hence the solution could be in lower-level participatory groups could be considered. Pursuing these avenues requires closer and more intense consultation with the governorate administrations (potentially engaging with such UNDP projects as Upper Egypt Local Development Program (UELDP).
293. The Landscape strategies developed in a participatory manner could have been more in-depth, but were developed hastily, to catch up the time lost as a result of the initial delay, were in English and were not much used.
294. The delivery of the 35 grant projects (more than the target) within SGP 6 has been impressive with all of these expected to complete by March 2022 (most of them by the end of January), in the COVID environment, and given the 13 months delay at the start: the team must be commended for that. Out of 35 grants (of which one was awarded very late in the process, on December 27, 2021), 18 were in the rural areas and 17 in urban areas. The projects in the target landscapes cover around 45,000 ha through activities promoting long-term biodiversity conservation, agro-ecology and alternative sustainable livelihoods. They involve 85 communities in participatory planning and management of the landscapes (against the planned 20). 20 partnerships were established to manage the development and implementation of community-based urban integrated low-emission systems.

295. Three (3) strategic projects were awarded to support replication (however, the links could have been stronger to the replication concept): supporting NGO participation in CBD COP14; RET/EET multifocal project in Al-Azhar University and the project on banning SUP in Fayoum. Three (3) case studies were prepared: on mainstreaming biodiversity and supporting CSOs during the CBD COP14 and beyond; on promoting the use of LED light bulbs in Fayoum; and sustainable transport and bike sharing (and one is pending on gender).
296. SGP 6 performance in relation to cross-cutting issues, like gender, socially vulnerable and youth engagement was satisfactory. It could have been stronger in the part of the socially vulnerable and ethnic minorities, and overall, more structured in the approach and implementation.
297. The **sustainability is overall likely**, with the risks higher in terms of financial aspects. Most projects are likely to be sustainable. The Program initiated requirement of having revolving funds in many projects is one of the contributing factors, with the other factors including: the demonstrated local need, strong support by some of the governorates, etc. The fact that there are essentially no loan resources available to the NGOs is a risk factor, for example for the biogas projects. Local capacities were built, and this will support sustainability prospects, but the need in capacity building is much larger.
298. Most of the projects provided **socio-economic and environmental benefits**, contributing to several SGPs and the achievement of the objectives by UNDP and UN in the country. A significant proportion of these projects involve participation and the generation of benefits to female and youth. Grantees usually work with socially vulnerable but as some of the grantees applied a strict contribution sharing model for end beneficiaries this may have excluded the most vulnerable groups from participation. Kindly check my social inclusion paragraph shared

## 4.2. Conclusions

299. Environmental degradation and Climate change represents a major threat to the lives and livelihoods of the poorest and most marginalized communities in Egypt. Unless mitigation and adaptation support are enhanced, inequalities are likely to grow and poverty to prevail. The coronavirus disease (COVID-19) pandemic has demonstrated the compounding impacts of adding yet another shock on top of the multiple challenges that vulnerable populations already face. However, there is also a unique opportunity to create economies that are more sustainable, inclusive and resilient.
300. SGP 6 has generated a number of innovative initiatives with positive environmental and socio-economic results (or the potential thereof) the lessons from which will feed into policies and some of which are likely to be replicated. There has been a couple of projects that were replicated, based on the success of the original grant project, and the utilization of accumulated funds used in creating revolving fund model by grantees. The potential for replication could be larger provided closer ties with the policy making bodies (Ministries, Committees, etc), closer engagement with governorate administrations and local governments, and pursuit of synergies with the international organizations and bilateral aid agency projects and enhancement of grantees skills on resources mobilization and connecting them to private sector. In particular, for replication strengthening the ties with the MoALR Extension department and MoLD, would be important. It is also essential to inform other development partners of the benefits of SGP 6 interventions and catalyse their interest in replicating/upscaling these initiatives, as well as learning lessons to inform the reforms they are supporting.



301. More effective ways of communication/awareness raising need to be found to reach all constituents farmers, agronomists, mid-to senior level ministry staff, environmentalists, private sector, development partners, etc. For that, an effective communication and knowledge management strategy is needed in the next phase together with more lessons learnt publications and effective website. As for this phase, the developed Case studies and the upcoming booklet need to be effectively promoted using both online and offline (COVID permitting) routes.
302. This being the first Upgraded operational phase, the project has set the foundation of applying the landscape approach, which needs to be built on based on lessons learnt and robust analysis.

### 4.3. Lessons Learnt

303. The bullet points below summarize the lessons learnt:

- ✚ Lesson #1: better communication is needed to explain the UCP modality and SGP guidance in that context (on landscapes and MSLPs in particular) to the governments;
- ✚ Lesson #2: Sufficient time and local consultation is needed when drafting the Project documents;
- ✚ Lesson #3: Sufficient time, extensive consultation and studies are needed as part of developing Landscape strategies;
- ✚ Lesson #4: Engagement with a large spectrum of policy circles (ministries, state committees) early on is essential to (a) ease the implementation; (b) ensure they are informed about the grants and facilitate replication and upscaling, and (c) ensure that they facilitate piloting of important innovative ideas, linking SGP with the reform programs that they are engaged in supported by development partners;
- ✚ Lesson #5: Engagement with a large spectrum of development partners is essential for identifying potential synergies and non-duplication/coordination, whereby, *inter alia*, SGP projects could be pilots of the reform programs supported by them. This would help with co-funding and the scale of impact as well as enhance chances for replication;
- ✚ Lesson #6: SGP Projects should have good communication plans given that the dissemination of knowledge products to upscale/replicate useful SGP initiatives is an important intended outcome. This should include also support to Grantees with communication products and dissemination;
- ✚ Lesson #7. Public administration systems, the level of vertical integration and the number of active NGOs in the environmental field in the countries vary: these and other factors affect the requirements related to the multistakeholder platforms for them to be functional. In Egypt for them to be functioning and effective, they need more time, effort, and (re) conceptualization, to ensure that there is a genuine interest to converge to discuss common issues in a given platform
- ✚ Lesson #8. Engagement with the private sector (including financing institutions) requires closer attention and more systematic effort.
- ✚ Lesson #9. Capacities of NGOs and the lack of exposure by them to international best practice is an important barrier that could affect SGP portfolio/impact and special measures are needed to address these, e.g., investing in their M&E, communication and resources mobilization capacities.
- ✚ Lesson #10: Strict requirements of financial contribution by the NGOs, that leads to the requirement of end-beneficiary financial contribution helps with meeting co-financing targets but may be exclusionary in terms of socially vulnerable groups (as well as prompt the grantees not to take risks in going for more innovative ideas). To avoid this special eligibility criteria are needed for exemption.

## 4.4. Recommendations

304. The table below summarizes the list of the recommendations.

**Table 21: Recommendations**

TE Recommendation		Entity Responsible	Time frame
<b>A</b>	<b><u>Category 1 Actions to improve implementation towards the conclusion of the SGP 6 in Egypt</u></b>		
A1	<u>Key Recommendation:</u> Based on consultations, develop a concept note on the future of the MSLPs as well as handover and sustainability processes	to CPMU and UNDP	January – April 2022
A2	<u>Key Recommendation:</u> carry out a rigorous assessment of outcomes and impact of SGP6 (could be under SGP7)	to CPMU and UNDP	January – April 2022
A3	<u>Key Recommendation:</u> Enhance the implementation of the current plan for the dissemination of the case studies, the planned booklet and video as well as the lessons learnt that will be generated by the grantees.	to CPMU and UNDP	January – April 2022
<b>B</b>	<b><u>Category 2 Actions to follow up or reinforce initial benefits from the project</u></b>		
B1	<u>Key Recommendation:</u> To improve the M&E of future SGP projects in Egypt, ensure better and leaner PRFs with SMART indicators and using better M&E methods and tools (to inter alia, capture outcome level results), coupled with CPMU training in M&E	UNDP/NSC	OP 7
B2	<u>Key Recommendation:</u> Carry out a retrospective study of the thematic clusters pursued to date, covering the effectiveness and sustainability of the latter and use it to establish links with the state and development partners to be pursued and (to shape a vision of the approach to these thematic areas in the future	UNDP/NSC	OP 7
B3	<u>Key Recommendation:</u> Implement enhanced training (to include proposal development and resources mobilization) and exposure for the NGOs (grantees and others) to international best practices in the thematic areas pursued by the SGP in Egypt. For the latter, the info days that are being organized by the NHI could be enhanced to serve that purpose	UNDP, CPMU	OP 7 and beyond
B4	<u>Key Recommendation:</u> to move towards a more effective NSC Include representatives from MoALR and private sector associations and ensure active participation by the MoLD with the support from UNDP	UNOPS, UNDP, CPMU	OP 7 and beyond
B5	<u>Key Recommendation:</u> Revise the requirement of strict financial contribution by the NGOs, that leads to the requirement of end -beneficiary financial contribution, to ensure that the resulting requirement of contribution is not exclusionary in terms of socially vulnerable groups.	CPMU	OP 7 and beyond
B6	<u>Key Recommendation:</u> Revise the proposal and reporting template for the grantees, to include a Section on GESI and (b) the criteria for innovativeness for funding	CPMU	OP 7 and beyond
B7	<u>Key Recommendation:</u> Revise the review criteria for grant proposals to include the extent of innovation		
B8	<u>Key Recommendation:</u> To enhance the potential for upscaling, replication, actively engage with the MoLD and the Extension Department of the MoALR	CPMU	OP 7 and beyond
B9	<u>Key Recommendation:</u> Ensure that there is an effective Communications strategy that (a) will identify all the stakeholders to be reached and the modes and channels to pursue; (b) will include measures to assist the grantees with their communication, and (c) will envision regular updates and lessons learnt produced and circulated	CPMU	OP 7 and beyond
B10	<u>Key Recommendation:</u> More actively engage with the private sector: Develop a concept note on the engagement with the private sector and implement	CPMU	OP 7 and beyond

