

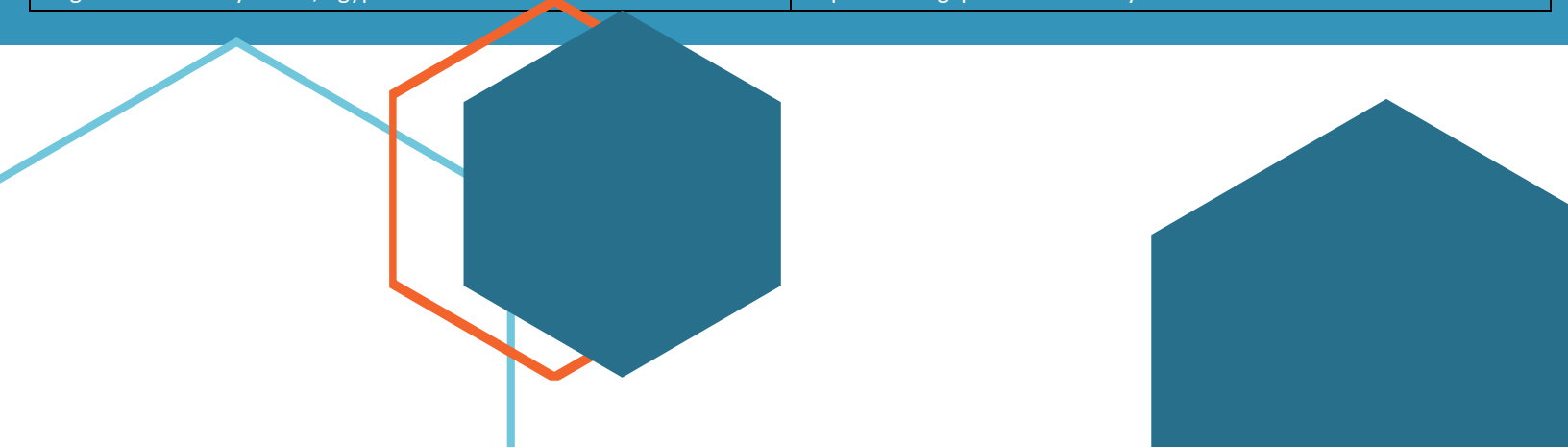
Terminal Evaluation of ‘Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)’ project.

Final Report

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Project title: Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)	UNDP PIMS ID number: 5498 Atlas Project ID/Award ID number: 00091903 GEF ID number: 9334
Evaluation timeframe: April-June 2023	GEF focal area: Multi-Focal Area (MFA) GEF-6 CCCD 2nd objective
GEF executing agency: United Nations Development Programme (UNDP)	Project start date: 4 September 2018, End date: 4 September 2023
GEF funding: USD 991,000– Co-finance target: USD 1,084,000	The project aims to integrate environmental sustainability into key development sectors by focusing on strengthening public participation in the implementation of MEAs
Region and country: RBAS, Egypt	Implementing partner: Ministry of Environment



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Disclaimer

This report is the work of independent consultants, and doesn't necessarily represent the views, policy, or intentions of the GEF agency (i.e UNDP), the Governments and project partners. The opinions and recommendations in the evaluation will be those of the Evaluators and do not necessarily reflect the position of UNDP, or any of the Programme stakeholders.

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Abbreviations

AFD	French Development Agency	MTR	Mid-Term Review
APR	Annual Progress Reports	MU	Moderately Unlikely
AUC	American University in Cairo	NBSAP	National Strategy and Action Plan for Biodiversity Conservation
AWP	Annual Work Plan	NCSA	Next College Student Athlete
CB3	Capacity Building 3 (the project)	NGO	Non-Governmental Organization
CC	Climate Change	NIM	national implementation modality
CCCD	Cross Cutting Capacity Building	NPD	National Project Director
CEO	Chief Executive Officer	PA	Protected Areas
CO	Country Office	PB	Project Board
DRC	Desert Research Center	PEB	Project Executive Board
DSA	Daily Subsistence Allowance	PIF	Project Identification Form
EEAA	Egyptian Environmental Affairs Agency	PIR	Project Implementation Review
ESDF	Egyptian Sustainable Development Forum	PM	Project Manager
ESS	Environmental & Social Screening	PMU	Project Management Unit
ESS	Environmental Sustainability Safeguards	PRF	Project Results Framework
FNC	Fourth National Communication	RFQ	Request for Quotation
GEF	Global Environment Facility	RLA	Reimbursable Loan Agreement
GIS	Geographic Information System	RTA	Regional Technical Advisors
GIZ	German Agency for International Cooperation	S	Satisfactory
HS	Highly Satisfactory	SDG	Sustainable Development Goal
HU	Highly Unsatisfactory	SDS	Sustainable Development Strategy
IEO	Independent Evaluation Office	SESP	Social and Environmental Screening Procedure
IUCN	International Union for Conservation of Nature	TBD	To Be Determined
IW	Inception Workshop	TE	Terminal Evaluation
L	likely	TOR	terms of reference
M&E	Monitoring & Evaluation	U	Unlikely
MEA	Multilateral Environmental Agreements	U	Unsatisfactory
ML	Moderately Likely	U/A	Unable to Assess
MoEnv, MSE	Ministry of Environment	UNDAF	United Nations Development Assistance Framework
MOPED	Ministry of Planning and Economic Development	UNDP	United Nations Development Programme
MS	Moderately Satisfactory	UNEG	United Nations Evaluation Group
MU	Moderately Unsatisfactory		

Executive summary

Project information table

Project Title:	Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)			
GEF Project ID:	9334		<i>at endorsement (US\$)</i>	<i>at completion (US\$)</i>
UNDP Project ID:	5498	GEF financing:	US\$ 991,000	US\$ 991,000
Country:	Egypt	IA/EA own:	USD 00	
Region:	Africa	Government:	US\$ 550,000	US\$ 720,000
Focal Area:	Multi-Focal Area (MFA) GEF-6 CCCD 2nd objective	Other:	US\$ 534,000	US\$ 800,000
FA Objectives, (OP/SP):	GEF-6 CCCD 2nd objective – Strengthening consultative and management structures and mechanisms	Total co-financing:	US\$ 1,084,000	US\$ 1,520,000
GEF executing Agency:	UNDP	Total Project Cost:	US\$ 2,075,000	US\$ 2,511,000
Implementing Partner	Egyptian Environmental Affairs Agency Ministry of Environment	ProDoc Signature (date project began):		4 September 2018
		(Operational) Closing Date:	Proposed: 4 September 2022	Actual: September 2023

Project Description

The CB3 project responds specifically to cross-cutting capacity development obligations called for under MEAs. It aims to integrate environmental sustainability into key development sectors by focusing on strengthening public participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs. The goal of the project is “to integrate environmental sustainability into key development sectors by focusing on strengthening stakeholders’ participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs”.

The objective of the project is “to strengthen the participation of Stakeholders in the implementation of MEAs in Egypt”. The project is meant to engage a large number of government officials, universities and registered NGOs to build partnerships to ensure mutual knowledge transfer and learning. This partnership approach helps to strengthen the institutional and systemic capacities of Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits. Overall, the project will achieve its objective by strengthening capacities at the systemic, organizational, and individual level, each of which will be targeted to strengthen Egypt’s efforts to mainstream global environmental priorities into the planning and management frameworks for preserving and conserving the environment.

The CB3 project is a crosscutting approach that recognizes a sustainable preservation and conservation of the environment. By addressing the existing capacity constraints, it is anticipated that the implementation of MEAs in Egypt will be less treated as “externalities” and more integrated in the national environmental management instruments with ultimately a more sustainable management of the environment in Egypt and the contribution to global environment benefits.

The project is financed by the GEF (USD\$991,00), executed by UNDP and implemented by the Egyptian Ministry of Environment. The project started in September 2018, and PMU assembled in March 2019, and was planned to end in Sept 2022 and granted an extension until September 2023.

Evaluation Ratings Table

Table 1: Evaluation rating table

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	Satisfactory (S)
M&E Plan Implementation	Moderately Satisfactory (MS)
Overall Quality of M&E	Satisfactory (S)
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory (S)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall quality of Implementation/Execution	Satisfactory (S)
Assessment of Outcomes	Rating
Relevance	Satisfactory (S)
Effectiveness	Satisfactory (S)
Efficiency	Highly Satisfactory (HS)
Overall Project Outcome Rating	Satisfactory (S)
Sustainability	Rating
Financial resources	Likely (L)
Socio-economic	Highly Likely (HL)
Institutional framework and governance	Likely (L)
Environmental	Highly Likely (HL)
Overall Likelihood of Sustainability	Likely (L)

¹ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Concise summary of the findings and rating justifications

Project results: The CB3 project has met its expectation with no major shortcomings in achieving its objectives. It has achieved what it set out to do, strengthen the participation of Stakeholders in the implementation of MEAs in Egypt. The CB3 project applied effective collaborative approach in engaging with stakeholders, and was able to establish coherent partnerships with wide spectrum of stakeholders to serve the purpose of integrating MEAs consideration into sectoral policies and strategic processes.

Among the key achievements of the project, *inter alia*, the CB3 project succeeded in establishing effective mechanism to integrate environmental sustainability principles associated with MEAs into the planning and evaluation systems for governmental sector programs. The mechanism involved 1) working groups to ensure that investment projects are compliant with environmental sustainability and MEA standards; 2) produced a document on roles and responsibilities and national commitments towards MEAs for targeted ministries; 3) formulation of sectoral guidelines (water and energy) aiming at integrating the MEAs into the energy policies and major projects; and 4) established Environmental & Social Screening (ESS) procedure for prescreening of projects as part of funding application by government agencies (the latter is yet to be finalized) which is going to be legalized once the new environment and climate change is approved.

The CB3 project developed a multi-disciplinary post graduate Professional Master's program for Environmental Sustainability and Natural Resources Management (MEC-NAREMAN Program), this involved the production of a series of courses that can be used to serve curricular development in universities for undergraduate and postgraduate courses (Professional Masters). The programme is yet to go through official channels to be approved by the Ministry of Higher Education in Egypt. Also, the course would still need a feasibility assessment and marketing process to advocate for the course among potential university students.

The CB3 project worked towards integrating global environmental priorities in education systems at pre-university level and prepared three educational packages climate change, biodiversity conservation and environmental Sustainability concepts. The packages are designed in consistency with the global environmental messages of MEAs and adapted to the national context and supported by knowledge sources, reference material, power point presentations with annotations, illustrations, and extracurricular activities. The three packages for Climate Change, Biodiversity Conservation, and Environmental Sustainability have been completed, tested, and delivered to curricula department within the Ministry of Education.

The CB3 established a knowledge center (known as 'Science Club') at Hasana Dome Protectorates to serve awareness and educational purposes. The club will serve as an educational center for school students where they can apply theoretical knowledge learned at class in an interactive way. The educational messages included in the design of the science club are consistent with those messages presented through the educational packages for the curriculum, and this means that students will be able to practice what they learned in class. Construction works of science club are completed in November 2021 and efforts have been made to establish an operational business model, management arrangements for the science club while achieving financial and environmental sustainability, but these efforts are inconclusive until now. A Request for Quotation (RFQ) announced to find a competent operator, but this is challenged with the scale and competency of the bidders that could ensure the since club financial sustainability beyond the project initial support.

The CB3 invested heavily in capacity building and awareness, for example, the CB3 project formulated, designed, and executed a four-tire training for building environmental capacities within seven ministries namely, Agriculture, Water Resources, Housing, Industry, Electricity, Petroleum, and Transport, in addition to MoEnv. Also, about 65 government officials (average 10 people from each ministry) were trained on the Rio conventions, their relations, climate issues, desertification and biodiversity, in addition to training them on the use of sectoral guides and the green economy. There have been wealthy awareness events targeting the public, decision makers as well as students at schools and universities, these included field visits, workshops and awareness campaigns.

The CB3 project design: The conceptual design of the CB3 is relevant and appropriate in principle by addressing a valid priority and need and that is to strengthen the public participation in the implementation of MEAs in Egypt. However, the detailed design of the CB3 project comprises major deficiencies particularly in relation to the poorly designed Project Results Framework (PRF). The PRF was not found to be fit for purpose, indicators were in fact a mix of activities, targets and outputs or deliverables. The PRF lacks utility, and the PMU has struggled to use the PRF for monitoring and the TE shared that experience.

The relevance: The CB3 has been highly relevant to the needs of the stakeholders to enhance their effective participation in the MEAs, and also aligned with key government strategic policies such as the 'Sustainable Development Strategy: Egypt Vision 2030' (SDS), UNDP agenda and GEF 6 strategy. The project's relevance is rated Satisfactory (S).

Project implementation: The CB3 project has implemented adaptive management measures effectively throughout the project timeframe particularly in dealing flexibly with what was envisaged in the PRF and its weakness, and embarking on emerging opportunities such as the UNFCCC - COP27 that took place in Egypt.

The project was very **effective and efficient** in enhancing stakeholder participation on all levels. The project was an exemplary model in introducing participatory approaches for meeting stakeholder needs, it was a pioneer in bringing the national focal points of the conventions together to discuss common grounds and create synergies. The highly competent PMU that led the CB3 has been vital success factor by bringing together mix of good project administration, technical proficiency and strong leadership. The role played by the PMU, with support of the UNDP CO, to ensure that there was a strong national ownership has been pivotal in making this happen. Considering the low level of awareness about the MEAs at the beginning of the project, and the fact that there has been high turnover among the personnel engaged in this project from line ministries, the PMU has successfully presented the CB3 project as an opportunity for stakeholders and created a collaborative environment to work towards mutual outcomes. The project effectiveness is rated Satisfactory (S).

The CB3 project has applied efficient approaches in utilising the project resources, and it is very apparent that the project was careful in its spending and made efficiencies and savings wherever possible and allocated unspent funds appropriately ensuring good value for money from the GEF fund. The project extension was reasonable and justified, and project management model was extremely appropriate and the fact that the PMU was firmly embedded in the MoEnv has been a strong ownership element in the project and enabled the MoEnv to take lead on building strategic and durable partnerships. The project efficiency is rated Highly Satisfactory (HS).