## 5. ANNEXES

## Annex 1: Terms of reference

### TERMS OF REFERENCE (Individual Contractor Agreement)

**Title:** Project Management Support – Advisor  
**Project:** FSP OP6 Egypt  
**Duty station:** Home Based  
**Section/Unit:** NYSC SDC GMS  
**Contract/Level:** ICS-11/IICA-3  
**Supervisor:** Kirk Bayabos, Head of Cluster

#### 1. General Background

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDO CO of Egypt to implement the project activities for the Small Grants Programme.

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized projects UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project.

The Terms of Reference (ToR) is set for an International Consultant who will work together with a National Consultant in conducting the Terminal Evaluation (TE) (hereafter referred to as the "TE Team") for the project "Sixth Operational Phase of the GEF Small Grants Programme in Egypt". The project proposes to support multi-stakeholder, community-based landscape management in strategic sites within the Delta, Upper Nile, Fayoum, and Cairo regions, by assisting community organizations and NGOs to develop and implement adaptive landscape management strategies that build social, economic and ecological resilience. The project will address both rural and urban landscapes on the basis that collective action by civil society is required to achieve and maintain socio-ecological resilience.

The project is implemented in Fayoum, Upper Nile, Delta and Greater Cairo Landscapes, however it has been implemented in specific governorates within each region (total of 10 governorates in 4 Landscapes). The project is implemented in landscapes where community-based projects interact and aggregate to build resilience of ecosystem processes and services over time in a defined geographic area. This also allows a focused investment of resources, gives opportunities to communities to engage with one another with coordinated goals, and allows improved measurement of results and impacts.

The on-the-ground projects address thematic areas, and interventions and are closely linked to other projects funded by the Global Environment Facility (GEF) and other sources.

GEF SGP OP6 project is based on two Components:

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

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

There are 32 ongoing projects in the targeted rural and urban landscapes, in addition to the 3 projects satisfactorily completed so far. Thus, 35 projects in total, with 100% commitment of OP6 grant allocation with the aim of enabling community organizations in Egypt to take collective action for adaptive landscape (45,000 hectares) management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development.

The United Nations Office for Project Services (UNOPS) is the Implementing Partner for this project. The 4-year project (expected operational closure April 23rd, 2022) is executed under National Host Institution modality by AOYE. AOYE is responsible for the day-to-day management and implementation of project activities with the support of a full time Country Program Manager (CPM) and Program Assistant, and under the leadership of the National Steering Committee (NSC).

In Egypt, from 3 January 2020 to 24 September 2021, there have been 298,988 confirmed cases of COVID-19 with 17,043 deaths, reported to WHO. As of 16 September 2021, a total of 12,964,351 vaccine doses have been administered.

According to the January 2021 Country Report (No. 21/7) issued by the International Monetary Fund (IMF), The economic growth impact of the COVID-19 crisis has so far been less severe than expected, as strong consumption helped offset weak tourism and investment. Measures taken to address the health and social needs and support the sectors most directly affected by the crisis appear to have helped mitigate the impact of the shock caused by the pandemic.

The external environment remains fragile, however, with considerable risks to the outlook. With the growing numbers of countries experiencing a second wave of the pandemic, risks arise from a more prolonged standstill in tourism. The services sector, including tourism, represents more than 50% of the Egyptian Gross Domestic Product (GDP) and employs nearly half of the population.

COVID-19 pandemic created challenges for the implementation of the project, i.e., associated with activities involving physical stakeholder workshops, delivering training in the field, convening community meetings, etc. The project instituted adaptive management as needed to reduce the risks of community spread. For example, meetings were held remotely using virtual platforms as much as possible, health hazard assessments were required for gatherings of multiple people, and mitigation measures were implemented, e.g., ensuring physical distancing, providing personal protective equipment, avoiding non-essential travel, delivering trainings on risks and recognition of symptoms, etc.

The incumbent of this position will be personnel of UNOPS under its full responsibility.

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Egypt.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Due to the COVID-19, the Commissioning Unit and Project Team will support the implementation of remote/virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the TE team.

## 2. Purpose and Scope of Assignment

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits from this project and aid in the overall enhancement improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent/scope of project accomplishments/achievements.

The evaluation should include and analyze best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation will be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP GEF Technical Adviser (Upgraded Country Programmes Global Coordinator (UCP GC) and key stakeholders and grantees.

Evaluation Terminal will conduct an evaluation for program implementation from May 2018 to December 2021.

The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Egypt project efforts and will be applied to all two components of the project. The following are guiding questions within the framework of the evaluation criteria (to be reviewed/elaborated in the evaluation inception report).

### Relevance

- Is the project relevant to the GEF Focal Area objectives?
- Is the project relevant to the GEF biodiversity focal area and other relevant focal areas?
- Is the project relevant to Egypt's environment and sustainable development objectives?
- Is the project addressing the needs of target beneficiaries at the local and national levels?
- Is the project internally coherent in its design?
- How is the project relevant with respect to other donor-supported activities?
- Does the project provide relevant lessons and experiences for other similar projects in the future?
- Is the GEF SGP project's theory of change clearly articulated?
- How did the GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Egypt?
- How well does the GEF SGP project react to changing work environments and how well is the design able to adjust to changing external circumstances?

### Effectiveness & Results

- Has the project been effective in achieving the expected outcomes and objectives?
- How is risk and risk mitigation being managed?
- What lessons can be drawn regarding effectiveness for other similar projects in the future?

### Efficiency

- Was adaptive management used or needed to ensure efficient resource use?

- 
- Did the project's logical framework and work plan and any changes made to them be used as management tools during implementation?
  - Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
  - Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
  - Was project implementation as cost effective as originally proposed (planned vs. actual)
  - Did the leveraging of funds (co-financing) happen as planned?
  - Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
  - How was results-based management used during project implementation?
  - To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?
  - Which partnerships/linkages were facilitated?
  - What was the level of efficiency of cooperation and collaboration arrangements?
  - Which methods were successful or not and why?
  - Did the project efficiently utilize local capacity in implementation?
  - What lessons can be drawn regarding efficiency for other similar projects in the future?

#### Coordination

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?
- To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institutions?

#### Sustainability

- Were sustainability issues integrated into the design and implementation of the project?
- Did the project adequately address financial and economic sustainability issues?
- Are the recurrent costs after project completion sustainable?
- What are the main institutions/organizations in the country that will take the project efforts forward after project ends and what is the budget, they have assigned to this?
- Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
- Is there evidence that project partners will continue their activities beyond project support?
- What degree is there of local ownership of initiatives and results?
- Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
- What is the level of political commitment to build on the results of the project?
- Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?
- Are there adequate incentives to ensure sustained benefits achieved through the project?
- Are there risks to the environmental benefits that were created or that are expected to occur?
- Are there long-term environmental threats that have not been addressed by the project?
- Have any new environmental threats emerged in the project's lifetime?
- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?
- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

#### Gender equality and women's empowerment

- What factors contribute or influence GEF SGP Egypt project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment.

The TE report will comprise a clear explanation of the methodology used, adequately address cross cutting areas including gender and human rights and include logical and well-articulated conclusions based on the findings which are linked to and supported by evidence. The TE will adhere to evaluation standards of integrity, accountability, transparency, and objectivity.

The TE will occur during the last months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability.

### 3. Monitoring and Progress Controls

The TE must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant resources of information including documents prepared during the preparation phase (i.e., PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders. Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to 2-3 landscapes. If the COVID19 pandemic travel restrictions are still ongoing, then the TE mission for the international consultant may not be possible due to the Covid-19 situation in Egypt, however the National Consultant can conduct those visits. Additionally, virtual tools will be used to conduct the interviews.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

If the COVID19 pandemic travel restrictions are still ongoing, then the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. The national consultant will have to play an important role in the conduct of the evaluation and will therefore, perform additional responsibilities. The main responsibilities of the national expert which will be further elaborated in the National Consultant TOR. The TE team has the flexibility to determine the best methods and tools to collect and analyze data. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP stakeholders and the TE team.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach 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 the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then 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 governments and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

The TE will assess project performance against expectations set out in the project's Logistical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed projects ([link](#)).

The Findings Section of the TE Report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

#### Findings

##### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

##### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)



iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

The total duration of the TE will be approximately 32 *working days* over a time period of **12 weeks** starting 27 October 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
27--31 October 2021	Preparation period for Project Management Support - Advisor (handover of documentation)
01-03 November 2021	Document review and preparation of TE Inception Report
03 November 2021	Finalization and Validation of TE Inception Report- latest start of the TE mission
03 November - 25 November 2021	Stakeholder meetings, interviews, etc.
30 November 2021	Wrap-up meeting & presentation of initial findings;
1 - 6 December 2021	Preparation of draft TE report
7 December 2021	Circulation of draft TE report for comments
27 December 2021 - 3 January 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
7 December 2021 - 10 January 2022	Preparation and Issuance of Management Response
10 January 2022	Expected date of full TE completion

**TE DELIVERABLES**

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	03 November 2021	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	30 November 2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	7 December 2021	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex H</i> )	10 January 2022	TE team submits both documents to the Commissioning Unit

\*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can

be found in Section 6 of the UNDP Evaluation Guidelines.<sup>26</sup>

#### Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, 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 control.

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>27</sup>

#### c. Key Competencies



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



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



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



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



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



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



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



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

<sup>26</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

<sup>27</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Project Authority (Name/Title): Kirk Bayabos Head of Cluster		Contract holder (Name/Title):	
Signature	Date	Signature	Date

## Annex 2: TE Mission Itinerary /site-visits

**Table 22 List of Site Visits and Persons**

#	Persons interviewed\ Stakeholder involved	Location	Contact information
Environment without boarder foundation NGO's grant project (EGY/SGP/OP6/Y3/BD/2019/07) "Support sustainable ecotourism activities for the conservation of biodiversity"			
1	Mr. Ahmed Elattar - Project Manager	Degla Reserve – Greater Cairo	
2	Mr. Ahmed Rashed - Deputy of degla reserves and environment researcher	Degla Reserve – Greater Cairo	
Professional cooperation association for small and medium industries NGO's grant project (EGY/SGP/OP6/Y4/CC/2020/28) "Maximizing the use of solar energy in Qaliubiya"			
1	Sherif Moamen - Project Manager	Virgin Mary Church Qaliubiya	
2	Hanna kamel – Church Pope	Virgin Mary Church Qaliubiya	
Fayoum Local Platform Stakeholders Focus Group Discussion			
1	Ms. Hala Mohamed Amin – Member National council of women	Qaroun Reserve – Fayoum	01014339495
2	Mr. Mohamed Ahmed – Project coordinator - Grantee - AlNouran foundation for development	Qaroun Reserve – Fayoum	01005872121
3	Mr. Mohamed farahat – Agriculture engineer	Qaroun Reserve – Fayoum	01020050815
4	Mr. Fathi Mohamed – Head of education affairs unit – education directorate	Qaroun Reserve – Fayoum	01000302094
5	Mr. Awad sheriff – Trips coordinator - Grantee - Environmental tourism development association	Qaroun Reserve – Fayoum	01003504154
6	Mr. Mahmoud elsherif – Technical Staff - Khazafien NGO	Qaroun Reserve – Fayoum	01005542649
7	Mr. Shaban abouelharas – Deputy - Wadi elrayan reserve	Qaroun Reserve – Fayoum	01092484721
8	Mr. Abousriea Mansour – Environment research - Qaroun reserve	Qaroun Reserve – Fayoum	010029288818
9	Mr. Ahmed Salem - Head of wadi elrayan reserve	Qaroun Reserve – Fayoum	01003860545
10	Mr. Mohamed Moaawad – project manager - Grantee - Community development youth training association	Qaroun Reserve – Fayoum	01004242287
11	Mr. Osama Ahmed – Manager of Qaron reserve	Qaroun Reserve – Fayoum	01007008889
12	Mr. Maher abdelsamie – Environmental research Wadi elrayan reserve	Qaroun Reserve – Fayoum	01156565836
13	Ms. Dalia Khaled – community representative - Youssef elsediki district	Qaroun Reserve – Fayoum	01002023712
14	Dr. Zienab Moawad - Dean of faculty of social services – Fayoum university	Qaroun Reserve – Fayoum	01003889015
15	Dr. Islam Kamal - Environmental tourism consultant - Grantee - Environmental tourism development association	Qaroun Reserve – Fayoum	01012908696
16	Mr. Mohamd Ismil - project manager - Grantee - AlNouran foundation for development	Qaroun Reserve – Fayoum	01094461297
17	Mr. Kamal Abdeltawab – Head of Youssef sedik district	Qaroun Reserve – Fayoum	01062805858
18	Dr. Hossam Shaban – Head of Environment affairs agency	Qaroun Reserve – Fayoum	01004850928
19	Mr. Ahmed Abdelrahman – Deputy of Youssef sedik district	Qaroun Reserve – Fayoum	01010114229
20	Mr. Ashraf Mokhtar – Deputy Grantee - Al-Affaq Aloulia foe environmental development	Qaroun Reserve – Fayoum	01023305866
21	Mr. Saied Ahmed – Head of financing unit - Grantee - Al-Affaq Aloulia foe environmental development	Qaroun Reserve – Fayoum	01093020284
22	Mr. Mahmoud salah – NGO head - Grantee - Al-Affaq Aloulia foe enviromental development	Qaroun Reserve – Fayoum	01027274976
23	Ms. Nagah Ramadan – Board member - Grantee - Al-Affaq Aloulia foe enviromental development	Qaroun Reserve – Fayoum	01023507796
24	Ms. Mary samy – coordinator - Grantee - Al-Affaq Aloulia foe enviromental development	Qaroun Reserve – Fayoum	01277784908
25	Ms. Dimiana Magdy – Accountant - Grantee - Al-Affaq Aloulia foe environmental development	Qaroun Reserve – Fayoum	01274238603

Environmental Tourism Development Association NGO's grant project (EGY/SGP/OP6/Y3/BD/2019/05) "Development of Solid Waste Management System to Support Ecotourism in Fayoum PAs"			
1	Islam Kamal – Consultant	Qaroun Reserve – Fayoum	01012908696
2	Sherif Elsayed – NGO deputy	Qaroun Reserve – Fayoum	
AlNouran Foundation NGO's grant project (EGY/SGP/OP6/Y4/CC/2020/31) – "Fayoum Free of Plastic"			
1	Mohamed Ismail – Project Manager	Qaroun Reserve – Fayoum	01094461297
2	Mohamed Ahmed – project coordinator	Qaroun Reserve – Fayoum	
Community development youth training Association NGO's grant project (EGY/SGP/OP6/Y3/BD/2019/03) "Environmental education to preserve nature"			
1	Mohamed Moawad Ismail – Project Manager	Qaroun Reserve – Fayoum	01004242287
Al-Affaq Aloulia for environmental development NGO's grant project (EGY/SGP/OP6/Y3/CC/2019/10) "Electricity rationalization by using LED lamps in Fayoum"			
1	Ashraf Mokhtar Amin – NGO Deputy	Qaroun Reserve – Fayoum	01023305866
2	Nagah Ramadan – NGO board member	Qaroun Reserve – Fayoum	
Together Association for Development in Luxor NGO's grant project (EGY/SGP/OP6/Y3/CC/2019/21) "Production of biogas and organic compost from animal wastes"			
1	Hussien Ahmed – NGO head	Esna district – Luxor	01117786860
2	Sabrien Mohamed – Project Manager	Esna district – Luxor	01004692516
3	Omoniya Elsayed – engineer – BioEgypt	Esna district – Luxor	01063735040
4	Amani Mohamed – Member at National council of Women	Esna district – Luxor	01063276195
5	Youssef Abdelfattah – Head of Esna water labs- Company of water	Esna district – Luxor	01008960232
6	Ali Bakri – Environment directorate – Luxor office	Esna district – Luxor	01002934949
7	Ahmed Alarabi – Nowager local directorate	Esna district – Luxor	01157561615
8	Mansour Abdelneam – Asfon local directorate	Esna district – Luxor	01140134030
Association of Modern Women Charity NGO's grant project (EGY/SGP/OP6/Y3/CC/2019/11) "Save your Energy"			
1	Sherifa noureldin Ali – NGO head	Qous district – Qena	01007174512
2	Hala Gahlan – project coordinator	Qous district – Qena	
3	Souba Mohamed – project coordinator	Qous district – Qena	
4	Hend Mahmoud – Accountant	Qous district – Qena	
5	Shaimaa Abdallah – project coordinator	Qous district – Qena	
6	Asmaa Badwi – volunteer and trainee	Qous district – Qena	
7	Rania gahlan – volunteer and trainee	Qous district – Qena	
Environmental and Community Development Association in Dandara NGO's grant project (EGY/SGP/OP6/Y3/LD/2019/13) "Protecting agricultural land degradation and irrigation water conservation"			
1	Mr. Yasser Mahmoud – NGO head	Dandara village – Qena	01221326912
2	Mr. Mohamed Ahmed – Project Manager	Dandara village – Qena	01094024313
3	Mr. Osama Ahmed – Accountant	Dandara village – Qena	
Community Development Association in Naga'e El-Qet NGO's grant project (EGY/SGP/OP6/Y3/LD/2019/14) "Improving efficiency of irrigation canals and water rationalization"			
1	Ahmed Mostafa – NGO head	Dandara village – Qena	01288251621
2	Hala Fouad – Project Manager	Dandara village – Qena	01552386756
3	Dalia Ibrahim – Awareness consultant	Dandara village – Qena	01000078029
Upper Egypt Local Platform Stakeholders Focus Group Discussion			
1	Mr. Hussien Elsayed – Deputy Minister - Ministry of social solidarity	Dandara village – Qena	
2	Ms. Eman Mohamed Ali – Alternate head - National council of women	Dandara village – Qena	01014914399
3	Ms. Hala Fouad Hasehm – project manager - Grantee - Community Development Association in Naga'e El-Qet	Dandara village – Qena	01552386756
4	Mr. Mohamed Mostafa – NGO head - Grantee - Community Development Association in Naga'e El-Qet	Dandara village – Qena	01288251621
5	Ms. Dalia Ibrahim – consultant - Grantee - Community Development Association in Naga'e El-Qet	Dandara village – Qena	01000078029
6	Ms. Hoda elsaadi – Deputy - National council of women	Dandara village – Qena	01066001323
7	Mr. Mahmoud Abdallah – Technical staff - Irrigation development unit	Dandara village – Qena	01145027376