The design of M&E framework was found adequate and follows the standard M&E template for projects of this size and complexity. It comprises of standard M&E items for UNDP-GEF project. The M&E implementation included activation of the project board, developing the inception report, regularly submitting the APRs and

monitoring the risks, with few shortcomings related to risk monitoring and update. And therefore, **the overall assessment of the M&E is Satisfactory (S).**

The project has been implemented following UNDP's national implementation modality (NIM), where the UNDP, as GEF Agency for this project, provided project management cycle services for the project as defined by the GEF Council. UNDP is recognized as a very supportive partner and the Government of Egypt. The UNDP manages multiple projects falling under the MEAs in Egypt, particularly climate change, biodiversity and land degradation, and this position UNDP well to support a CCCD project Egypt and capitalizing on its strategic support and partnerships in these areas. UNDP procurement and recruitment services to the CB3 project have been compliant with the regulation but described as slow and referenced as a main reason for delays in implementing activities

The Implementing Partner (the MoEnv) is responsible and accountable for managing this project. The PMU was firmly embedded in the MoEnv and was able to work across the other ministries, particularly closely with the Ministry of planning, Water and Petroleum. The MoEnv has assigned senior personnel to serve as a National Project Director (NPD) who has been responsible for management oversight of the project. The NPD devoted a significant part of her working time on the project and has clearly been instrumental in mobilising collaborative environment with line ministries.

The MoEnv have demonstrated full ownership of the project activities and exerted enormous efforts to advocate for project outcomes across the board. MoEnv has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The MoEnv's senior management has been very supportive of the Project and is following up continuously on its work. Therefore, the overall project implementation/execution is rated Satisfactory.

Sustainability: The project contributed directly to the development of enhanced institutional sustainability of the MEAs implementation in Egypt and a strengthened institutional framework for engaging stakeholders in the management of the MEAs, particularly through the new governance mechanisms that the CB3 introduced including the working groups, the ESS procedure and more importantly the legislative reform of the environment and climate change laws in Egypt. The project outputs have been embraced by the respective ministries and has become essential to their daily business, for example, the educational packages have already been integrated the new curriculum, and the Ministry of Education is pursuing the teachers training programme.

There is no final institutional arrangements agreed to operate the science club beyond the project, however, the bidding process is ongoing and the PMU has been trying to mobilise potential bidders that are competent and can sustain the club based on a clear business and marketing models. The institutional sustainability is ranked as 'Likely' (L).

There are limited resources available for implementing the MEAs in Egypt, and the financial sustainability of the CB3 outcomes may be strengthened by mobilising more resources, improvement of the government's allocation of resources directed to implementing the MEAs through national environmental legislation, and by embedding the new policies and procedures into the Government structures guarantees funding flow to support the operations of these procedures, for example, the operation of the new ESS procedure once becomes legally binding will be financed automatically by the respective ministries when submitting their funding applications to the MoPEC. The science club's financial sustainability is dependent on the appropriateness of the business model and marketing plan, and these have not yet been materialised at this point. Nonetheless, it is believed that CB3's added value by

taking on the capital cost for constructing the site is essential element towards the project sustainability. The financial sustainability is rated Highly Likely (HL).

The CB3 project has moved the environment (or the Rio Convention principles) to a place where it firmly underpins development in two important sectors, water and energy, these sectors are likely to achieve better environmental outcomes with better participation in the MEAs. Environmental sustainability is ranked Likely (L).

Key elements of the CB3's theory of change is to recognize that for improving the implementation of MEAs in Egypt, a two-pronged approach is needed. On one hand, there is the need to strengthen a system of formal rules to mainstream MEAs obligations in the national environmental governance system and on the other hand the need to raise the awareness of stakeholders to change the cultural, social and political norms and values related to the environment. Strengthening the MEAs implementation inevitably includes enhancing the socio-economic status of the Egyptian community. Socio-economic is ranked Highly Likely (HL).

Recommendations summary table

Table 2: recommendations table

#	TE Recommendation	Entity Responsible	Timeframe
1	<p>Develop and implement a comprehensive exit strategy for the CB3. The strategy should set out the status of activities under each component and describes what is needed to take the work forward after the close of the project. The exit strategy should be focussed on handing over the final products to the stakeholders, ensuring access to the project resources after the project ends, and more importantly documenting the future arrangements for:</p> <ol style="list-style-type: none"> The science club, its business model, management arrangements, marketing plan, financial sustainability model, pilot assessment approach and confirm additional funding that may be available through UNDP projects, specifically, through the AFD funds. The next steps for operationalising the post graduate MEC-NAREMAN Program, this includes supporting the Cairo University to conduct the feasibility assessment and develop a marketing plan to help the university to be fully prepared for the piloting stage. Equally important to define the piloting assessment approach and replication plan to other universities. This also should define the possibilities of partnering with the World Bank as a potential source of support in the future. Finalisation of Environmental and Social Screening procedure and the way forward in institutionalising the ESS across all ministries and particularly with the MOPEC. Next steps for finalising the new environment and climate change law, and particularly ensuring the integration of EES article and subsequent regulations. Define catalytic, upscaling and replication options to build on the CB3 results. 	Project management	June-August 2023
2	<p>Develop and implement dissemination plan for all knowledge products including a final dissemination workshop (or workshops). This is to ensure that the wealthy knowledge products are well stored, accessible and handed over to the recipient stakeholders. The final dissemination workshop is an opportunity to increase the visibility of the project and its achievement, and outline the benefits made by the</p>	Project management	July 2023

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	project and seek an expression of interest from specific stakeholders for taking over and sustaining each benefit.		
3	<p>Greater attention should be paid to the strategic results framework during project design, and to ensuring rigorous inception phase. The role if the Project Results Framework should not be underestimated as instrumental tool to inform project planning and implementation and achieving consensus among stakeholders on the project intents and targets. This could be achieved by involving the RTAs and experts in designing or at least validating the PRFs. The inception phase of any project is critical for ensuring the successful future implementation, and usually involves a). an assessment of whether any factors have changed since project development, b). finalization/review of indicators, baseline / target data in PRF if such is needed (as in the case of this project) and the updating / refinement of the original Multi-year workplan (plus initial AWP). The key findings and recommendations can then be presented at the Inception workshop</p>	UNDP	Ongoing

Introduction

Purpose & scope

The Terminal Evaluation (TE) assessed the achievement of project results against what was expected to be achieved and drew lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE assessed project performance against expectations set out in the project's Logical Framework/Results Framework and results according to the criteria outlined in the [Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)²

The TE provides evidence-based information that is credible, reliable and useful and comply with the UNDP/GEF Evaluation Guidelines. The TE was undertaken in line with UNEG principles concerning independence, credibility, utility, impartiality, transparency, disclosure, ethical, participation, competencies and capacities.

The evaluation process has been independent of UNDP and project partners. The opinions and recommendations in the evaluation are those of the Evaluator and do not necessarily reflect the position of any stakeholders.

The TE was carried out between April-June 2023 with in-country engagement with project stakeholders and partners. For this TE, evidence was gathered by reviewing documents, interviewing key selected stakeholders and from other ad hoc observations.

Mixed methods were used for the TE to generate mix of qualitative and quantitative data. The use of mixed methods had the advantage of supporting data triangulation across multiple sources, which created the potential for increased data accuracy and credibility to inform the reliability of the evaluation results.

Methods

Data collection methods

To strengthen the robustness of the evaluation evidence, a mix qualitative-quantitative approach was used to best describe project results based on the on the results framework as outlined in the project document. The evaluation used methods of document review and interviews for data collection to obtain answer all of the evaluation questions outlined in the TOR. The evaluation had two levels of data collection and validation of information:

- A desk review of project documentation
- Independent data collected by the evaluators through interviews with key stakeholders

An evaluation matrix was developed as a base for gathering of qualitative inputs for analysis. The evaluation matrix defined the objective for gathering non-biased, valid, reliable, precise, and useful data with integrity to answer the evaluation questions.

Engaging stakeholders has been critical for the success of the evaluation. The project involved multi-stakeholders and teams in different capacities and the TE engaged with various stakeholders to cover different perspectives taking into account the principle of gender responsive. Gender responsiveness has been integrated throughout

² UNDP-Supported, GEF-Financed Guidance for conducting terminal evaluations, 2020. Available [here](#).

the evaluation process including gender balance during the engagement with stakeholders, assessing the gender integration in the project design and delivery, and ensuring that data collection and analysis are gender-sensitive. Throughout the evaluation process, the main stakeholders have been engaged and interviewed using semi-structured interview³ method. Interviews relied on a targeted and self-selecting sampling strategy to include a diversity and balance of perspectives from each stakeholder category.

Data analysis methods

Data analysis was based on observed facts, evidence, and data. Findings are specific, concise, and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

The data analysis method involved 1) descriptive analysis to understand and describe its main components, including related activities; partnerships; modalities of delivery; etc. 2) Content analysis of relevant documents and the literature conducted to identify common trends and themes, and patterns for each of the key evaluation issues (as the main units of analysis), and 3) thematic analysis of responses collected from semi-structured interviews and observations.

Ethical Considerations

The TE consultant was held to the highest ethical standards and was required to sign a code of conduct upon acceptance of the assignment. This evaluation was conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁴. The evaluator ensured to safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator also ensured security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process has been solely used for the evaluation and will not be used for other purposes without the express authorization of UNDP and partners.

Limitations

The extent to which the project is achieving impact or progressing towards the achievement of impact in some of the project components will require some time before becoming manifest. The level of maturity of the some of the CB3 elements (such as the science club and the university programme) is a limiting factor to be able to appreciate impact-level changes that are attributable to the relevant CB3 activities, especially after considering the number of factors that affect such level of impacts. This is not to suggest that these activities have not been achieved well, on contrary, the project progressed these activities, but the impact level changes will take time until they materialise.

³ A semi-structured interview is a method of research used most often in the social sciences. While a structured interview has a rigorous set of questions which does not allow one to divert, a semi-structured interview is open, allowing new ideas to be brought up during the interview as a result of what the interviewee says. The interviewer in a semi-structured interview generally has a framework of themes to be explored.

⁴ UNEG Ethical Guidelines for Evaluation, 2020, available [here](#).

Structure of the Report

The TE draft report follows the format suggested by the UNDP-GEF TE guidelines, with a description of the methodology, a description of the project and findings organized around: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results and Impact. Conclusions, Recommendations and Lessons Learnt complete the report. Consistently with requirements, certain aspects of the Project are rated, according to the rating scale of the Guidelines. Co-financing information is presented in the chapter under financial management; and the updated Scorecard is included in Annex 10. Comments addressed have been documented in an Audit Trail, prepared as a separate annex to the TE Report.

Project Description

Development context

Egypt has signed 68 environmental conventions and affiliated protocols for protecting the environment, human health, and the various environmental resources. Like many other countries, Egypt participates in the negotiations for the development of these conventions. The scope of these conventions expands to include protection, preservation, and promotion of natural capital, transfer to a low-carbon green economy, enhancement of the efficiency of use of resources, and protection of citizens from environmental pressures and health risks. The challenge currently facing Egypt, as it is for most developing countries, is to reach a compromise between its international obligations and national policies.

According to Egypt's National Environmental Action Plan (2002-2017), environmental quality is a prime concern to sustain its development⁵. Major environmental issues and concerns that challenge Egypt today include: limited natural fresh water resources, mainly coming from the Nile; desertification manifested by the loss of soil productivity and sacrificing agricultural land to the sprawl of human settlements; deterioration of coral reefs, beaches, and marine habitats because of marine pollution; air pollution in major cities; and solid waste generated from human settlements.

The government response to these challenges has evolved a lot over the last 20 years. It includes various environmental reforms to enable Egypt to fulfill its international commitments. As an example, the transition of the State Ministry of Environment to an executive office provides more power to the Ministry, but also holds additional responsibilities that will require improved individual and institutional capacities. It also recognizes that the success of many sectors such as agriculture, industry, health and education are eventually depending on ecosystem services and its absorptive capacity. However, due to the rapid population growth, high level of inequalities and over use of natural resources, vast challenges are hampering the provision of these ecosystem services. There is an urgent need to support the carrying capacity of these ecosystems through the development of national capacities to maintain and sustain such services.

Problems that CB3 Project Seeks to Address

The assessments conducted for the "2007 NCSA" identified capacity constraints preventing government institutions to address the above challenges. Following an analysis of these constraints, several cross-cutting

⁵ Egypt's National Environmental Action Plan (2002-2017),

capacity gaps emerged from this process. They particularly included three capacity gaps that will be directly addressed by the project:

- **Public Participation:** Lack of awareness of the community, particularly in rural population, and lack of mechanisms for enhancing citizen's participation in community decision making and for fostering and institutionalizing local resource generation. The capacities of local communities to address issues of biodiversity, desertification and climate change need to be developed in relation with sustainable development.
- **Public Education:** Relevant educational and training programs pertaining to natural resources, management and conservation needs to be developed, and there is a lack of long term programs for awareness and education. The existing educational system in environmental sciences and natural sciences does not adequately address scientific and practical linkages between biodiversity, desertification and climate change, and the overall natural environment and how these aspects link up to social aspects and livelihood approach. Subjects related to the conventions should be integrated in educational programs and curricula to ensure a sustainable flow of education packages for environmental management.
- **Training Programmes:** Training courses and programs dealing with the concepts of the MEAs are generally limited. Environmental and technical training packages developed by and for national institutions should include linkages and synergies between the conventions. Programs must be developed to utilize existing national and regional specialized centers to provide courses in technical areas relevant to the implementation of global conventions in Egypt.

The CB3 project addresses the following barriers:

- **Failure to adopt an integrated and participatory** approach that ensures integration of social and environmental dimensions into the economic dimension. There is neither integration of policies and strategies of the various ministries, nor the participation of stakeholders in the development of policies, plans, and programs;
- **Limited integration of civil society** into the efforts of protecting biological diversity and support to vulnerable local community;
- **Poor community participation** in preserving the environment and inadequate environmental awareness;
- **Multiple division of roles and responsibilities** for the implementation of plans, especially at the local level;
- Importance of establishing **links between national policies and plans and the international agreements** ratified by Egypt.

Without effective public participation - especially among youth, media and vulnerable groups - there will be little impact on the attitude and behavior of the future generation towards global environmental issues, and it will also hinder the success of the government to fulfill its commitments and a gap will continue to exist between global environmental commitments made by Egypt and its national environmental priorities.

CB3 Project Description and Strategy

The CB3 project document was officially signed on 4th September 2018 (project starting date), and the project management team assembled in March 2019. The original planned project closing date on 4th September 2022 and it is extended until September 2023.

The CB3 project responds specifically to cross-cutting capacity development obligations called for under MEAs. It aims to integrate environmental sustainability into key development sectors by focusing on strengthening public participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs.

The CB3 project is vital to enlarge the number - and developed their capacities - of stakeholders involved in the implementation of MEAs in Egypt. It goes beyond the regular government staff to a broader involvement of the public, including the youth in universities, and local communities in selected areas including women. It also includes high level decision makers to raise the awareness of the importance of mainstreaming MEAs for achieving socio-economic development, with the involvement and participation of the public in this process. In absence of this project, the national funding allocated to climate change, biodiversity and desertification will neither consider synergies among MEAs to maximize the use of national resources nor consider public participation for better environmental management systems that will generate global benefits.