8	Mr. Mohamed Abdelniem - Technical staff - Irrigation development unit	Dandara village – Qena	011100690058
9	Mr. Mohamed Abbas – Technical staff - Agriculture directorate	Dandara village – Qena	01000650890
10	Ms. Hala Sayed Refaie – Technical staff - General department of east Qena irrigation	Dandara village – Qena	01225280322
11	Ms. Amina Mohamed - Technical staff - General department of east Qena irrigation	Dandara village – Qena	0109958586
12	Mr. Mohamed Alaa - Technical staff - General department of east Qena irrigation	Dandara village – Qena	01027742049
13	Ms. Sherifa Nour eldin – NGO head - Grantee - Association of Modern Women Charity	Dandara village – Qena	01007174512
14	Mr. Ahmed Abdelrehim - Dandara Village head	Dandara village – Qena	01004004210
15	Mr. Ahmed Maher – Technical staff - Environment affairs agency	Dandara village – Qena	01005454462
16	Mr. Yasser Abdelmawgod – NGO head - Grantee- Environmental and Community Development Association in Dandara	Dandara village – Qena	01221326912
17	Mr. Mohamed Sayed Adly – project manager - Grantee- Environmental and Community Development Association in Dandara	Dandara village – Qena	01094024313
18	Ms. Heba Fathy Mubarak – project coordinator - Grantee- Environmental and Community Development Association in Dandara	Dandara village – Qena	01205752524





**Table 23 Travel report of Noha Hassan during TE site visits**

Date of visit	1 December, 2021				
Project Title	(1) (EGY/SGP/OP6/Y3/BD/2019/07) "Support sustainable ecotourism activities for the conservation of biodiversity"  (2) (EGY/SGP/OP6/Y4/CC/2020/28) "Maximizing the use of solar energy in Qaliubiya"				
Organization - executor of the project	(1) Environment without boarder foundation NGO's grant project (2) Professional cooperation association for small and medium industries NGO's grant project				
Purpose of the visit	Site visits during Terminal Evaluation Assessment. Interview of project participants				
Participants of the visit	Noha Hassan, TE National Consultant				
Coverage of the project area	Site visits starts from Greater Cairo on 01.12.21				
<b>Progress in the implementation of project activities</b> <ul style="list-style-type: none"><li>Project Coordinator arranged meetings</li><li>National TE Consultant provides site visits, meetings and interview with Grantees, project participants and partners.</li></ul>					
The projects for site visits were chosen both by Consultants of TE and Project Coordinator					
Using of financial project resources	Financial resources are used according to plan and agreed with UNOPS management				
Date of visit	2 December, 2021				
Project Title	(3) Fayoum Local Platform Stakeholders Focus Group Discussion (4) Environmental Tourism Development Association NGO's grant project (EGY/SGP/OP6/Y3/BD/2019/05) "Development of Solid Waste Management System to Support Ecotourism in Fayoum PAs" (5) (EGY/SGP/OP6/Y4/CC/2020/31) – "Fayoum Free of Plastic" (6) (EGY/SGP/OP6/Y3/BD/2019/03) "Environmental education to preserve nature" (7) (EGY/SGP/OP6/Y3/CC/2019/10) "Electricity rationalization by using LED lamps in Fayoum"				
Organization - executor of the project	(4) Environmental Tourism Development Association NGO's grant project (5) AlNouran Foundation NGO's grant project (6) Community development youth training Association NGO's grant project (7) Al-Affaq Aloulia for environmental development NGO's grant project				
Purpose of the visit	Site visit to the grantees field during Terminal Evaluation Assessment. Interview of project participants and local platforms members				
Participants of the visit	Noha Hassan, TE National Consultant	Ghada Ahmadine, Project coordinator			
Coverage of the project area	- During TE, a visit to the projects areas was carried out on 1,2,18,19/12/21, meetings were held with the main project participants, project partners, representatives of executive bodies, in Greater Cairo, Fayoum, Luxor and Qena				
<b>Progress in the implementation of project activity</b> <ul style="list-style-type: none"><li>Project Coordinator arranged meetings</li><li>National TE Consultant provides site visits, meetings and interview with Grantees, project participants and partners.</li></ul>					
Using of financial project resources	Project funds were used as intended				
Date of visit	18 December, 2021				
Project Title	(8) (EGY/SGP/OP6/Y3/CC/2019/21) "Production of biogas and organic compost from animal wastes"				
Organization - executor of the project	(8) Together Association for Development in Luxor NGO's grant project				

## UNDP – Government of Egypt

## Terminal Evaluation of SGP 6 for Egypt

<b>Purpose of the visit</b>	Site visits during Terminal Evaluation Assessment. Interview of project participants					
<b>Participants of the visit</b>	Noha Hassan, TE National Consultant					
<b>Coverage of the project area</b>	Site visits starts from Luxor on 18.12.21					
<b>Progress in the implementation of project activities</b> <ul style="list-style-type: none"> <li>Project Coordinator arranged meetings</li> <li>National TE Consultant provides site visits, meetings and interview with Grantees, project participants and partners.</li> </ul>						
The projects for site visits were chosen both by Consultants of TE and Project Coordinator						
<b>Using of financial project resources</b>	Financial resources are used according to plan and agreed with UNOPS management					
<b>Date of visit</b>	19 December, 2021					
<b>Project Title</b>	(9) (EGY/SGP/OP6/Y3/CC/2019/11)" Save your Energy" (10) (EGY/SGP/OP6/Y3/LD/2019/13) "Protecting agricultural land degradation and irrigation water conservation" (11) (EGY/SGP/OP6/Y3/LD/2019/14) "Improving efficiency of irrigation canals and water rationalization" (12) Upper Egypt Local Platform Stakeholders Focus Group Discussion					
<b>Organization - executor of the project</b>	(9) Association of Modern Women Charity NGO's grant project (10) Environmental and Community Development Association in Dandara NGO's grant project (11) Community Development Association in Naga'e El-Qet NGO's grant project					
<b>Purpose of the visit</b>	Site visits during Terminal Evaluation Assessment. Interview of project participants					
<b>Participants of the visit</b>	Noha Hassan, TE National Consultant					
<b>Coverage of the project area</b>	Site visits starts from Qena on 19.12.21					
<b>Progress in the implementation of project activities</b> <ul style="list-style-type: none"> <li>Project Coordinator arranged meetings</li> <li>National TE Consultant provides site visits, meetings and interview with Grantees, project participants and partners.</li> </ul>						
The projects for site visits were chosen both by Consultants of TE and Project Coordinator						
<b>Using of financial project resources</b>	Financial resources are used according to plan and agreed with UNOPS management					

## Annex 3: List of Persons Interviewed

	Name	Position	Organization
1	Sylvain Merlen	DRR	UNDP
2	Mohamed Bayoumi	EE portfolio lead	UNDP
3	Amany Nakhla	Biodiversity Portfolio lead	UNDP
4	Hugo Remaury	UNDP-NCE Technical Adviser	UNDP
5	Diana Salvemini	UCP Global Coordinator	UNDP
6	Hend Farouh	Egypt-PVs Project	UNDP
7	Mohammed Fathy	Former GEF Transport project, currently SWM project	UNDP
8	Mohamed Hussein	Technical Coordinator	AYOE
9	Wahid Abdel Mohsen	Administrative & Financial Manager	AYOE
10	Mr. Emad Eldin Adly	Country Programme Manager	SGP OP6, Egypt
11	Ms. Ghada Ahmadein	Programme Assistant	SGP OP6, Egypt
12	Ms. Rosanna De Luca	Associate Portfolio Manager, Grants Management Services	UNOPS
13	Ms. Magda Ghonem	Biodiversity expert	Ain Shams University, Faculty of Agriculture, Cairo
14	Salah Soliman	Climate Change & POPs Expert	Egyptian Association for Pest Control and Environmental Protection
15	Mostafa Al Hakeem	Land Degradation Expert	Al Ramis Society for Local Community Development of Barrani
16	Kamal Shaltout	NSC Member	Tanta University
17	Ms. Hoda Omar	GEF OPF Representative	GEF Unit Egyptian Environmental Affairs Agency (EEAA)
18	Eng. Samah Saleh	Head of Sustainable Development Unit, EEAA,	Sustainable Development /Gender specialist
20	Ahmed Rezk	NSC Member	UNIDO
21	Aly Abou Sena	CEO Egyptian Environmental Affairs Agency	
22	Yosria Hamed	Egyptian Italian Environmental Cooperation phase III	
23	Ahmed Tawfiq	Bioenergy Foundation	
24	Tarek El Araby	Waste Management Regulatory Authority	
25	Mohamed Sameh	Nature Conservation Sector - Ministry of Environment	
26	Hassan El Shaer	Desert Research Center	
27	Dr. Dalia Sakr	national consultant for the joint UNDP GEF evaluation	
28	Dr. Rafeek Ramzy	national consultant on CB	
29	Dr Nemat Genena	national consultant on gender	
30	Yassar Sharif	National consultant on the development of Yasar the landscape strategies	

Grantees		
Ms. Lamia Mahmoud Mr. Mohamed Fouad	Technical expert Project coordinator	Al Nahda Association for Agricultural Development and Water Management
Mr. Sayed Mostafa Ms. Yasmine Tahawi	Financial Manager NGO head	Al Shorouk Association for Development
Mr. Ashraf Mokhtar Ms. Nagah Ramadan	NGO deputy NGO board member	Al-Affaq Aloulia for environmental development

Mr. Mohamed Ismail Mohamed Ahmed	Project manager Project coordinator	AlNouran foundation for development
Ms. Sherifa Noureldin Ms. Hala Gahlan	NGO head Project coordinator	Association of Modern Women Charity
Ms. Menna Kamal	Project Manager	Bader for Sustainable Development
Mr. Shenoda Ibrahim	Project Manger	Beit Ala AlSakhr Association for Development & Community Care
Ms. Hanna Mohamed Mr. Abdelsatar Abdelfatah	Awareness unit head NGO head	Bir Al-Waldin Society for Social Services in Dahshur
Mr. Ahmed Mostafa Ms. Hala Fouad Ms. Dalia Ibrahim	NGO head Project Manager Consultant	Community Development Association in Naga'e El-Qet
Mr. Mohamed Moawad	Project Manager	Community development youth training association
Mr. Amr Abdelmenioum Mr. Ismail elmousiely	Project manager NGO deputy and financial manager	Egyptian Society for Endogenous Development of Local Communities
Mr. Mamdouh Rashwan	Project Manager	Egyptian Youth Association for Development and Environment
Mr. Ahmed Elattar Mr. Ahmed Rashed	Project Manager Deputy of degla reserves and environment researcher	Enviroment without borders
Mr. Islam Kamal Mr. Sherif elsayed	Consultant NGO deputy	Enviromental tourism development association
Mr. Yasser Mahmoud Mr. Mohamed Yasser Mr. Osama Ahmed	NGO head Project Manager Accountant	Environmental and Community Development Association in Dandara
Mr. Ehab Mohamed	Project Manager	Environmental Protection Association in Fayoum
Dr. Samar Safan	Project Manager	Forum of Dialogue and Partnership for Development
Mr. Ahmed Abdelqader	NGO head	Future Generations Association in Al-Ma'ana
Ms. Naglaa Ali Saleh	Project Manager	General Association for Caring Talented
Ms. Sabah Khalifa Mr. Khaled Zakareya Mr. Abdelrahman Mohamed Mr. Eslam Gamal	Project manager Admin Program manager Coordinator	Institute for Cultural Affairs
Mr. Gamal Youssef	Project Manager	Key of Life association
Mr. Samy Zalat Ms. Salma Zalat	Project Manager Executive director	Nature and Science
Mr. Tarek Alagamy	Project Manager	Nile Royal Association for Development and social Services
Mr. Sherif Moamen Mr. Hanna Kamel	Project Manager Local partner	Professional Cooperation Association for Small and Medium Industries
Ms. Nadia Fouad Mr. Tamer Khater	NGO head Communication manager	Roh El Hayat Association for Development and Dialogue in Fayoum
Mr. Moatamer Amin	Project Manager	Seen 9 for Sustainable Development
Mr. Ahmed Mohmed	NGO head	Shabab El Sharqia Association for Development
Mr. Adel Ghazali	Project Manager	South Egypt Development Association

Mr. Hussien Ahmed Ms. Sabrine Mohamed	NGO head Project Manager	Together Association for Development in Louxor
Mr. Mahmoud Reda Mr. Mohamed Saleh	Project Manager NGO head	Tourism Development association in Dahshour
Mr. Mohamed Abdelfattah Mr. Haitham Hassanien	Project Coordinator Project Manager	Um-ALKora Association for local community development
Ms. Noha Abdelfattah	Project Manager	Youth Assembly for Developing Human Resources
Yosr Flawcas	Project Manager	Arabic Foundation For Culture & Media

## 2 December, Fayoum platform group interview:

1	Ms. Hala Mohamed Amin	Member	National counsel of women
2	Mr. Mohamed Ahmed	Project coordinator	Grantee - AlNouran foundation for development
3	Mr. Mohamed farahat	Agriculture engineer	Civil society
4	Mr. Fathi Mohamed	Head of educational affairs unit	Education directorate
5	Mr. Awad sheriff	Trips coordinator	Grantee - Enviromental tourism development association
6	Mr. Mahmoud elsherif	Technical staff	Khazafien NGO
7	Mr. Shaban abouelharas	Deputy	Wadi elrayan reserve
8	Mr. Abousriea Mansour	Environment researcher	Qaroun reserve
9	Mr. Ahmed Salem	Head of wadi elrayan reserve	Wadi elrayan reserve
10	Mr. Mohamed Moawad	Project Manager	Grantee - Community development youth training association
11	Mr. Osama Ahmed	Manager	Qaron reserve
12	Mr. Maher abdel samie	Environment researcher	Wadi elrayan reserve
13	Ms. Dalia Khaled	Community representative	Youssef elsediki district
14	Dr. Zienab Moawad	Dean of faculty of social services	Fayoum university
15	Dr. Islam Kamal	Environmental tourism consultant	Grantee - Enviromental tourism development association
16	Mr. Mohamd Ismil	Project manager	Grantee - AlNouran foundation for development
17	Mr. Kamal Abdeltawab	Head	Youssef sedik district
18	Dr. Hossam Shaban	Head	Environment affairs agency
19	Mr. Ahmed Abdelrahman	Deputy	Youssef sedik district
20	Mr. Ashraf Mokhtar	Deputy	Grantee - Al-Affaq Aloulia foe enviromental development
21	Mr. Saied Ahmed	Head of financing unit	Grantee - Al-Affaq Aloulia foe enviromental development
22	Mr. Mahmoud salah	Head of NGO	Grantee - Al-Affaq Aloulia foe enviromental development
23	Ms. Nagah Ramadan	Board member	Grantee - Al-Affaq Aloulia foe enviromental development
24	Ms. Mary Samy	Coordinator	Grantee - Al-Affaq Aloulia foe environmental development
25	Ms. Dimiana Magdy	Accountant	Grantee - Al-Affaq Aloulia foe environmental development

## 19 December, Upper Egypt platform group interview:

	Name	Position	Organization
1	Mr. Hussien Elsayed	Deputy Minister	Ministry of social solidarity
2	Ms. Eman Mohamed Ali	Alternate head	National council of women
3	Ms. Hala Fouad Hasehm	Project Manager	Grantee - Community Development Association in Naga'e El-Qet