The goal of the project is ***“to integrate environmental sustainability into key development sectors by focusing on strengthening stakeholders’ participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs”***.

The objective of the project is ***“to strengthen the participation of Stakeholders in the implementation of MEAs in Egypt”***. The project is meant to engage a large number of government officials, universities and registered NGOs to build partnerships to ensure mutual knowledge transfer and learning. This partnership approach helps to strengthen the institutional and systemic capacities of Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits. Overall, the project will achieve its objective by strengthening capacities at the systemic, organizational, and individual level, each of which will be targeted to strengthen Egypt’s efforts to mainstream global environmental priorities into the planning and management frameworks for preserving and conserving the environment. As described in the table below, this objective will be achieved through three expected outcomes and 6 expected outputs. It should be highlighted that each outcome and its affiliated outputs complements each other to provide a holistic approach, aiming at sustaining stakeholders participation for implementing MEAs effectively and efficiently.

Key outcomes and outputs

<p><u>Outcome 1:</u> Improved environmental management systems for an effective mainstreaming of MEAs commitments</p>	<p><i>Output 1.1:</i> Policy frameworks and coordination mechanisms among ministries for nationally adopting and managing MEAs within Sustainable Development Goals (SDGs) are established</p>
	<p><i>Output 1.2:</i> Staff involved in implementing MEAs in relevant ministries are trained</p>
	<p><i>Output 1.3:</i> Multi-disciplinary networks and/or partnerships for including global environmental priorities in education systems are established and tested</p>
<p><u>Outcome 2:</u> Enhanced public awareness and perception of MEAs and its contributions to sustainable development</p>	<p><i>Output 2.1:</i> Awareness-raising workshops on MEAs’ contribution to socio-economic development in selected sectors are organized</p>
	<p><i>Output 2.2:</i> Training programmes and knowledge materials on how to address global environmental issues targeting various stakeholders are developed and disseminated</p>

<p>Outcome 3: Documented and communicated/shared knowledge accumulated by the project</p>	<p>Output 3.1: Knowledge materials developed and disseminated</p>
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Main stakeholders

The CB3 project was developed on the basis of consultations with stakeholder representatives, most of whom expected to benefit directly from this project. The table below indicates only the key stakeholders, their respective mandates and their possible roles for implementing the project.

Table 3: list of the main project stakeholders

Stakeholder	Mandate	Roles in Project Execution
Ministry of Environment	<ul style="list-style-type: none"> Formulating environmental policies. Preparing the necessary plans for Environmental protection and Environmental development projects, following up their implementation, and undertaking Pilot Projects. The focal point for major MEAs 	<ul style="list-style-type: none"> Coordination with the other ministries the implementation of the National Sustainable Development Strategy 2030
Egyptian Environmental Affairs Agency	It is the executive arm of the ministry to implement environmental priority activities	<ul style="list-style-type: none"> Implementing Partner Prepare programs for the environmental education of the public and assist in their implementation. Lay down a plan for environmental training and supervise its implementation.
Ministry of Education	<ul style="list-style-type: none"> Responsible for the public education system in Egypt consisting of three levels: the basic education stage for 4–14 years old: kindergarten for two years followed by primary school for six years and preparatory school for three years. Then, the secondary school stage is for three years, for ages 15 to 17, followed by the tertiary level. 	<ul style="list-style-type: none"> Mainstream sustainable development in primary and preparatory education
Ministry of Higher Education	<ul style="list-style-type: none"> Develop, implement and monitor all the higher education-related policies. Responsible for the educational activities of the universities, both public and private, in the country. 	<ul style="list-style-type: none"> Mainstream global environmental issues in public university curriculums

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Stakeholder	Mandate	Roles in Project Execution
Ministry of Water Resources and Irrigation	<ul style="list-style-type: none"> • Manage the water resources of Egypt; including the Nile. • Secure access of irrigation water to irrigated lands 	<ul style="list-style-type: none"> • Coordination with the Ministry of Agriculture and Desert Research center on combating desertification through land reclamation projects and efficient irrigation systems.
Ministry of Planning and Administrative Reform	<ul style="list-style-type: none"> • Achieve comprehensive administrative reform through the development of the administrative system and the drafting of plans, laws and regulations and policies governing his principles, and raise the level of human resources, leading to the effective implementation of development plans and serve the citizens and investors efficiently • Host entity of the Sustainable Development Strategy (SDS) 	<ul style="list-style-type: none"> • Coordination between ministries and service productivity plans at the national and regional levels and the unification of concepts between national programs to mainstream global environmental issues in the SDS • The formulation of public policies, plans and programs to activate and improve the performance of government services
Ministry of Electricity and Renewable Energy	<ul style="list-style-type: none"> • Optimize the use of available energy sources taking into consideration the environmental protection • Provide electricity with suitable price and best quality • Expand utilization of new and renewable energy resources 	<ul style="list-style-type: none"> • Rising awareness of climate change mitigation efforts such as energy efficiency projects in industrial and domestic uses.
University of Cairo	<ul style="list-style-type: none"> • An advanced academic institution in Egypt that upholds the principles of academic excellence. 	<ul style="list-style-type: none"> • Design and implement courses at the undergraduate and graduate programs related to sustainable development
Egyptian Sustainable Development Forum	<ul style="list-style-type: none"> • Facilitate a process of dialogue among different stakeholders to determine the policy gaps in relation to legislation, strategies and national planning to achieve sustainability. 	<ul style="list-style-type: none"> • Facilitate a process of dialogue among different stakeholders to determine the policy gaps in relation to legislation, strategies as related to MEAs
Nature Conservation Sector, Egyptian Environmental Affairs Agency	<ul style="list-style-type: none"> • Managing the Protected Areas in Egypt and its resources • Protect Egypt's biodiversity and natural ecosystems including birds wildlife and plant genetic resources • Coordinating with relevant Ministries to maintain green areas and promote plantation of green belts 	<ul style="list-style-type: none"> • Preparation of guidelines for the protected area including zoning of activities highlighting what can be done, how and where • Incorporation of environmental awareness including the issue of nature conservation within the school curriculum to raise the awareness of the new generations.

Theory of change

Key elements of the theory of change of this project is to recognize that for improving the implementation of MEAs in Egypt, a two-pronged approach is needed. On one hand, there is the need to strengthen a system of formal rules to mainstream MEAs obligations in the national environmental governance system (policies, legislation, institutions and processes) to steer the society in complying with MEAs obligations and on the other hand the need to raise the awareness of stakeholders to change the cultural, social and political norms and values related to the environment.

As presented in the figure below summarizing the impact pathway of the project, it is about increasing the participation of stakeholders in implementing MEAs' obligations committed by the government of Egypt. It will focus most of its resources in addressing several key barriers identified in the "Sustainable Development Strategy: Egypt Vision 2030", including the failure to adopt an integrated and participatory approach that ensures integration of social and environmental dimensions into the economic dimension; the lack of integration of civil society into the efforts of protecting biological diversity; the poor community participation in preserving the environment and inadequate environmental awareness and the fact that multiple agencies are responsible for the implementation of plans without proper coordination.

By raising public awareness and participation in the management of the environment, the project also contributes to achieve greater public participation in tackling environmental issues identified in the national strategies and reports such as the National Strategy and Action Plan for Biodiversity Conservation (NBSAP) and national climate change strategy.

The involvement of the public in government programs through various types of partnership will leverage funds and capacities for better management of the global environment. Moreover, the project works closely with the recent institutional setup of the national council for climate change to ensure that other MEAs are integrated in the development of policies that fulfils the obligations of these MEAs.

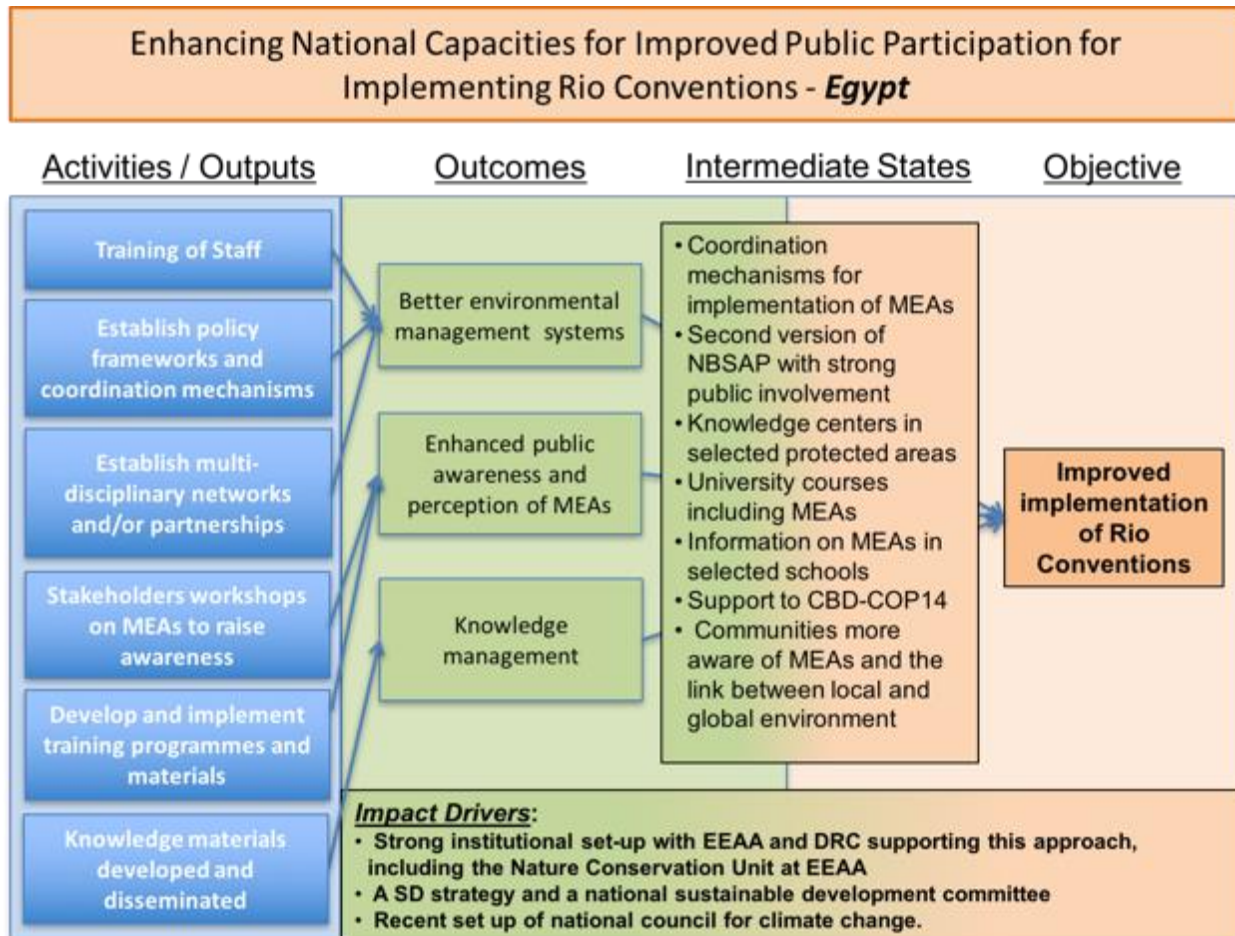
The CB3 project builds on and includes lessons learned from other related initiatives focusing on improving the implementation of MEAs to develop national capacities in their respective thematic areas. Yet there is a need to ensure the linkages between individual projects – often targeting the implementation of one MEA - and all MEAs. This is the main innovation of this project. The project is to strengthen the participation of stakeholders and the coordination among all state and non-state actors at the junction between these thematically-based initiatives and the national environmental management instruments in place in Egypt.

The CB3 project is a crosscutting approach that recognizes a sustainable preservation and conservation of the environment. By addressing the existing capacity constraints, it is anticipated that the implementation of MEAs in Egypt will be less treated as "externalities" and more integrated in the national environmental management instruments with ultimately a more sustainable management of the environment in Egypt and the contribution to global environment benefits.

It is expected that by raising skills and knowledge of stakeholders on MEAs and their respective obligations, it should result in improving the coordination among stakeholders and the linkages between international obligations committed by Egypt and the sectoral development policies and planning in place in Egypt. Stakeholders, with better skills and knowledge about MEAs and their obligations, should be more engaged in the planning, implementation and monitoring the implementation of MEAs. Organizations will have better procedures

and mechanism to provide an enabling environment for implementing MEAs. The expected results are that the environmental management instruments in place in Egypt will better take into account obligations committed by Egypt. It will include planning processes and policy making that will be more participatory and a better linkage between the proper management of the environment in Egypt and the global environment as well as the socio-economic development of the country and its contribution toward sustainable development.

Figure 1: CB3 project theory of change



Findings

Project Design/Formulation

The CB3 project's objective and outcomes are highly relevant to the needs of the stakeholders and beneficiaries, and as explained under the adaptive management section, the PMU has increased that relevance by building on the merged opportunities rather than strictly following a poorly designed Project Results Framework (PRF) that is driven by gaps and not fit for purpose.

The strategic added value of the Cross Cutting Capacity Building (CCCD) projects is that they expressly pursue synergies and achieve cost-effectiveness. The CCCD projects seek to integrate the full set of obligations under the three Rio Conventions into more comprehensive or sectoral management regimes. The strategic design of these projects is that they structure and facilitate learning-by-doing activities and an adaptive collaborative management approach to institutionalize features of sustainability. This imperatively means that project design should be flexible enough to accommodate emerging opportunities as they arise to achieve such an added value. The CB3 project design and particularly the PRF didn't follow this strategic approach from the outset, and was rather restrictive, nonetheless, the PMU has, rightly, adopted effective adaptive management approach in dealing with the project's poor PRF.

Results Framework Analysis: project logic and strategy, indicators

This section provides a critical assessment of the Project Results Framework (PRF) in terms of clarity, feasibility and logical sequence of the project outcomes/outputs and their links to the project objective. It also examines the specific indicators and their target values in terms of the SMART⁶ criteria.

The PRF was not found to be fit for purpose, indicators were in fact a mix of activities, targets and outputs or deliverables. The PRF lacks utility and it is clear that the PMU has struggled to use the PRF for monitoring and the TE shared that experience.

The defined indicators don't even qualify to be proxy indicators, and matching "indicators" to base lines and subsequent targets is not possible with any clarity as most "indicators" appear to have multiple baselines and targets unless one refers back to the project strategy.