4	Mr. Mohamed Mostafa	NGO head	Grantee - Community Development Association in Naga'e El-Qet
5	Ms. Dalia Ibrahim	Awareness consultant	Grantee - Community Development Association in Naga'e El-Qet
6	Ms. Hoda elsaadi	Deputy	National council of women
7	Mr. Mahmoud Abdallah	Technical staff	Irrigation development unit
8	Mr. Mohamed Abdelniem	Technical staff	Irrigation development unit
9	Mr. Mohamed Abbas	Technical staff	Agriculture directorate
10	Ms. Hala Sayed Refaie	Technical staff	General department of east Qena irrigation
11	Ms. Amina Mohamed	Technical staff	General department of east Qena irrigation
13	Mr. Mohamed Alaa	Technical staff	General department of east Qena irrigation
13	Ms. Sherifa Nour eldin	NGO head	Grantee - Association of Modern Women Charity
14	Mr. Ahmed Abdelrehim	Village Head	Dandara Village head
15	Mr. Ahmed Maher	Technical Staff	Environment affairs agency
16	Mr. Yasser Abdelmawgod	NGO head	Grantee- Environmental and Community Development Association in Dandara
17	Mr. Mohamed Sayed Adly	Project Manager	Grantee- Environmental and Community Development Association in Dandara
18	Ms. Heba Fathy Mubarak	Project Coordinator	Grantee- Environmental and Community Development Association in Dandara

## Annex 4: List of Documents Reviewed

#	Item (electronic versions preferred if available)
	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e., Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e., organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e., any leveraged or "catalytic" results)
23	Data on relevant project website activity – e.g., number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Add documents, as required</i>



## Annex 5: Evaluation Questions Matrix

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
<b>Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</b>					
<b>Project Design:</b>					
To what extent is the project in line with national and local priorities?	<i>Alignment with national policies and local development plans</i>	<i>ProDoc and AWP, National strategies, regional development plans</i>	Comparative analysis		
	<i>Correspondence of the grants to the selection criteria</i>				
	<i>Alignment with GEF focal area outcomes and outputs</i>	<i>GEF documents, ProDoc, AWP</i>	Comparative analysis		
Have synergies with other projects and initiatives been incorporated in the design?	<i>Evidence of stakeholder mapping in the ProDoc and examples of synergistic activities planned</i>	<i>ProDoc, Inception report, interviews</i>	Comparative analysis		
Were lessons from other relevant projects properly incorporated into the project design?	<i>Evidence of lessons from other projects listed and considered in the design stage</i>	<i>ProDoc, Inception report, interviews</i>	Comparative analysis		
Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?	<i>Evidence that the project design was informed by the perspectives of local stakeholders</i>	<i>KIIs, ProDoc and Inception report</i>	Comparative analysis		
Have issues materialized due to incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document?	<i>Evidence of comprehensive risk analysis and mitigation measures in the ProDoc and AWP</i>	<i>Annual PIRs, AWP and ProDoc</i>	Comparative analysis		
<b>Results Framework:</b>					
Are the project objective and outcomes clear, practicable, and feasible within its time frame?	<i>level of coherence between project objectives and outcomes, and resources</i>	<i>ProDoc, Inception report, KIIs, PIRs,</i>	Comparative analysis		
Are the project's logframe indicators and targets appropriate?	<i>Evidence of the project logframe capturing key results at output and outcome level</i>	<i>ProDoc, Inception report, AWP, KIIs</i>	Comparative analysis		
How "SMART" are the midterm and end-of-project targets (Specific, Measurable, Attainable, Relevant, Time-bound)? If applicable, what specific amendments or revisions to the targets and indicators are recommended?	<i>Evidence of the project targets being SMART</i>	<i>ProDoc, Inception report, AWP</i>	Review of the targets		
<b>Mainstreaming</b>					
To what extent were broader development and gender aspects factored into project design? Has there been progress so far that has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis?	<i>Evidence of alignment with broader development agenda, including gender roles</i>	<i>ProDoc and AWP, UNDP CPAPs and CPD, and UNDAF, PIRs and GEF Core Indicator tracking tools</i>	Comparative analysis		
<b>Progress towards Results To what extent have the expected outcomes and objectives of the project been achieved thus far?</b>					
<b>Progress towards Outcomes Analysis:</b>					
Are the logframe indicators met? If not then why? Are the	<i>Evidence of meeting the midterm targets, evidence</i>	<i>KIIs, PIRs, tracking tool</i>	<i>Triangulation, contribution</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
targets from the GEF Tracking Tool met? If not why?	<i>of concurrence of interviewee feedback on the factors</i>		<i>analysis, "Progress towards results analysis"</i>		
Considering the aspects of the project that have already been successful, what were the factors behind these?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Which barriers have hindered achievement of the project objective in the remainder of the project?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
<b>Project Implementation &amp; Adaptive Management</b>					
<b>Management Arrangements, GEF Partner Agency:</b>					
Has there been an appropriate focus on results?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Has the UNDP/UNOPS support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Has the quality and timeliness of technical support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
How has the responsiveness of the managing parties to significant implementation problems (if any) been?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (Board meetings minutes)</i>	<i>Triangulation, comparative analysis</i>		
Are there salient issues (e.g., project duration and scope) that have they affected project outcomes and sustainability?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
<b>Management Arrangements, Executing Agency/Implementing Partner:</b>					
Were the capacities of the executing institution(s) and its counterparts properly considered when the Project was designed?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., Capacity Development Framework at baseline, ProDoc and Inception report)</i>	<i>Triangulation, comparative analysis</i>		
Were partnership arrangements properly identified and roles and responsibilities negotiated prior to Project approval?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., ProDoc)</i>	<i>Triangulation, comparative analysis</i>		
Were counterpart resources, enabling legislation, and adequate project management arrangements in place at Project entry?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been an appropriate focus on timeliness?	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using appropriate management tools</i>	<i>KIIs, documents (esp., AWP)</i>	<i>Triangulation,</i>		
Have management inputs and processes, including budgeting and procurement been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (esp., Annual Work Plans and Board meeting minutes)</i>	<i>Triangulation,</i>		
Has overall risk management been proactive, participatory, and effective?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been sufficient candour and realism in annual reporting?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been adequate mitigation and management of environmental and social risks as identified through the UNDP Environmental and Social screening procedure?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., UNDP Environmental and Social screening document)</i>	<i>Triangulation, comparative analysis</i>		
<b>Work Planning</b>					
Has the project experienced delays in start-up and/or implementation? What were the causes of the delays? And, have the issues been resolved?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (AWPs and PIRs; Board Meetings minutes))</i>	<i>Triangulation, comparative analysis</i>		
Were the work-planning processes results-based? Has the project team used the project's results framework/ logframe as	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using</i>	<i>KIIs, documents (esp., Annual Work Plans and PIRs)</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
a management tool?	<i>appropriate management tools</i>				
Have there been any changes to the logframe since project start, and have these changes been documented and approved by the project board?	<i>evidence from document review;</i>	<i>ProDoc, Inception report, AWP and PIRs. KIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Finance and Co-finance:</b>					
Have strong financial controls been established allow the project management to make informed decisions regarding the budget at any time, and allow for the timely flow of funds and the payment of satisfactory project deliverables?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Are there variances between planned and actual expenditures? If yes, what are the reasons behind these variances?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP,</i>	<i>Triangulation, comparative analysis</i>		
Has the project demonstrated due diligence in the management of funds, including annual audits?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Have there been any changes made to the fund allocations as a result of budget revisions? Assess the appropriateness and relevance of such revisions.	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Has pledged co-financing materialized? If not, what are the reasons behind the co-financing not materializing or falling short of targets?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
<b>Project-level Monitoring and Evaluation Systems</b>					
Was the M&E plan sufficiently budgeted and funded during project preparation and implementation thus far? Are sufficient resources being allocated to M&E? Are these resources being allocated effectively?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, CDRs, AWP, KIs</i>	<i>Triangulation, comparative analysis</i>		
Are the M&E systems appropriate to the project's specific context? Do the monitoring tools provide the necessary information? Do they involve key partners, stakeholders including groups (e.g., women indigenous peoples, children, elderly, disabled, and poor)? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How are the development objectives built into monitoring systems: How are perspectives of women and men involved and affected by the project monitored and assessed?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIs</i>	<i>Triangulation, comparative analysis</i>		
To what extent have follow-up actions, and/or adaptive management measures, been taken in response to the PIRs?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Stakeholder Engagement:</b>					
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, KIs</i>	<i>Triangulation, comparative analysis</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	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIs</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
effective project implementation?					
How has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Are there any limitations to stakeholder awareness of project outcomes or to stakeholder participation in project activities? Is there invested interest of stakeholders in the project's long-term success and sustainability?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Reporting</b>					
How have adaptive management changes been reported by the Project Team and shared with the Project Board?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Board meeting minutes KIs</i>	<i>Triangulation, comparative analysis</i>		
How well have the Project Team and partners undertaken and fulfil GEF reporting requirements?	evidence from document review	<i>Board meeting minutes and other documents KIs</i>	<i>Triangulation, comparative analysis</i>		
How have PIRs been shared with the Project Board and other key stakeholders?	concurrence of interviewee feedback and evidence from document review	<i>Board meeting minutes and other documents (GEF regional office) KIs</i>	<i>Triangulation, comparative analysis</i>		
How have lessons derived from the adaptive management process been documented, shared with key partners and internalized by partners, and incorporated into project implementation?	concurrence of interviewee feedback and evidence from document review	<i>PIRs, AWP, Lessons Learned reports, Board meeting minutes KIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Communication:</b>					
Was communication regular and effective? Were there key stakeholders left out of communication? Were there feedback mechanisms when communication is received? Did this communication with stakeholders contribute to their awareness of project outcomes and activities and long-term investment in the sustainability of project results?	concurrence of interviewee feedback evidence from document review <i>evidence of appropriate feedback tools used</i>	<i>PIRs, AWP, Board meeting minutes, other documents KIs</i>	<i>Triangulation, comparative analysis</i>		
Were proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	<i>concurrence of interviewee feedback evidence from document review evidence of appropriate communication tools</i>	<i>PIRs, AWP, Board meeting minutes, other documents KIs</i>	<i>Triangulation, comparative analysis</i>		
Were there possibilities for expansion of educational or awareness aspects of the project to solidify a communications program, with mention of proper funding for education and awareness activities? What aspects of the project might yield excellent communications material, if applicable?	<i>concurrence of interviewee feedback</i>	<i>Board meeting minutes, KIs</i>	<i>Triangulation,</i>		
<b>Sustainability</b>					
<b>Risk Management</b>					
Were the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module the most important? And, are the risk ratings applied appropriate and up to date? If not, explain why.	<i>Evidence of adequate risk identification</i>	<i>Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module KIs</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
<b>Financial Risks to Sustainability:</b>					
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? What additional factors are needed to create an enabling environment for continued financing?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Has there been the establishment of financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (i.e., from the public and private sectors, income generating activities, and market transformations to promote the project's objectives)?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, PIRs and other documents (e.g., updated Capacity Development Framework)</i>	<i>Triangulation</i>		
<b>Socio-Economic Risks to Sustainability</b>					
Are there any social or political risks that may jeopardize sustainability of project outcomes?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Is there sufficient public/ stakeholder awareness in support of the objectives of the project?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Are lessons learned being documented by the Project Team on a continual basis?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>Lessons Learned reports, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
<b>Institutional Framework and Governance Risks to Sustainability</b>					
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize project benefits?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation, comparative analysis</i>		
Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?	<i>concurrence of interviewee feedback evidence from document review evidence of the project using appropriate frameworks, policies, governance structures and processes</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that are likely to be self-sufficient after the project closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII Other documents (PIRs, government papers)</i>	<i>Triangulation, comparative analysis</i>		
How has the project identified and involved champions (i.e., individuals in government and civil society) who can promote sustainability of project outcomes?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review (esp. the Board meeting minutes)</i>	<i>Triangulation, comparative analysis</i>		
Does the project leadership have the ability to respond to future institutional and governance changes (i.e., foreseeable changes to local or national political leadership)? Can the project strategies effectively be incorporated/mainstreamed into future planning?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
<b>Environmental Risks to Sustainability:</b>					
Are there environmental factors that could undermine and reverse the project's outcomes and results, including factors that have been identified by project stakeholders?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		

## Annex 6: Questionnaire Used

<b>Date</b>			
<b>Place (online / venue)</b>			
<b>Interviewee type (grantee, beneficiary, Local government)</b>			
<b>Interviewee/s</b>			
<b>Name</b>	<b>Title</b>	<b>Mobile number</b>	
<b>Questions and findings</b>			
<b>Brief about the project and your role in it</b>			
<b>Relevance:</b> Did the project proved relevant to your needs and capacities? If not why?			
<b>Effectiveness:</b> What were the helping and hindering factors for the implementation? And how did they affect progress towards meeting project's objective?			
<b>Efficiency:</b> were you included in feedback processes working along with project staff on updating design and implementation actions? If they were delays, then why? Are you happy with the interaction with the ICMU?			
<b>Sustainability:</b> Are the changes brought about by the project resilient and sustainable? Why or why not? What are the levels of target Grantees/communities' ownership of the project? What possible solutions and recommendation would ensure the sustainability of all project components and at all levels?			
<b>Contribution to impact:</b> What impact was most valuable to project beneficiaries? Why? And what interventions they think didn't help them or minimally did? Why? Did impact vary for different targeted groups (locations, age, gender)?			
<b>Gender:</b> How were the considerations of gender/youth/diversity/vulnerable addressed by the the project and what recommendations would you suggest for future similar projects?			
<b>Technology and Innovation:</b> What is the level of innovation and technology of the applied projects?			
<b>Partnerships:</b> What synergies of partnerships created on the ground between the project implementation team and other stakeholders (other funding agencies/implementing partners, GROs, governmental partners, local partners)			
<b>Interventions worth scaling up / replication:</b> what methods, activities proved to worth replication or scaling up and why? What are the opportunities for scaling up and barriers?			
<b>Recommendations:</b> What are the lessons learned from the achievements and weaknesses of the project? What are your recommendations for future interventions?			
<b>Other notes:</b> Do you have any other comments?			



## Annex 7: Co-financing sources from the grantees

PROJECT NUMBER	PROJEC TTITLE	GRANT AMOUNT	COMPANY TITLE	FOCAL AREA	COFINANCE – CASH Planned	COFINANCING – KIND Planned	COFINANCE – CASH actual	COFINANCING – KIND actual
EGY/SGP/OP6/Y3 /BD/2019/02	Creative initiatives to economically empower women in Badrshin	\$49,889.22	Tourism Development association in Dahshour	Biodiversity	\$41,030.00	\$11,290.00	\$23,545.32	\$5,600
EGY/SGP/OP6/Y3 /BD/2019/05	Development of Solid Waste Management System to Support Ecotourism in Fayoum PAs	\$37,095.81	Environmental Tourism Development Association	Biodiversity	\$0.00	\$22,000.00	\$0.00	\$18,422.63
EGY/SGP/OP6/Y3 /BD/2019/03	Environmental education to preserve nature	\$48,114.97	Community Development and Youth Training Association in Fayoum	Biodiversity	\$11,132.00	\$22,348.13	\$8,422.63	\$10,000
EGY/SGP/OP6/Y3 /BD/2019/06	Industrial Utilization of Baladi Palm Midribs and leaflets	\$49,971.56	Egyptian Society for Endogenous Development of Local Communities	Biodiversity	\$26,168.75	\$50,875.00	\$13,985.0	\$20,000.00
EGY/SGP/OP6/Y3 /BD/2019/07	Support sustainable ecotourism activities for the conservation of biodiversity	\$49,998.98	Environment Without Borders Foundation	Biodiversity	\$25,000.50	\$0.00	\$23,946.36	\$0.00
EGY/SGP/OP6/Y3 /BD/2019/04	Wady Al-Hitan Electronic Platform: A virtual tour to uncover our natural treasures	\$49,910.18	Bader for Sustainable Development	Biodiversity	\$25,000.00	\$3,000.00	\$3,000.00	\$3,000.00
EGY/SGP/OP6/Y1 /BD/2018/01	Mainstreaming Biodiversity and Supporting the GEF Small Grants Programme and National Civil Society Organizations in the CBD COP14 and afterwards	\$150,000.00	Nature and Science Foundation	Biodiversity	\$70,000.00	\$0.00	\$12,820.51	\$0.00
EGY/SGP/OP6/Y7 /MF/2021/43	Fayoum House	\$50,000	Al Sayeda Khadija for Development	Multifocal (CC&BD)	\$6,410.00	\$134,615		
EGY/SGP/OP6/Y3 /LD/2019/16	Efficiency of irrigation canals in the villages of Armant Center	\$28,958.08	Key of Life Association	Land Degradation	\$43,660.00	\$2,875.00	\$23,000.00	\$2,875.00
EGY/SGP/OP6/Y3 /LD/2019/15	Improve the efficiency of irrigation canals in the villages of the Naqada	\$48,192.34	South Egypt Development Association	Land Degradation	\$30,864.50	\$18,083.80	\$30,000.0	\$17,557.21
EGY/SGP/OP6/Y3 /LD/2019/14	Improving efficiency of irrigation canals and water rationalization	\$47,299.40	Community Development Association in Naga'e El-Qet	Land Degradation	\$39,580.83	\$3,503.00	\$40,000.00	\$5,348.40
EGY/SGP/OP6/Y3 /LD/2019/13	Protecting agricultural land degradation and irrigation water conservation	\$43,425.15	Environmental and Community Development Association in Dandara	Land Degradation	\$32,604.80	\$25,179.60	\$30,674.68	\$21,000.00