Normally, UNDP-GEF guidance is focused on outcome indicators rather than output indicators, while in this PRF presents mainly output 'indicators' in many cases activities and deliverable, or 'to do list'. The PRF offers no insight at all at the impact/outcome level. The GEF 6 CCCD results framework provided strategic umbrella where results and indicators could have been derived from.

The project missed an important opportunity during the inception to revamp its PRF, given that adjusting the PRF, by addition, removal or revision, is allowed within the range of outcome and output-level indicators, targets, or corrections of baseline without the need for GEF approval, and these changes can be proposed by the PMU, UNDP CO, RTA or Mid-term Review and are subject to RTA and PEB approval. The inception phase of GEF-financed project offers a genuine opportunity to review the PRF and ensure that SMART and results-oriented indicators that measure the key expected development changes in place, each with credible data sources and populated

⁶ SMART stands for Specific, Measurable, Attainable, Relevant, Time-bound.

baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate.

Generally, and based on the evaluator personal experience, the 'key players' in the GEF-financed projects tend to avoid the hassle of going through robust revision of the PRFs, and only limited changes may occur based on MTRs findings and recommendations. Large-scale PRF reviews (which was needed in case of this particular project) are not a common practice in this area, and this has led to (as observed by the evaluator in different projects) misguiding the PMUs and inappropriate reporting. There is a need to build an effective adaptive culture on dealing with PRFs to ensure they are relevant, fit for purpose and appropriately utilized.

Assumptions and Risks

Identification of risks enables the implementing partners to recognize and address challenges that may limit the ability of the project to achieve the planned performance outcomes.

The Project Identification Form (PIF) identified only two risks (limited institutional capacity to engage public in the implementation of Rio Conventions and limited cash co-financing), and the preliminary risk analysis from the PIF stage was transferred in full into the Project Document with 9 risks identified with mitigation measures. The risk rating was done on a simplified rating scale from 1 to 5. None of the identified risks were rated '4 or above' in terms of probability and impact that would allow for identification of critical risks for further monitoring during project implementation.

The mitigation measures lacked for clear and meaningful actions that PMU could take on board to mitigate the risks, for example, the prodoc define "*Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs*" as the same mitigation measure for 3 different risks, and the statement is unclear and lack for guiding action as to what the PMU should actually do to avoid the risk. Another mitigation measure goes as this "*Project to be effective in developing the capacity to implement MEAs*", which has no specific action to mitigate the risks.

The PRF and theory of change didn't identify assumptions, and the 'assumptions' column in the PRF included only the risks but without defining assumptions that underpin the theory of change. The theory of change of the CB3 project is grounded on number of assumptions, most importantly, it was assumed that by having better management systems and more awareness, this will lead to greater and more effective participation in the MEAs. This is not to suggest that this assumption is right or wrong, but to reiterate the importance of identifying and documenting those assumptions upfront and use the M&E to validate those assumption as the project goes on.

Lessons from Other Relevant Projects Incorporated into Project Design

The prodoc referenced number of projects and defined linkages and strategy for incorporating lessons from these projects, particularly with initiatives focusing on improving the implementation of MEAs such as the development of action plans for a number of protected areas financed by the governments of Egypt and Italy; the GEF/UNDP Conservation of Medicinal plants project, which focused on local community participation in conservation of natural resources; and the development of regulatory measures to foster energy efficiency and renewable energy technologies in the Egyptian market with the support of several donors such as the EU, GIZ, World Bank, and UNIDO, which are investing in the energy sector in Egypt aiming to introduce innovative cost effective mechanisms for energy efficiency and renewable energy.

Also, the project identified an opportunity to benefit from the experience of the Egyptian Sustainable Development Forum (ESDF), which is an NGO-led initiative that aims to provide policy platform through multi-stakeholder participation.

The prodoc recognises that individual initiatives may be focused on one MEA only, the added value of the CB3 project was to strengthen the participation of stakeholders and the coordination among all state and non-state actors at the junction between these thematically-based initiatives and the national environmental management instruments in place in Egypt. It is a crosscutting approach recognizing that for a sustainable preservation and conservation of the environment, it is necessary to address crosscutting capacity gaps.

Planned stakeholder participation

The core objective of the project is to promote stakeholder participation in the MEAs, and therefore the project was developed on the basis of consultations with stakeholder representatives, most of whom will benefit directly from this project. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the coordination for improved decision-making for the global environment, i.e., the project baseline. A validation workshop took place on April 18, 2017 in Cairo.

The project design promotes significant participation of diverse stakeholders at both national and subnational levels. The main project stakeholders identified in the prodoc were the government ministries that are responsible for key sectoral policies and legislation related to the implementation of MEAs obligations. A number of government bodies operating at both the national and local levels are responsible for the management of natural resources and are working with local community organizations and in some cases partnering with NGOs to undertake particular activities. The prodoc recognises the increasing need on developing the role and capacity of local government entities and local communities to improve the governance of natural resources and the environment at the local level.

The prodoc lists the stakeholder with their possible role in the project execution as in table number 3 in this document.

Gender responsiveness of project design

The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have not been identified and gender-specific intervention has not been identified based on a full gender analysis. However, the project was labelled as GEN-2 based on the UNDP gender marker.

The project design recognises the significance of the gender mainstreaming the CB3 project. Gender equality was taken into account in the formulation of the project, which includes tracking key measures, such as the balance of women participants in capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations.

The project envisaged that women account for at least 50% of all training and capacity building in the project. Moreover, the project design confirmed that data collection and monitoring will be based on gender segregation of data collection and monitoring as a basis for ensuring long-term gender benefits.

The project document makes specific reference to three GEF requirements for mainstreaming gender issues in projects:

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- Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

These requirements were envisaged to be monitored by the UNDP Gender Focal Point during project implementation. This includes facilitating gender balance inclusive project to foster gender equality in environmental management and women's empowerment and participation in environmental management.

The prodoc also references the Gender Unit at EEAA. This Gender Unit is meant to work closely with the project to promote women participation in planning, implementing and monitoring project activities.

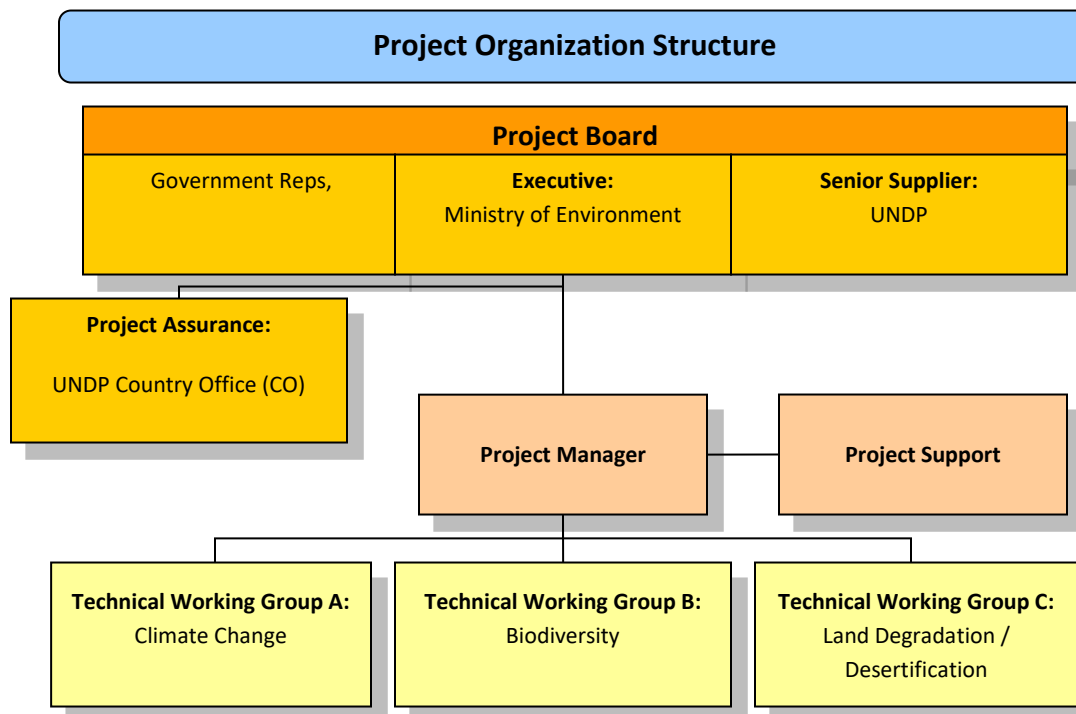
Social and Environmental Safeguards

During PPG, consultations were held to gain a better understanding of potential social and environmental impacts so that the project strategy would address these considerations, resulting in a more feasible project strategy. The UNDP Social and Environmental Screening was completed at the project formulation stage and no risks were identified. And since there are no risks in this project, the overall risk categorization of the project is low, and subsequently there was no further social and environmental assessments are required.

Management arrangements

The project has been implemented following UNDP's national implementation modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Egypt, and the Country Programme Action Plan 2013-2017.

Figure 2: Project organization structure



The Implementing Partner for this project is the Ministry of Environment (MOE) through the Egyptian Environmental Affairs Agency (EEAA). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

The Implementing Partner is responsible for:

- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

The Project Board (PB) (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Board reviews progress and evaluation reports, and approve programmatic modifications to project implementation, as appropriate and in accordance to UNDP procedures. The Project Board plays a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. It will also ensure that the required resources are committed on a timely basis and will arbitrate any conflicts within the project and facilitate negotiations to a good resolution of issues.

The project assurance role is to be provided by the UNDP Country Office. Additional quality assurance to be provided by the UNDP Regional Technical Advisor as needed. The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions, which are mandatory on all projects. The Project Assurance role will rest with the Climate change and Biodiversity Team Leaders of UNDP CO.

A National Project Director (NPD) has been designated by the Ministry of Environment and is responsible for management oversight of the project. The NPD devotes a significant part of her working time on the project.

The Project Manager (PM) has been selected jointly between the Implementing Partner and UNDP to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board.

A Project management Unit was established and is responsible for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs.

Project Implementation

Adaptive management

GEF evaluations assess adaptive management in terms of the ability to direct the project design and implementation to adapt to changing political, regulatory, environmental, and other conditions outside of the control of the project implementing teams. The adaptive approach involves exploring alternative ways to navigate the projects towards meeting the planned objectives using one or more of these alternatives.

In this context, the CB3 project has implemented proactive, timely and pertinent adaptive management measures effectively throughout the project timeframe particularly in dealing flexibly with what was envisaged in the PRF and its weakness, and embarking on emerging opportunities such as the UNFCCC - COP27 that took place in Egypt.

Adaptive management due to design weaknesses and unclear design. The weaknesses of design and the challenges in implementation due to lack of clarity of several aspects contained in the Project Document were properly and proactively addressed by the PMU by simplifying and streamlining project activities to the stakeholders.

The key adaptive measures implemented by the CB3 project management included:

- B) Overcoming the weakness of the project PRF by applying realistic changes at the activity level without losing sight of the outcomes and objective of the project i.e by focusing on strengthening stakeholders' participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs. These changes included, for example,
 - The active participation in the COP-27 that took place in Egypt (Sharm El Sheikh) by training journalist to report the international conference, art competitions topics on climate change, biodiversity and sustainability for display at the COP 27, and preparing a photo album on the implementation of national climate change initiatives that was shown in the Egyptian Pavilion Display, at UNFCCC COP 26 in Glasgow.
 - COVID Green Response: The Project produced a Green Recovery Strategy to guide the government post COVID recovery period while ensuring environmental sustainability to avoid return to business-as-usual scenario.
- C) Overcoming the challenges of being financially under-resourced by using a mix of in-house expertise and consultant to deliver the project outputs, this helped in achieving cost savings for the benefit of the CB3 budget.
- D) The project is significantly affected by the COVID crisis where regular activities and stakeholders' consultations which required face to face communications with officials and students, staff from schools, universities, protected areas, ministerial representatives etc, are seriously hindered. Nevertheless, the project implemented adaptive management options to overcome these obstacles, including online meetings and remote reviewing and discussions of articles and issues and managed eventually to maintain the stakeholders momentum on the project activities.

To this end, the TE found that the project management has been applying effective adaptive management measures throughout the project, however, it should be noted that changes mentioned above needed to be documented as adaptive measures and formally approved by the project board.

Also, as described under the 'Project Design' section, the project's PRF was generally inappropriate, nevertheless, the project did not make any significant changes to the PRF and opted to work with the existing indicators and targets as much as practicable. It is acknowledged that changing/updating the PRF would have been extremely disruptive, and would have created additional and, at the time, unquantifiable delays in implementation, however, the inception phase remains a golden opportunity, that is often underestimated, to apply meaningful changes to the project PRF and validate management arrangements, and the complexity of the PRF revisions should not be an argument for not doing it especially when having a totally weak PRF like CB3's.

Actual stakeholder participation and partnership arrangements

The partnership arrangements were critical in the CB3 project given that the project has been working across multiple different ministries all with complex arrangements and varying levels of influence in terms of resources and authority. The PMU was housed in the MoEnv which has helped to reinforce the regulatory role the Ministry

plays when it comes to MEAs, but also established effective partnerships across the board with the key ministries including Ministry of Education, Ministry of Planning and Ministry of Water Resources and Irrigation. Also, the PMU identified new partnerships that were not defined in the project design to further promote participation in the MEAs including the Ministry of Petroleum and Mineral Resources and University of Cairo.

The project was very effective and efficient in enhancing stakeholder participation on all levels. The project was an exemplary model in introducing participatory approaches for meeting stakeholder needs, it was a pioneer in bringing the national focal points of the conventions together to discuss common grounds and create synergies. The role played by the PMU, with support of the UNDP CO, to ensure that there was a strong national ownership has been pivotal in making this happen.

Stakeholders who have been engaged in the TE process have expressed their utmost satisfaction with the CB3 project and the collaborative environment established by the CB3's PMU, and this was evident by the strong passion and ownership that was sensed throughout the TE engagement. Interestingly enough, the representatives of the Ministry of Petroleum and Mineral Resources has acknowledged the impacts of the CB3 project contribution, accompanied with the COP27, on changing the 'usual' policy directions and discourse at the ministry and the fact that renewable energy and energy efficiency language started to be part of the discussions and policy directions at the ministry for the first time ever.

Considering the low level of awareness about the MEAs at the beginning of the project, and the fact that there has been high turn over among the personnel engaged in this project from line ministries, the PMU has successfully presented the CB3 project as an opportunity for stakeholders and created a collaborative environment to work towards mutual outcomes. In general, the effective involvement of many stakeholders enhanced the resilience of the project to the frequent changes of government and upper levels of management.

Project Finance and Co-finance

The total cost of the project is USD 2,075,000. This is financed through a GEF grant of USD 991,000 and USD 1,084,000 in parallel co-financing. Parallel co-financing: Co-financing to the project is a mix of parallel co-financing through projects and national entities, reflecting the active engagement of other government entities and universities and the complementarity among projects with related objectives.

The original ProDoc included a total of USD 1,084,000 in co-financing: USD 500,000 from the MoE through strengthen Financial Sustainability of Protected Areas, and USD 534,000 from the American University in Cairo.

The Ministry of Environment has established a Sustainable Development Unit in the Minister's office since 2015. The unit is responsible to liaise with the Ministry of Planning and to monitor the implementation of Environment Pillar of the "National Sustainable Development Strategy: Egypt Vision 2030". Within this context, the contribution of the Ministry of Environment in this unit – as an inter sectorial coordination mechanism - is estimated at about USD 50,000 and is considered as an in-kind contribution to the CCCD project.

Based on the effective partnership strategy implemented by the CB3's PMU, the TE believes that the co-financing target has been exceeded by far, at a conservative calculation, amount of USD 1,520,000 have been secured (at minimum) and here are some key elaborations as to where co-financing has been obtained:

- American University in Cairo – Target (In-kind: USD 534,000, actual: USD 800,000): The CB3 contracted AUC to develop an education package for school students on sustainable development. AUC has developed the school package using background materials prepared by a GIZ funded project with AUC.

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- The cost of the background materials developed by the previous project and used in developing CB3 requested package is estimated at USD 800,000.
- UNDP/MoE Strengthen Financial Sustainability of Protected Areas – (Parallel USD 500,000, achieved: USD 500,000): the operational cost of the Sustainable Development Unit, the value of the land offered by Ministry of Environment for the science club is estimated at USD 300,000, and the Ministry of Environment has disbursed around USD 100,000 to clear and prepare the site for hosting the science club and around it, including removal of junk yard for old cars, along with celebration of an environmental event at the science club's premises.
 - Alexandrina Bibliotheca – Planned (00 per the prodoc) achieved (In-Kind USD 60,000): In terms of hosting costs and staff involvement and support to students' field and demonstration projects.
 - Ministry of Education & Technical Education: Planned (00 per the prodoc) achieved (in-kind USD 40,000) in terms of supplemental teachers training at the Ministry's training center(s).
 - Ministry of Higher Education - Planned (00 per the prodoc) achieved (in-kind USD 70,000). Ministry of Higher Education expanded the ECOUNIES Program to be an event jointly executed with EEAA (as lead reviewers and evaluators)
 - Ministry of Planning and Economic Development - Planned (00 per the prodoc) achieved (in-kind USD 50,000): The ministry has contributed to the development of environmental standards for national budgeting at a cost that is estimated at USD 50,000 that is linked to Egypt's vision 2030.

Table 4: Finance and co-finance table

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Other Partner Agency (mill. US\$)		Private sector (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants										
Loans/Concessions										
• In-kind support			0.55	0.720	0.534	0.8			1.084	1.520
• Other										
Total			0.55	0.720	0.534	0.8			1.084	1.520

For Financial controls and observations from financial audits and disbursement of the CB3 Project's GEF resources please refer to the efficiency section.

Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E

Assessment element	Rating
Monitoring & Evaluation (M&E) Design	Satisfactory (S)
Monitoring and Evaluation (M&E) implementation	Moderately Satisfactory (MS)
The overall assessment of the M&E	Satisfactory (S)

Monitoring & Evaluation (M&E) Design: The M&E Framework was described in detail in Section 7 of the Project Document. It comprises of standard M&E items for UNDP-GEF project such as the Inception Workshop (IW), meetings of the project board, annual Project Implementation Reviews (PIRs), audit, the Terminal Evaluation (TE) and the final report.

The design of M&E framework follows the standard M&E template for projects of this size and complexity. Overall, the evaluator found the M&E design adequate for monitoring the project results and tracking the progress toward achieving the objectives, with the exception of deficiencies in the project results framework discussed in the section "Analysis of the project results framework". The M&E design is backed with adequate resources (a total of US\$ 61,500 allocated for monitoring and terminal evaluations) and clearly defined roles and responsibilities.

Therefore, the M&E design is rated Satisfactory (S).

Monitoring and Evaluation (M&E) implementation: The project board (also referred to as steering committee in project documentation) was activated in 2019, with the first meeting took place on 31st December 2019. The project board was anticipated to be held twice per year in the project document, however, the meetings were held only once every year. The project board was updated with the progress and planned activities including challenges and opportunities, the board role in M&E was mainly to provide strategic guidance on oversight based on the progress made, and the board approved endorsed the project extension in December 2022.

The project inception workshop was held on 25th August 2019 in Sofitel Cairo El Gezira and was attended by almost 45 participants, including representatives from different stakeholders. The main purpose of workshop was to inform a broader range of stakeholders about the start of the project, their roles in the project, and to allow discussion of important technical issues. The inception report was limited to report on the workshop and document key activities done during the inception phase, and as discussed earlier in this report, the inception phase opportunity was not really utilized wisely to validate the project theory of change, risks, assumptions and targets. 3. The inception phase of any project is critical for ensuring the successful future implementation, and usually involves a). an assessment of whether any factors have changed since project development, b). finalization/review of indicators, baseline / target data in PRF if such is needed (as in the case of this project) and the updating / refinement of the original Multi-year workplan (plus initial AWP). The key findings and recommendations can then be presented at the Inception workshop.

It seems that UNDP-GEF opted to submit Annual Progress Reports (APR) for CCCD projects as opposed to a full Project Implementation Reports (PIRs) as started in the UNDP-GEF Guidance – Annual Monitoring process⁷. Nevertheless, the project submitted three APRs in total so far, the first one was in 2020 (the project was exempt from APR in 2019 because the project started in the second half of 2018 i.e September 2018). The APRs were sufficiently detailed to monitor the performance and impact of the project noting the weaknesses of the PRF (as explained earlier) that would have an implication on the quality of the reports accordingly.

As a medium-sized GEF project a Mid-Term Review (MTR) is discretionary. Although, the project (as all projects) would have, arguably, benefitted from an MTR as an external critical review at the midpoint of the project cycle. However, this needs to be weighed against the significant costs and disruption of having an MTR. Given that the project was not experiencing any difficulties it was a reasonable judgement not to have one, especially as there was no budget allocated in the Project Document.

The GEF Cross-Cutting Capacity Development Scorecard was carried out during the project development and were updated at the end of the project (Annex 10) as part of this TE.

⁷ It states that "All full-sized projects (FSP) and medium-sized projects (MSP) financed by GEF/LDCF/SCCF/NPIF/CBIT must submit a PIR each year of project implementation". The guidance available [here](#).

As a standard UNDP requirement, the Project Manager is to monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office should record progress in the UNDP ATLAS risk log. The risk log update didn't seem to have happened quarterly and there is limited information available in ATLAS (and new system so called Quantum), even APRs have limited information on risks and mitigation measures. There is no recorded update on the status of the risks that were identified in the project document and no updates on their mitigation measures.

Generally, there are areas of minor shortcomings in M&E (mainly the inception phase and risk reporting), and therefore, this M&E implementation is rated Moderately Satisfactory (MS).

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

Assessment element	Rating
Quality of UNDP Implementation /Oversight	Satisfactory (S)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall project implementation/execution	Satisfactory (S)

The project has been implemented following UNDP's national implementation modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Egypt, and the Country Programme Action Plan 2013-2017.

The management arrangements and oversight structure were fairly standard for this sort of intervention. The UNDP, as GEF Agency for this project, provided project management cycle services for the project as defined by the GEF Council. In addition, the Government of Egypt requested UNDP direct services for specific projects, according to its policies and convenience. The UNDP and Government of Egypt acknowledge and agreed that those services are not mandatory, and will be provided only upon Government request. When requested, the services had followed the UNDP policies on the recovery of direct costs. These services (and their costs) were specified in the Letter of Agreement. UNDP's role has been mainly providing recruitment and procurement services when requested and providing guidance and support to the PMU and Partners.

UNDP is recognized as a very supportive partner and the Government of Egypt. The UNDP manages multiple projects falling under the MEAs in Egypt, particularly climate change, biodiversity and land degradation, and this position UNDP well to support a CCD project Egypt and capitalising on its strategic support and partnerships in these areas. UNDP procurement and recruitment services to the CB3 project have been compliant with the regulation but described as slow and referenced as a main reason for delays in implementing activities.

Nevertheless, it is worth noting that the project did experience a delay between the Project Documents signing (September 2018) and the actual start date (March 2019) when the project manager was first recruited. It is clear that these delays contributed in a large part to the request for a one-year extension and a delay in concluding the project.

The Quality of UNDP Implementation /Oversight is rated Satisfactory (S).

The Implementing Partner for this project is the Ministry of Environment (MOE) through the Egyptian Environmental Affairs Agency (EEAA). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of the project resources.

The PMU was firmly embedded in the MoEnv and was able to work across the other ministries, particularly closely with Ministry of planning, Water and Petroleum. The MoEnv has assigned a senior personnel to serve as a National Project Director (NPD) who has been responsible for management oversight of the project. The NPD devoted a significant part of her working time on the project and has clearly been instrumental in mobilising collaborative environment with line ministries.

The MoEnv have demonstrated full ownership of the project activities and exerted enormous efforts to advocate for project outcomes across the board. The MoEnv has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The MoEnv's senior management has been very supportive to the Project and is following up continuously on its work.

Overall, The UNDP, project board, MoEnv, partners and the PMU have worked well together and when necessary, the project has been adaptive to address shortcomings effectively.

Based on the above the **Quality of Implementing Partner Execution is rated Satisfactory (S).**

Risk management

As a standard UNDP requirement, the Project Manager is to monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office should record progress in the UNDP ATLAS risk log. The risks have not been updated during the inception phase nor during implementation, and the risk log update didn't seem to have happened quarterly as envisaged the prodoc and there is limited information available in ATLAS (and new system so called Quantum), even APRs have limited information on risks and mitigation measures.

The role of risk management seems to be underestimated in project managing the CB3. An effective risk management strategy allows the project to identify strengths, weaknesses, opportunities and threats. By planning the right mitigation measures, the project can be ready to respond when needed.

Project Results and impacts

Progress towards objective, expected outcomes and impacts (*)

Assessment element	Rating
Progress towards objective, expected outcomes and impacts	Satisfactory (S)

The goal of the project is to integrate environmental sustainability into key development sectors by focusing on strengthening stakeholders' participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs. The objective statement of the CB3 project is to strengthen the participation of Stakeholders in the implementation of MEAs in Egypt.

The CB3 project has met its expectation with no major shortcomings in achieving its objectives. It has achieved what it set out to do, strengthen the participation of Stakeholders in the implementation of MEAs in Egypt, by producing a number of high-quality outputs that have already been put to good effect and it is making the system work. The CB3 project applied effective collaborative approach in engaging with stakeholders, and was able to establish coherent partnerships with wide spectrum of stakeholders to serve the purpose of integrating MEAs consideration into sectoral policies and strategic processes.

1. An enabling environment aligned with MEAs obligations committed by Egypt

The project conducted extensive and exhaustive consultations with key stakeholders, on top of which is the Ministry of Planning and Economic Development (MOPED). An agreement has been reached between MoEnv and MoPED on implementing the inter-ministerial governance mechanism. The mechanism involves integrating environmental sustainability principles associated with MEAs into the planning and evaluation systems for governmental sector programs. More specifically, the mechanism included:

- Ministerial working groups at 7 ministries and 2 sectors dedicated to review investment projects and ensure compliance with environmental sustainability standards and MEAs.
- Formulation of a Dynamic framework for environmental sustainability and national green programs.
- Developed the governance framework for environmental standards
- Formulation of Energy Sector Guidelines aiming at integrating the MEAs into the energy policies and major projects
- Formulation of Water Sector Guidelines aiming at integrating the MEAs into the energy policies and projects
- Established Environmental & Social Screening (ESS) procedure for prescreening of projects as part of funding application by government agencies.
- Reviewed Sectoral Guidelines for "environmental sustainability standards "

Furthermore, the project produced a document on roles and responsibilities and national commitments towards MEAs for targeted ministries. The project produced Sectoral Guidelines for global and national environmental compliance within the governmental water sector and the energy sector. Staff from working groups representing seven line-ministries have been nominated and trained by CB3 project to ensure environmental sustainability and compliance within future plans and projects.

A mechanism for Environmental Sustainability Safeguards (ESS) is proposed for pre-screening of national projects prior to applying for national funds. The EES tool is still not finalized in terms of being endorsed by the Government.

A new Law for Environment & Climate change is currently being developed, the CB3 project has tabbed on this opportunity and participated in developing a separate chapter for Climate Change addressing Assessment, adaptation, mitigation, and Green financing mechanisms & Carbon Marketing. The CB3 project is introducing a new article to specifically demand all ministries pertaining to the Water & Energy Sectors to present an Environmental Sustainability Safeguards Report for each project applying for national funding and to seek approval of EEAA prior to applying to MoPED. CB3 is currently drafting the articles of the Executive Regulations explaining the Law with regard to this specific article (i.e demanding the ESS report as part of the funding application).

2. Effective participation of Stakeholders in implementing MEAs

The CB3 project applied effective collaborative approach in engaging with stakeholders, and was able to establish coherent partnerships with wide spectrum of stakeholders to serve the purpose of integrating MEAs consideration into sectoral policies and strategic processes, and led to increase effective participation in the MEAs of the following agencies, at minimum: Ministry of Planning and Economic Development, Ministry of Agriculture, Ministry of Water Resources, Ministry of Electricity, Ministry of Housing, Ministry of Higher Education, Ministry of Education, Ministry of Justice, Ministry of Petroleum, Ministry of Industry, Cairo University, Alexandria University, Damanhur University, Tanta University, The American University in Cairo, German University in Cairo, Desert

Research Center, Bibliotheca Alexandrina. Further explanations provided below (effectiveness section) as to how these agencies have participated.

3. Number of direct project beneficiaries

The number of direct beneficiaries from CB3 project support is estimated around **572 direct benefiter, including 294 women (51%), and 278 men (49%)**. This is accumulative number of government personnel engaged in training, workshops including teachers and university students those who participated in training and awareness events.

4. Capacity development scorecard rating

The GEF Cross-Cutting Capacity Development Scorecard was carried out during the project development and to be completed at the end of the project (see Annex 10).