PROJECT NUMBER	PROJEC TTITLE	GRANT AMOUNT	COMPANY TITLE	FOCAL AREA	COFINANCE – CASH Planned	COFINANCING – KIND Planned	COFINANCE – CASH actual	COFINANCING – KIND actual
EGY/SGP/OP6/Y4 /LD/2020/30	Preventing Land degradation due to high salinity	\$49,925.00	Al Nahda Association for Agricultural Development and Water Management	Land Degradation	\$5,000.00	\$20,000.00	\$5,000.00	\$10,096.15
EGY/SGP/OP6/Y3 /CC/2019/10	Electricity rationalization by using LED lamps in Fayoum	\$33,532.93	Al-Aafak Al-Oulia for Environmental services and development	Climate Change	\$28,634.70	\$0.00	\$15,093.97	\$0.00
EGY/SGP/OP6/Y3 /CC/2019/17	Enabling the community to use renewable energy in Qena Governorate	\$41,820.36	Future Generations Association in Al-Ma'ana	Climate Change	\$61,976.00	\$1,257.48	00	\$1,731.09
EGY/SGP/OP6/Y3 /CC/2019/21	Production of biogas and organic compost from animal wastes	\$25,756.00	Together Association for Development in Louxor	Climate Change	\$10,437.50	\$7,500.00	\$4,006.41	\$3,500
EGY/SGP/OP6/Y3 /CC/2019/09	Promote the use of bicycles to reduce emissions	\$50,000.00	Environmental Protection Association in Fayoum	Climate Change	\$0.00	\$5,000.00		
EGY/SGP/OP6/Y3 /CC/2019/22	Promote the use of renewable energy in Qena	\$0.00	Cultural and Social Development Association in Qena	Climate Change	\$0.00	\$0.00	\$0.00	
EGY/SGP/OP6/Y3 /CC/2019/12	Rationalize energy consumption and raise efficiency in the city of Esna and surrounding villages	\$26,580.84	Um-ALKora Association for local community development	Climate Change	\$25,556.25	\$2,187.50	\$14,281.23	\$2,187.50
EGY/SGP/OP6/Y3 /CC/2019/20	Renewable Energy towards the future	\$40,183.00	Al Shorouk Association for Development	Climate Change	\$53,069.83	\$1,493.34		\$1,762.12
EGY/SGP/OP6/Y3 /CC/2019/11	Save your Energy	\$34,491.02	Association of Modern Women Charity	Climate Change	\$26,562.50	\$3,437.50	\$9,346.03	\$3,437.50
EGY/SGP/OP6/Y3 /CC/2019/18	Solar energy in agriculture to tackle climate change in Luxor	\$49,940.12	Nile Royal Association for Development and social Services	Climate Change	\$34,552.06	\$2,531.25	\$136,282	\$2,531.25
EGY/SGP/OP6/Y3 /CC/2019/08	Together to Save Energy	\$36,586.83	Youth Assembly for Developing Human Resources	Climate Change	\$17,687.50	\$6,687.50	\$17,900.64	\$5,000.00
EGY/SGP/OP6/Y4 /CC/2020/26	Agricultural waste recycling to improve health, environmental & economic conditions	\$26,800.00	Shabab El Sharqia Association for Development	Climate Change	\$15,342.00	\$12,260.00	\$4,461.54	\$6,000.00
EGY/SGP/OP6/Y4 /CC/2020/38	Environment-friendly Bike Initiative for Youth	\$39,550.00	General Association for Caring Talented	Climate Change	\$30,000.00	\$10,445.00	\$8,974.36	\$5,000.00
EGY/SGP/OP6/Y4 /CC/2020/31	Fayoum Free of Plastic	\$150,000.00	Al-Nouran Foundation for Development	Climate Change	\$0.00	\$2,215.00		\$7,692.31
EGY/SGP/OP6/Y4 /CC/2020/24	Improve solid waste management system in Dahshur	\$36,130.00	Bir Al-Waldin Society for Social Services in Dahshur	Climate Change	\$1,344.00	\$35,864.00	\$1,346.15	\$15,000.00

PROJECT NUMBER	PROJEC TTITLE	GRANT AMOUNT	COMPANY TITLE	FOCAL AREA	COFINANCE – CASH Planned	COFINANCING – KIND Planned	COFINANCE – CASH actual	COFINANCING – KIND actual
EGY/SGP/OP6/Y4 /CC/2020/28	Maximizing the use of solar energy in Qaliubiya	\$50,000.00	Professional Cooperation Association for Small and Medium Industries	Climate Change	\$27,000.00	\$27,000.00	\$16,346.15	\$13,000.00
EGY/SGP/OP6/Y4 /CC/2020/41	Promoting Solar Panels in Qalyoubia	\$39,220.00	Institute for Cultural Affairs	Climate Change	\$27,076.00	\$0.00	\$913.46	\$0.00
EGY/SGP/OP6/Y4 /CC/2020/25	Recycling of solid and agriculture wastes	\$46,740.00	Roh El Hayat Association for Development and Dialogue in Fayoum	Climate Change	\$0.00	\$8,033.40		\$7,692
EGY/SGP/OP6/Y4 /CC/2020/27	Thank you“ Bags	\$37,440.00	Seen 9 for Sustainable Development	Climate Change	\$38,560.00	\$0.00	\$39,732.05	\$0.00
EGY/SGP/OP6/Y4 /CC/2020/32	To Promote the Use of Renewable Energy in Al Azhar University	\$150,000.00	Forum of Dialogue and Partnership for Development	Climate Change	\$11,520.00	\$3,800.00	\$11,393.72	\$4,000.00
EGY/SGP/OP6/Y4 /POPs/2020/37	E-waste Management in Cairo University and Zaytoun Area	\$50,000.00	Egyptian Youth Association for Development and Environment	Chemicals and Waste	\$5,357.00	\$3,747.00	\$58,053.58	\$4,000.00
EGY/SGP/OP6/Y4 /POPs/2020/36	Robabikia Call	\$37,500.00	Beit Ala AlSakhr Association for Development & Community Care	Chemicals and Waste	\$7,600.00	\$0.00	\$7,585.58	\$0.00
EGY/SGP/OP6/Y4 /KM/2020/42	Increase Visibility of the Small Grants Programme	\$50,000.00	Arabic Foundation For Culture & Media	Capacity Development	\$8,200.00	\$2,000.00	\$6,249.94	\$2,000.00
					<b>\$786,926.72</b>	<b>\$449,228.50</b>	\$566,361.31	\$198,433.16
					<b>\$1,236,155.22</b>		<b>\$764,794.47</b>	

## Annex 8: TE Rating scales

### *Monitoring & Evaluation Ratings Scale*

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

### *Implementation/Oversight and Execution Ratings Scale*

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

*Outcome Ratings Scale - Relevance, Effectiveness, Efficiency*

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

*Sustainability Ratings Scale*

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

## Annex 9. GEF Core Indicators

Core Indicator 1	Terrestrial PAs created or under improved management for conservation and sustainable use					(Hectares)
		Hectares (1.1+1.2)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 1.1	Terrestrial PAs newly created					
Name of PA	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 1.2	Terrestrial PAs under improved management effectiveness					
Name of PA	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
				PIF stage	Endorsement	MTR TE
		(select)				
		(select)				
		Sum				
Core Indicator 2	Marine PAs created or under improved management for conservation and sustainable use					(Hectares)
		Hectares (2.1+2.2)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 2.1	Marine PAs newly created					
Name of PA	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 2.2	Marine PAs under improved management effectiveness					
Name of PA	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
				PIF stage	Endorsement	MTR TE
		(select)				
		(select)				
		Sum				
Core Indicator 3	Area of land restored					(Hectares)
		Hectares (3.1+3.2+3.3+3.4)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
			11,000	4,000	11,000	
Indicator 3.1	Area of degraded agricultural land restored					
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
			11,000	4,000	11000	
Indicator 3.2	Area of forest and forest land restored					
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 3.3	Area of natural grass and shrublands restored					
		Hectares				130
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	

Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding PAs)					(Hectares)
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				34,000	6,000	45,100
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				11,000	0	32,100
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under SLM in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				23,000	6,000	13,000
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					(Hectares)
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxia					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated					(Metric tons of CO <sub>2</sub> e )
			Expected metric tons of CO <sub>2</sub> e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
		Expected CO <sub>2</sub> e (direct)	n/a	3,515.48	3,414	9,554
		Expected CO <sub>2</sub> e (indirect)	n/a			



Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO <sub>2</sub> e			
			PIF stage	Endorsement	MTR	TE
	Expected CO <sub>2</sub> e (direct)					
	Expected CO <sub>2</sub> e (indirect)		n/a			
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO <sub>2</sub> e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	Expected CO <sub>2</sub> e (direct)					
	Expected CO <sub>2</sub> e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.3	Energy saved					
		Energy Efficiency through replacement of GLS lamps by LED lamps	MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited marine fisheries Moved to more sustainable levels					(Metric Tons)
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					(Metric Tons)
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
	POPs type		Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					(grams of toxic equivalent gTEQ)
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					(Number)
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	n/a		154	26782
		Male	n/a		305	35369
		Total	n/a	n/a	459	62151

## Annex 10: Signed UNEG Code of Conduct forms

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

### Evaluation Consultant Agreement Form<sup>16</sup>

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

Name of Consultant: Lilit Melikyan

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at: London, UK on February 10, 2022



### Evaluation Consultant Agreement Form<sup>17</sup>


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

Name of Consultant: Noha Hassan

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at: Cairo, Egypt on February 10, 2022



## Annex 11: Signed TE Report Clearance form

**Terminal Evaluation Report for (*Project Title & UNDP PIMS ID*) Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Annex 12 Audit Trail

attached separately