Project objective	Indicator	Baseline	End of Project Target	Status at the TE
Project Objective: To strengthen the participation of Stakeholders in the implementation of MEAs in Egypt	1. An enabling environment aligned with MEAs obligations committed by Egypt	<ul style="list-style-type: none"> Some critical gaps in the enabling environment exist for matters related to the implementation of MEAs Not enough inter-sectorial coordination on the implementation of MEAs 	An enabling environment that is providing policy, legislation and institutional tools necessary for implementing MEAs in Egypt	There has been significant improvement on the enabling environment for implementing the MEAs in Egypt mainly through, <i>inter alia</i> , 1) the legislative reform of the environment and climate change law and regulations; 2) the introduction of the inter-ministerial governance mechanism for integrating environmental sustainability principles associated with MEAs, and 3) clarifying on roles and responsibilities and national commitments towards MEAs for targeted ministries
	2. Effective participation of Stakeholders in implementing MEAs	Minimal stakeholder involvement in implementing MEAs	All relevant stakeholders involved in MEAs implementation (TBD at inception)	The CB3 project applied effective collaborative approach in engaging with stakeholders, and was able to establish coherent partnerships with wide spectrum of stakeholders to serve the purpose of integrating MEAs consideration into sectoral policies and strategic processes, and led to increase effective participation in the MEAs of the following agencies

	3. Number of direct project beneficiaries	None	<ul style="list-style-type: none"> • ? staff in relevant organizations • ? other stakeholders <i>(Target values TBD at inception)</i>	The number of direct beneficiaries from CB3 project support is estimated around 572 direct benefiterers, including 294 women (51%), and 278 men (49%).
	4. Capacity development scorecard rating	<ul style="list-style-type: none"> • Capacity for: <ul style="list-style-type: none"> ○ Engagement: 4 ○ Generate, access and use information & knowledge: 8 ○ Policy and legislation development: 6 ○ Management & implementation: 4 ○ Monitor and evaluate: 4 (Total score: 26/45) 	<ul style="list-style-type: none"> • Capacity for: <ul style="list-style-type: none"> ○ Engagement: 6 ○ Generate, access and use information and knowledge: 12 ○ Policy and legislation development: 6 ○ Management and implementation: 5 ○ Monitor and evaluate: 4 (Total targeted score: 33/45) 	Capacity scores improved from 26/45 to 33/45. Major improvement happened on the use of information and knowledge and this may be attributed to the contribution of the wealthy knowledge products generated to the CB3

Component/Outcome 1: Improved environmental management systems for an effective mainstreaming of MEAs commitments

Outcome 1 aims at strengthening the institutional capacities and policy framework for state and non-state actors to better formulate plans for the implementation of MEAs, seeking a greater participation of stakeholders as a core element of the project’s aim.

In addition to what has been mentioned above in relation to the **governance mechanism and contribution to the new law**, the CB3 project worked towards integrating global environmental priorities in education systems at pre-university level. Based on the Ministry’ of Education request, the CB3 project prepared three educational packages on:

- Concepts of climate change.
- Concepts of biodiversity conservation
- Environmental Sustainability Concepts

The packages are designed to the pre-agreed upon global environmental messages adapted the national context and supported by knowledge sources, reference material, power point presentations with annotations, illustrations, and extracurricular activities. The three packages for Climate Change, Biodiversity Conservation, and Environmental Sustainability are completed, tested, and delivered to curricula department within the Ministry of Education.

The project delivered 44 environmental messages derived from the three conventions (UNFCCC, UNCCD, CBD) to the Ministry of Education, which were carefully reviewed, and a consultative meeting was held to discuss the implementation mechanism.

Based on the Ministry’ of Education request, the CB3 project prepared three educational packages on:

Terminal Evaluation of 'Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)' project

- Concepts of climate change.
- Concepts of biodiversity conservation
- Environmental Sustainability Concepts

The introduction of the educational packages was backed by a 3-day training workshop for about 40 teachers, selected by the Ministry of Education focused on applying the packages in day to day teaching. Based on this training, a competition was held among international school students for ideas for applications to reduce the potential impacts of climate change, loss of biodiversity and combat desertification. An evaluation was made for the projects submitted by the students, and the Minister of Environment honored the winners.

The TE evaluator engaged with the Ministry of Education during the TE mission and came to learn that The training material presented by the CB3 project has been incorporated into the ongoing teachers training programme. The Ministry is now pursuing its training program including the environmental educational packages targeting around 1.3 million teachers across the country.

On training front, the CB3 project formulated, designed, and executed a four-tire training for building environmental capacities within seven ministries namely, Agriculture, Water Resources, Housing, Industry, Electricity, Petroleum, and Transport, in addition to MoEnv.

- **Tire1** (Executive level) **Basics & Orientation**; Jul-Aug 2021, 33 persons (16 women, 17 men)
- **Tire2** (Wk. groups): **Introductory & Concepts**; Sep 2022, 54 persons (26 women, 28 men)
- **Tire3** (Wk groups): **Sector Guidelines**; May 2022, 60 persons (29 women, 31 men)
- **Tire4** (Wk groups): **Environmental Sustainability & Financing**; Jul 2022, 53 persons (23 women, 30 men)

Also, about 65 government officials (average 10 people from each ministry) were trained on the Rio conventions, their relations, climate issues, desertification and biodiversity, in addition to training them on the use of sectoral guides and the green economy. Trainings were conducted in collaboration with Fourth National Communication (FNC) project.

The project delivered a training on "Using GIS and modeling programs as tools for assessing the conservation status of endangered species within Protected Areas" in September 2022. An intensive training was designed to target Protected Areas researchers (15 individuals in charge of biodiversity conservation programs) entitle "Using GIS and modeling programs as tools for assessing the conservation status of endangered species within Protected Areas." with the aim of developing an action plan for endangered species in one of Egypt's Protected Areas and to train researchers on the steps of its creation, starting from data collection from the field to establishment of the conservation programs. The training targeted 15 Protected Areas researchers from Ashtum El Gameil, Nile River Islands, Red Sea islands, Siwa, Bahariya Oasis, Deibabia, Wadi Allaqi, Gelf Elkebeir, and Saint Catherine Protected Areas.

The project produced Sectoral Guidelines for global and national environmental compliance within the governmental water sector and the energy sector. Specifically, two sectoral guidelines have been established addressing priority sectors of water and energy. The guidelines integrate environmental dimension derived from the Rio Conventions into governmental plans with focus on energy and water and help these sectors to comply with the future ESS legislative requirements (once the new law is approved) by adequately defining the parameters that allow for a prescreening of projects regarding environmental and climate related impacts of these projects.

Producing these guidelines passed through five stages; 1) Compile a set of International Regulations and Standards for the guidelines, 2) Compile a set of Local regulations formulated by EEAA, 3) Develop a set that incorporate both and that is customized to the Egyptian sets of Environmental conditions and constraints, 4) Develop Environmental Sustainability Safeguard (ESS) Templates.

The CB3 project also published a compendium on the role and obligations of Egypt under the Rio Conventions to facilitate and support the integration of Egypt's obligations and expected role under the Rio conventions both vertically and horizontally across a number of relevant and A-line ministries and affiliates that are expected to support and complement the role of the Ministry of Environment in meeting set country obligations while striving for optimal national policy and decision making.

Project outcome	Indicator	Baseline	End of Project Target	Status at the TE
Component/Outcome 1: Improved environmental management systems for an effective mainstreaming of MEAs commitments	5. MEAs obligations integrated in related policies, national plans, and strategies	<ul style="list-style-type: none"> MEAs action plans not mainstreamed into national and regional policies and planning Related ministries' programmes and activities are sector-oriented, with little collaboration 	Related national policy-making and planning processes incorporate MEAs obligations	The introduction of the inter-ministerial governance mechanism for integrating environmental sustainability principles associated with MEAs, including the ESS procedure for screening investment projects prior to funding decision.
	6. Responsibilities for MEAs obligations assigned to mandates of relevant institutions	<ul style="list-style-type: none"> Institutional framework is fragmented and MEAs implementation is uneven National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict 	All MEAs obligations are clearly assigned to key institutions	<p>The project produced a document on roles and responsibilities and national commitments towards MEAs for targeted ministries.</p> <p>The project produced Sectoral Guidelines for global and national environmental compliance within the governmental water sector and the energy sector.</p> <p>The CB3 project also published a compendium on the role and obligations of Egypt under the Rio Conventions.</p>
	7. MEAs obligations integrated in related legislation	Laws in place to ratify MEAs, but "secondary" laws and norms not revised to be consistent with MEAs obligations	<ul style="list-style-type: none"> Key laws and norms revised to be consistent with MEAs obligations "Secondary" legislation and norms in place to enable integration of MEAs into sectoral policy- 	As part of developing new Env & CC law, the CB3 project participated in developing a separate chapter for Climate Change. Introducing a new article to specifically demand RSS Report for each project applying for national funding. CB3 is

			making and planning processes	currently drafting the articles of the Executive Regulations explaining the Law with regard to this specific article (i.e demanding the ESS report as part of the funding application).
	8. Staff of key organizations with the necessary skills and knowledge to address MEAs obligations	Uneven capacity of focal points and staff to manage and implement MEAs	Staff trained and apply skills and knowledge to the implementation of MEAs obligations	Four-stage capacity-building program About 65 government officials were trained on the Rio conventions. See details above.
	9. Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	An existing mechanism for Rio Conventions policy development coordination exist, however there is not enough inter-sectorial coordination of implementation of MEAs	A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process and integration into the SDS	As part of the inter-ministerial governance mechanism for integrating environmental sustainability principles associated with MEAs (described above), working groups on environmental compliance and MEAs in relevant Ministries were established.

Component/ Outcome 2: Enhanced public awareness and perception of MEAs and its contributions to sustainable development

Mainstreaming global environmental priorities within education systems at university level: CB3 Project prepared six environmental education modules with focus on Climate Change Adaptation, Climate Change Mitigation, Biodiversity Conservation, Land Degradation, Natural Resources Management, and Species Conservation Management (in progress). Each module contains 12 units with scientific material equivalent to a standard three credit hours post graduate course. The project promotes the courses to be integrated within graduate and post graduate university systems, incorporated within a post graduate professional diploma, and/or become a building block within a certification program, for environmental sustainability and natural resources management, jointly within EEAA and a reputable educational institute. This module is intended to develop capacity amongst the youth, that are projected to participate in an emerging pool of experts capable of confronting current and future challenges associated with global environmental issues.

In December 2019, a cooperation protocol was signed between the Ministry of Environment and the Ministry of Higher Education and Scientific Research regarding the generalization of global environmental concepts in education as well as the sustainable management of electronic and medical waste in cooperation with the UNDP-GEF project working on the management of electronic and medical waste.

In cooperation with the Ministry of Higher Education and Scientific Research, an environmental cultural competition was launched for students at universities and technical institutes, and the topics of the Rio Conventions (climate change, biological diversity, and desertification) were chosen as the titles of research that students will submit. A large number of students submitted distinguished research, and a committee was established to evaluate and select the best 20 research papers to be honored

Setting environmental standards to select the best environmentally friendly Egyptian university (Eco-Uni). The project management evaluated the university files and determined the first positions, announced by the Higher Council of Universities later (Sep 2021).

Ministers of Higher Education and Environment approved development of a multi-disciplinary post graduate Professional Master's program for Environmental Sustainability and Natural Resources Management (MEC-NAREMAN Program). The project produced a series of courses that can be used to serve curricular development in universities for undergraduate and postgraduate courses (Professional Masters), or as a separate diploma run by the Ministry of Environment. The following postgrad courses were produced:

- Climate Change Adaptation
- Climate Change Mitigation
- Biodiversity Conservation
- Land Degradation
- Species Conservation Management
- Natural Resources Management

Course files for three other courses about Basic Ecology, IUCN Red List, and Environmental Economics were produced.

As agreed between Minister of Environment and Minister of Higher Education, the Faculties of Engineering and Agriculture within Cairo University will be piloting this program, however, prior to piloting, the programme will have to go through official channels to be approved by the Ministry of Higher Education and the Higher Council of Universities in Egypt. Also, the course would still need a marketing process to advocate for the course among potential university students.

The next steps for operationalizing the post graduate MEC-NAREMAN Program are not clearly defined at this point, and the Cairo University expressed the need to conduct the feasibility assessment and develop a marketing plan to help the university to be fully prepared for the piloting stage. Equally important to define the piloting assessment approach and replication plan to other universities.

A World Bank's project seems to have interested in the MEC-NAREMAN and could be potentially future host of the program.

At the awareness front, the CB3 project has organized a numerous number of workshops and awareness events engaging the public with focus on students. The events are documented in details on the EEAA's website⁸.

A documentary video has been prepared for the Cave of Sannour Protectorate as a witness for the everlasting climate changes and will be used among the learning materials in the science clubs. Several awareness events have been conducted; for students organizations in Portsaid (Oct 2021), for Media personnel (Feb 2022) and its

⁸ Available [here](#)

final documentations are processed. Project also is supporting a training for EEAA designers and media production staff to produce in-house videos and animated documentations.

A booklet has been prepared on the three Rio conventions and selected science teachers (international schools) have been trained to transfer the knowledge derived to students and urge them to do research projects that provide simple solutions to global environmental problems.

The educational materials produced were used in awareness programs held for media professionals and journalists, in addition to many initiatives, NGOs and university students.

The project launched the "Back to Nature" Program with Alexandrina Bibliotheca that targeted the university students and aims to raise awareness about the environment and international environmental agreements to reach a change in their behavior. Through this initiative, the University of Alexandria's students have designed their awareness project ideas and the CB3 supported the students to implement their projects. The aim was to build the capacity of youth and make them aware of international agreements that relate to the areas of biodiversity, climate change and desertification through a training program for university students.

The awareness Program directed to youth especially Alexandria University. A total of 250 individuals have been attend the main training event as a response from invitation published by Library of Alexandria on social media and other platforms. 32 students were invited from Cairo University "Faculty of Engineering" and attended this event. They were chosen based on internal tests and criteria to extract the distinguished to complete, support and repeat that activity at Cairo University.

In cooperation with the Ministry of Higher Education and Scientific Research, an environmental cultural competition was launched for students of universities and technical institutes, and the topics of the Rio Conventions (climate change, biological diversity, and desertification) were chosen as the titles of research that students will submit. A large number of students submitted distinguished research, and a committee was established to evaluate and select the best 20 research papers to be honored.

Other awareness activities implemented by the CB3 project included:

- Workshops on Sustainable Development – "Action in SDGs" – April 2029 targeting undergraduate youth from various universities
- Youth for Protected Areas: "the first exploration and camping camp in the natural Protected Areas in southern Egypt" in the "Saluja and Ghazal protectorate (the first waterfall islands Protected Area)" in Aswan governorate and the "Al-Dababiya Valley" in Luxor governorate from the period 8/4/2019 to 13/4/2019.
- The First Nature and Heritage Festival Wadi Degla Protected Area for introducing cultural heritage, customs and traditions of the habitants of the protected areas and promoting tourism in protected areas.
- Training Workshop entitled: "Mainstreaming Environmental Issues in Educational Systems" to support the scientific and practical capacities of those who are responsible about awareness programs and giving them the practical tools necessary to transfer the expertise to future generations in the field of environmental awareness. October 2019.
- Training Workshop entitled: "Mainstreaming Environmental Issues in Educational Systems" for the International Schools. The main role of the training workshop is to equip school instructors who have the responsibility of educating the youth on environmental issues, with knowledge and skills in understanding the context of the Rio Conventions. Dec 2019.

The project launched and implemented the International Schools Competition. The competition aims at encouraging students to put their understanding of the Rio Conventions into action. Students will be actively participating in providing solutions and sharing visions of the changing world they are part of. On World Environment Day (05/06/2020), the chosen teams from each school showcased their projects in front of the CB3 Team who provided valuable insights and constructive feedback on the team's project and presentation. The winning teams presented their projects with improvements and have been awarded by the Minister of Environment in a ceremony on 06/06/2020.

The CB3 project produced a Green Recovery Strategy to guide the government post COVID recovery period while ensuring environmental sustainability to avoid return to business-as-usual scenario.

CB3 project conducted a face-to-face training workshop (Jul 2021) for selected judges on national and global environmental issues and governing laws and regulations in order to activate specialized courts with environmental jurisdictions.

The CB3 established a knowledge center (known as 'Science Club') at Petrified Forest and Hasana Dome protectorates to serve awareness and educational purposes. The protectorate has been identified within Greater Cairo Zone as suitable locations for receiving school students from surrounding areas. The club will serve as an educational center for school students where they can apply theoretical knowledge learned at class in an interactive way. The educational messages included in the design of the science club are consistent with those messages presented through the educational packages for the curriculum, and this means that students will be able to practice what they learned in class.

Although the target is set to be 2-3 stations, the project was clearly under resourced to be able to construct that many from scratch, nevertheless, if the pilot succeeds, the Ministry of Environment is interested to replicate in other protectorates.

Construction works of science club are completed in November 2021. Efforts have been made to establish an operational management arrangement for the science club while achieving financial and environmental sustainability, but these efforts are inconclusive until now. The science club remains challenged to define its business model, management arrangements, marketing plan, financial sustainability model and pilot assessment approach.

The UNDP indicated that there is a possibility for additional funding that may be available through UNDP projects, specifically, through the AFD funds, that can be channeled to further support the science club.

A Request for Quotation (RFQ) announced to find a competent operator, but this is challenged with the scale and competency of the bidders that could ensure the since club financial sustainability beyond the project initial support.

Figure 3: Picture of the science club

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Project outcome	Indicator	Baseline	End of Project Target	Status at the TE
Component/ Outcome 2: Enhanced public awareness and perception of MEAs and its contributions to sustainable development	10. Approved and funded training curriculum on implementation and monitoring of Egypt's commitments to MEAs in school and universities	As per the NCSA, there is a lack of long term programs for awareness and education on MEAs, relevant educational programs pertaining to national resources, management and conservation are absent or undeveloped	<ul style="list-style-type: none"> University course(s) developed and approved to be offer to students Curriculum(a) for schools developed and approved to be piloted 	A multi-disciplinary post graduate Professional Master's program for Environmental Sustainability and Natural Resources Management (MEC-NAREMAN Program) has been developed.
	11. Learning materials for environmental management incorporating implementation of MEAs obligations developed and used for training activities	As per the NCSA, training courses and programs dealing with the concepts of MEAs are limited in Egypt	To be determined at inception	The indicator is not measurable, however, the CB3 has delivered number of workshops and trainings in a targeted approach.
	12. Learning stations established in protected areas and used	None	<ul style="list-style-type: none"> 2 to 3 sustainable learning stations Strategies to replicate the model to other protected areas in Egypt 	Only 1 science club was constructed (not fully operational yet).

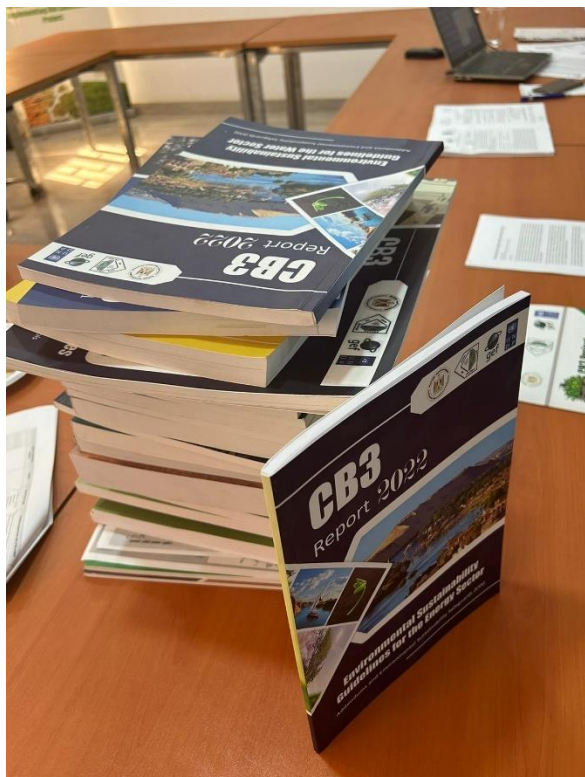
Component/ Outcome 3: Documented and communicated/shared knowledge accumulated by the project

As mentioned above, the CB3 project has produced a relatively many knowledge products. The picture below shows all project deliverables that have been shared with the TE evaluator during the TE mission.

It is important though that these wealthy-products are appropriately disseminated and stored in accessible formats for the project stakeholders and potential users. Currently, some of these products are posted on EEAA

website⁹ using a page specifically dedicated for the CB3 project, and in some cases only summary reports are posted on the website. It is recommended that the CB3 project develop and implement a dissemination plan to make sure that end users have sustainable access to these products beyond the project closure.

Figure 4: A picture of CB3 printed products shared with the TE evaluator



Project outcome	Indicator	Baseline	End of Project Target	Status at the TE
Component/ Outcome 3: Documented and communicated/shared knowledge accumulated by the project	13. Availability of knowledge materials on MEAs	None	To be determined at inception	Knowledge materials have been produced at large by the project.
	14. Public access and outreach to information on MEAs and their implementation in Egypt	Limited access to information on MEAs and their obligations	<ul style="list-style-type: none"> Access to information on MEAs from MOE-EEAA website Additional access points and assessment of potential outreach to be identified at inception 	Reports have been accessible by stakeholders and some knowledge products are posted on EEAA website.

⁹ <https://www.eeaa.gov.eg/Project/132/Details>

Relevance (*)

Assessment element	Rating
Relevance	Satisfactory (S)

Relevance is the extent to which a project’s objectives are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies. Equally important is about aligning with emerging opportunities that help to achieve the project outcomes and objectives.

All evidence showed that the project is very relevant to the Government of Egypt and addressed the highly important matters. The key stakeholders and beneficiaries interviewed during the TE mission have appreciated the added value of the CB3 project and emphasized their ownership and the need to build on what has been achieved and continue the work that has been started is very critical and needed.

The effective adaptive management that the CB3’ PMU followed in dealing with poorly designed project targets has played a critical role in increasing the relevance of the project not only to the needs of the stakeholders but also to the emerging opportunities without losing sight of the outcomes and objective of the project. A relevant project is the one that is not only addresses the gaps, but also opportunities as well.

The environment pillar in the Sustainable Development Strategy: Egypt Vision 2030’ (SDS) has two strategic objectives to which the proposed project would support. The first strategic objective relates to the sustainable management of the natural resources and the second objective is “Egypt meets its international and regional obligations for environmental conventions and develops the necessary mechanisms, while ensuring their consistency with local policies”; the project is particularly well aligned to this objective.

Also, the CB3 addresses key priorities came out of the BCSA in 2007. The NCSA identified public participation, public education and capacity needs among the priorities to be addressed when it comes to implementing MEAs in Egypt, and the CB3 project addresses these priorities fairly.

Relevance to UNDP strategic framework: The proposed project is in line with the UN Development Assistance Framework (UNDAF) 2013-2017 for Egypt, particularly outcome 5.2, which is to help the government, private sector and civil society to comply with MEAs. The project– to some extend - contributes also to outcome 5.3 that is to strengthen government and local communities’ mechanisms for the sustainable management of, and access to, natural resources such as land, water and ecosystems. As a crosscutting capacity development project, it is also in line with the 2013-2017 UNDP programme in Egypt, which is to explore and help Egypt to implement options for climate change adaptation and mitigation and promote protected areas and biodiversity conservation. Through the development of capacity of stakeholders, the project supports the government to better comply with MEAs, including enhancing the capacity of civil society to better manage environmental challenges.

Relevance to the GEF: The project is line with the GEF-6 CCCD 2nd objective which aims: "to strengthen consultative and management structures and mechanisms". By developing the capacity of government entities and increasing the public participation in implementing MEAs, the project addresses some critical decision- and policy-making gaps. It develops the capacity of stakeholders to better use environmental information for better decision/policy making, including strengthening consultative mechanisms from the local level (e.g., private sector round-tables and local community and village meetings) to the national level (technical committees and focused working groups).

In brief, the CB3 has been highly relevant to the needs of the stakeholders to enhance their effective participation in the MEAs, and also aligned with key government strategic policies such as the 'Sustainable Development Strategy: Egypt Vision 2030' (SDS), UNDP agenda and GEF 6 strategy.

Effectiveness (*)

Assessment element	Rating
Effectiveness	Satisfactory (S)

The effectiveness of a project is defined as the degree to which the development intervention's objectives were achieved or are expected to be achieved. The valorization of effectiveness is used as an aggregate for judgment of the merit or worth of an activity, (i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives proficiently in a sustainable fashion and with a positive institutional development impact).

The CB3 project has achieved considerable successes with a very modest investment. It has done this by being highly adaptive and through establishing and maintaining coherent partnerships and collaborations with line ministries. The highly competent PMU that led the CB3 has been vital success factor by bringing together mix of good project administration, technical proficiency and strong leadership. Work planning and work plan execution have been both effective and carried out in a timely fashion. Studies and other reports have been focused and highly effective as a result of the strong technical capacities within the PMU, good planning, the careful drafting of TOR, thoughtful selection of technical expertise and diligent oversight of reporting.

The project has identified the technical expertise within the partner agencies, and has been confident to allow these to take the lead when appropriate resulting in a strong, and real, sense of national ownership of the outcomes.

It is important to point out that whilst the project outputs have been largely achieved, it will take time for some of the outcomes and impacts to completely materialize, for example, the university course programme needs some time to go through the formal approval process, and then to be tested (or piloted at small scale) before other universities can adopt the course at a large scale.

In addition, the construction works of science club has completed but more work ahead to find a competent operator in a way that ensures the since club financial sustainability beyond the project initial support.

Efficiency (*)

Assessment element	Rating
Efficiency	Highly Satisfactory (HS)

The main issues examined in relation to efficiency were the length of the project implementation period, and to what extent the results have been achieved with the least costly GEF and other resources possible.

Timeframe: The planned starting date of the CB3 project was initially 4 September 2018 according to the prodoc, the actual starting date of the project implementation was March 2019 (i.e when the PMU was recruited).

The CB3 project was designed as a four-year project with end date 4 September 2022. Given the delays in recruitment of the PMU at the beginning accompanied with COVID impacts in terms of delaying some activities, a no cost extension until September 2023 was reasonable and justified.

Management: The UNDP NIM modality is extremely appropriate to the context and is in fact the option for most of the UNDP projects in Egypt. The fact that the PMU was firmly embedded in the MoEnv has been a strong

ownership element in the project and enabled the MoEnv to take lead on building strategic and durable partnerships.

Financial management: Until December 2022, a total of **US\$ 756,403 has been spent i.e 76% of the CB3 Project** grant of US\$ 991,000. The project spending is aligned with what was planned in the project document in terms of utilisation from each component. The remainder that can be spend in 2023 is \$234,587 which sounds reasonable given the remaining commitments to finalise some activities, particularly the operation of the science club. The project applied a hybrid model for producing technical material by mainly utilizing the PMU's technical proficiency in developing the technical content of key deliverables along with recruiting consultants only when needed. This helped to save costs to a large extent and enabled the project to do more than envisaged. It is very apparent that the project was careful in its spending and made efficiencies and savings wherever possible and allocated unspent funds appropriately ensuring good value for money from the GEF fund.

The Project has been efficient in achieving outputs/products and in achieving outcomes and effects/impact in Egypt in a high degree of accomplishment vis-à-vis expected target indicators and other metrics. Also, it has provided value-for-money since it achieved the results within budgets, agreed disbursement, etc., while leveraging investments and in-kind support from sources external to the project per se (real co-funding based on coherent partnerships).

The strong partnership approach has attracted grant co-financing in excess of what has been anticipated in the project design.

Table 5: GEF Budget allocations and expenditures per Component (USD)

Component	Budget (USD)	2018	2019	2020	2021	2022	Total expenditures	Financial delivery
Component # (1): Improved environmental management systems for an effective mainstreaming of MEAs commitments	274,200	14,557	17,287	22,244	120,700	46,113	220,901	81%
Component # (2): Enhanced public awareness and perception of MEAs and its contributions to sustainable development	465,410	84,190	23,484	44,369	225,333	19,304	396,679	85%
Component # (3): Documented and communicated/shared knowledge accumulated by the project	161,300	4,639	2,184	3,051	21,040	39,572	70,486	44%

Terminal Evaluation of 'Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)' project

Component # (4): PROJECT MANAGEMENT	90,090	394	17,563	26,550	12,752	11,078	68,337	76%
Total	991,000	103,780	60,517	96,214	379,825	116,068	756,403	76%

The project has been audited according to UNDP Financial Regulations and Rules including applying an annual audit implemented by an external independent party for years of 2018,2019,2020,2021 and 2022. The auditors reported issues related to over expenditures in some budget lines with small amounts, and issues related to the timing of some consultant's payments being not consistent with the timeframe indicated in the contract. In response, UNDP has been working with PMU to rectify the small over-expenditures (noting that overspent budget lines had balance in the following year budget), and implemented a no cost extension of the delayed contracts (during COVID period).

Financial approvals, budget revisions and procurement follow the regulations and are supported by the RTA. Management tools utilized are those used by UNDP such as Atlas and result tracking is kept through a simple tracking system.

Overall Outcome (*)

Given the high degree of relevance and the satisfactory degree of effectiveness and efficiency, the overall project outcome is ranked as Satisfactory (S).

Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)

Assessment element	Rating
Institutional Framework and governance	Likely (L)
Financial	Likely (L)
Socio-economic	Highly Likely (HL).
Environmental	Highly Likely (HL).
Overall Likelihood of Sustainability	Likely (L)

Sustainability of the project is judged by the commitment of the project benefits to continue and replicate beyond the project completion date. The evaluation identifies key risks to sustainability and explains how these risks may affect continuation of the project benefits after the project closes. The assessment covers institutional/governance risks, financial, socio-political, and environmental risks.

Institutional framework and governance: The CB3 project serve as a catalyst of a longer-term approach for improved coordination and decision-making for the benefit of the environment in Egypt and by extension the global environment. The value of capacities developed will be reflected through improved coordination of environmental governance. The project contributed directly to the development of national capacities for a better coordination and collaboration and a strengthened institutional framework for engaging stakeholders in the management of the MEAs, particularly through the new governance mechanisms that the CB3 introduced including the working groups, the ESS procedure and more importantly the legislative reform of the environment and climate change laws in Egypt.

Further, the TE report has praised at length the collaborative environment that the PMU has established and maintained throughout the project, indeed this has been a critical element in ensuring the institutional ownership

and therefore sustainability of the project products. The project outputs have been embraced by the respective ministries and has become essential to their daily business, for example, the educational packages have already been integrated the new curriculum, and the Ministry of Education is pursuing the teachers training programme and willing to engage again for extending the MEAs scope in the next round of curriculum review, persistent organic pollutants for instance.

When it comes to the science club, at the time of the TE report writing, there is no final institutional arrangements agreed to operate the club beyond the project, however, the bidding process is ongoing and the PMU has been trying to mobilize potential bidders that are competent and can sustain the club based on a clear business and marketing models.

In conclusion the institutional sustainability is ranked as 'Likely'.

Financial risks: Generally, there are limited resources available for implementing the MEAs in Egypt, and the sustainability of the CB3 outcomes may be strengthened by mobilising more resources to sustain the funding of environmental projects aligned with MEAs obligations.

Notwithstanding a high level of commitment, the existence of "champions", and strong baseline, the sustainability of project outcomes also require a certain amount of new and additional resources that is currently not available outside of the project's construct. The UNDP-Egypt is an active player in the mobilising resources for MEAs in general, in fact, there are already number of ongoing projects supporting the Gov of Egypt on matters related to the MEAs.

The resource mobilization strategy should seek an improvement of the government's allocation of resources directed to implementing the MEAs through national environmental legislation, and by embedding the new policies and procedures into the Government structures guarantees funding flow to support the operations of these procedures, for example, the operation of the new ESS procedure once becomes legally binding through the new environment and climate change law will be financed automatically by the respective ministries when submitting their funding applications to the MoPEC.

The science club's financial sustainability is dependent on the appropriateness of the business model and marketing plan, and these have not yet been materialised at this point. Nonetheless, it is believed that CB3's added value by taking on the capital cost for constructing the site is essential element towards the project sustainability.

The financial sustainability is rated Likely (L)

Socio-economic: The socio-economic impacts lie in the heart of the MEAs, particularly the Rio conventions. Key elements of the CB3's theory of change is to recognize that for improving the implementation of MEAs in Egypt, a two-pronged approach is needed. On one hand, there is the need to strengthen a system of formal rules to mainstream MEAs obligations in the national environmental governance system and on the other hand the need to raise the awareness of stakeholders to change the cultural, social and political norms and values related to the environment. Strengthening the MEAs implementation inevitably includes enhancing the socio-economic status of the Egyptian community.

The nature of the CB3 project activities impose no socio-economic and environmental risks as per the UNDP Social and Environmental Screening (SESP) Review.

The socio-economic sustainability is rated Highly Likely (HL).

Environmental risks: The project addresses the need to coordinate and harmonize the implementation of MEAs by ensuring that an adequate enabling environment is in place and conducive to the implementation of MEAs and mainstreaming MEAs obligations into the national development process in Egypt. The project targets the development of capacities at the individual and organizational level, strengthening technical skills to implement MEAs. The project also supports activities to strengthen the coordination between key sectors to address biodiversity, climate change and land degradation issues at systemic and institutional levels with a particular emphasis on the implementation of MEAs obligations.

The CB3 project has moved the environment (or the Rio Convention principles) to a place where it firmly underpins development in two important sectors, water and energy. The Ministry of the Petroleum and Mineral Resources has acknowledged the impacts of the CB3 project contribution, accompanied with the COP27, on changing the 'usual' policy directions and discourse at the ministry and the fact that renewable energy and energy efficiency language started to be part of the discussions and policy directions at the ministry for the first time ever.

The environmental sustainability is ranked Highly Likely (HL).

Country ownership: The UNDP NIM modality is extremely appropriate to the context and is in fact the option for most of the UNDP projects in Egypt. The fact that the PMU was firmly embedded in the MoEnv has been a strong ownership element in the project and enabled the MoEnv to take lead on building strategic and durable partnerships, which also in turn, the partnerships were effective in promoting ownership of different products delivered by the CB3 project.

The country ownership is also evident in the strong interest and participation of high-level government officials in the project's implementation meetings, project review meetings, and project steering committee meetings.

The Ministry of Education's ownership of the educational packages was exemplary in the sense of actually taking the packages into the next level by adopting them and running a training program for teachers.

Gender equality and women's empowerment

The project has considered gender equality and women's empowerment during the implementation. This includes facilitating gender balance inclusive project to foster gender equality in environmental management and women's empowerment and participation in environmental management as essential element of MEAs implementation.

Integrating gender and women empowerment was also evident in the active women participation in the training activities and awareness events. While this may not work out at an ideal fifty-fifty ratio gender ratio in every event, it is certainly higher than if the project had not actively promoted women's participation.

The PMU had considered data collection to be disaggregated by gender where possible, for example, data on beneficiaries engaged in training and awareness events.

Cross-cutting Issues

The interrelationship of cross-cutting issues such as gender, capacity building, environmental sustainability and youth were taken into account in the design and delivery of the CB3 project. Some of the CB3 project activities have been focussed on supporting the youth, particularly in the universities, to enhance their participation in the MEAs implementation, this included the Alexandria University youth awareness competition and the new environmental sustainability masters programme to be piloted by the university of Cairo.

The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the implementation of MEAs. This approach is consistent with the participation and inclusion of human rights principle

The CB3 project is aligned with the UNDP country programme strategy, SDGs, as well as with GEF-required global environmental benefits as outlined in global environmental conventions.

GEF Additionality

GEF additionality, defined as the additional outcome (both environmental and otherwise) that can be directly associated with the GEF-supported project. In December 2018, the GEF Council approved 'An Evaluative Approach to Assessing GEF's Additionality'. GEF IEO classifies additionality into six factors: Specific Environmental Additionality; Legal/Regulatory Additionality; Institutional Additionality/Governance additionality; Financial Additionality; Socio-Economic Additionality; and Innovation Additionality¹⁰.

As far as the CB3 project is concerned, it addressed the capacity constraints, identified in 2007 NCSA, preventing government institutions to address MEAs including public participation, public education and individual and institutional capacities to be strengthened for more effective MEAs implementation.

The project addressed several key barriers identified in the "Sustainable Development Strategy: Egypt Vision 2030", including the failure to adopt an integrated and participatory approach that ensures integration of social and environmental dimensions into the economic dimension; the lack of integration of civil society into the efforts of protecting biological diversity; the poor community participation in preserving the environment and inadequate environmental awareness and the fact that multiple agencies are responsible for the implementation of plans without proper coordination.

Addressing these barriers by the CB3 projects are basis for the GEF additionality, mainly institutional and regulatory barriers by introducing the governance mechanism (working group, ESS procedure, guidelines, trainings, etc) and also assisting with the regulatory reform through the review of the environment and climate change law and subsequent regulations related to the ESS.

Catalytic Role / Replication Effect

The project does not have an explicit exit strategy that would outline steps and activities to ensure sustainable management of the achieved results by the project stakeholders after the end of the donor support. Nonetheless, there is enough evidence to suggest that high level of uptake of project outputs and outcomes produced by the CB3 project by the stakeholders engaged in the project.

The CB3 catalytic role was evident in case of developing educational packages that were adopted and implemented by the Ministry of Education, and this catalytic role will be further affirmed when the ESS procedure is formally adopted and becomes legally binding (as part of the new law).

¹⁰ GEF -IEO, An Evaluative Approach to Assessing GEF's Additionality, 2018.

The potential for replication is observed in the science club, despite the fact that it is still premature as a pilot, however, subject to the finding of the testing stage, there seems to be enthusiasm in Government sector, EEAA in particular, to replicate this initiative across protected areas.

The wealthy knowledge products generated by the CB3 will continue to play a catalytic role if properly disseminated and made accessible.

Progress to impacts

The limitation section of this report acknowledges that realising the impacts in some of the project components will require some time before becoming manifest. Nevertheless, it is evident that the CB3 long-term impacts (of different sorts) can be expected as a result of the overall successful implementation of the project, particularly, in relation to raising the level of awareness among the stakeholders about the MEAs and their relevance across the sectors such as education, energy, water and others. Stakeholders engaged in this evaluation have indicated that the trends in the level of understanding, participation and ownership of the environmental agendas and MEAs by the key institutions is now growing more than ever before, for example, stakeholders agreed that government organisation such as ministry of energy, that was predominantly oil and gas agenda, started now to adopt more environmental friendly practice and integrate environmental considerations into their mega projects more effectively.

On the other side, as soon as the university degree programme is operationalised, the CB3 project is also expected to achieve impacts on the level of competency of the graduate in implementing environmental projects and policies in the Egyptian labour market. Also, the impact of the science club and new educational curriculum will have direct impact on the level of awareness of the school students across the country, and expected to help changing students behaviours toward more environmentally practices on their day to day life.

Conclusions, Recommendations & Lessons

Main Findings & conclusions

Project results: The CB3 project has met its expectation with no major shortcomings in achieving its objectives. It has achieved what it set out to do, strengthen the participation of Stakeholders in the implementation of MEAs in Egypt. The CB3 project applied effective collaborative approach in engaging with stakeholders, and was able to establish coherent partnerships with wide spectrum of stakeholders to serve the purpose of integrating MEAs consideration into sectoral policies and strategic processes.

Among the key achievements of the project, *inter alia*, the CB3 project succeeded in establishing effective mechanism to integrate environmental sustainability principles associated with MEAs into the planning and evaluation systems for governmental sector programs. The mechanism involved 1) working groups to ensure that investment projects are compliant with environmental sustainability and MEA standards; 2) produced a document on roles and responsibilities and national commitments towards MEAs for targeted ministries; 3) formulation of sectoral guidelines (water and energy) aiming at integrating the MEAs into the energy policies and major projects; and 4) established Environmental & Social Screening (ESS) procedure for prescreening of projects as part of funding application by government agencies (the latter is yet to be finalized) which is going to be legalized once the new environment and climate change is approved.

The CB3 project developed a multi-disciplinary post graduate Professional Master's program for Environmental Sustainability and Natural Resources Management (MEC-NAREMAN Program), this involved the production of a series of courses that can be used to serve curricular development in universities for undergraduate and postgraduate courses (Professional Masters). The programme is yet to go through official channels to be approved by the Ministry of Higher Education in Egypt. Also, the course would still need a feasibility assessment and marketing process to advocate for the course among potential university students.

The CB3 project worked towards integrating global environmental priorities in education systems at pre-university level and prepared three educational packages climate change, biodiversity conservation and environmental Sustainability concepts. The packages are designed in consistency with the global environmental messages of MEAs and adapted to the national context and supported by knowledge sources, reference material, power point presentations with annotations, illustrations, and extracurricular activities. The three packages for Climate Change, Biodiversity Conservation, and Environmental Sustainability have been completed, tested, and delivered to curricula department within the Ministry of Education.

The CB3 established a knowledge center (known as 'Science Club') at Hasana Dome Protectorates to serve awareness and educational purposes. The club will serve as an educational center for school students where they can apply theoretical knowledge learned at class in an interactive way. The educational messages included in the design of the science club are consistent with those messages presented through the educational packages for the curriculum, and this means that students will be able to practice what they learned in class. Construction works of science club are completed in November 2021 and efforts have been made to establish an operational business model, management arrangements for the science club while achieving financial and environmental sustainability, but these efforts are inconclusive until now. A Request for Quotation (RFQ) announced to find a competent operator, but this is challenged with the scale and competency of the bidders that could ensure the science club financial sustainability beyond the project initial support.

The CB3 invested heavily in capacity building and awareness, for example, the CB3 project formulated, designed, and executed a four-tire training for building environmental capacities within seven ministries namely, Agriculture, Water Resources, Housing, Industry, Electricity, Petroleum, and Transport, in addition to MoEnv. Also, about 65 government officials (average 10 people from each ministry) were trained on the Rio conventions, their relations, climate issues, desertification and biodiversity, in addition to training them on the use of sectoral guides and the green economy. There have been wealthy awareness events targeting the public, decision makers as well as students at schools and universities, these included field visits, workshops and awareness campaigns.

The CB3 project design: The conceptual design of the CB3 is relevant and appropriate in principle by addressing a valid priority and need and that is to strengthen the public participation in the implementation of MEAs in Egypt. However, the detailed design of the CB3 project comprises major deficiencies particularly in relation to the poorly designed Project Results Framework (PRF). The PRF was not found to be fit for purpose, indicators were in fact a mix of activities, targets and outputs or deliverables. The PRF lacks utility, and the PMU has struggled to use the PRF for monitoring and the TE shared that experience.

The relevance: The CB3 has been highly relevant to the needs of the stakeholders to enhance their effective participation in the MEAs, and also aligned with key government strategic policies such as the 'Sustainable Development Strategy: Egypt Vision 2030' (SDS), UNDP agenda and GEF 6 strategy. The project's relevance is rated Satisfactory (S).

Project implementation: The CB3 project has implemented adaptive management measures effectively throughout the project timeframe particularly in dealing flexibly with what was envisaged in the PRF and its weakness, and embarking on emerging opportunities such as the UNFCCC - COP27 that took place in Egypt.

The project was very **effective and efficient** in enhancing stakeholder participation on all levels. The project was an exemplary model in introducing participatory approaches for meeting stakeholder needs, it was a pioneer in bringing the national focal points of the conventions together to discuss common grounds and create synergies. The highly competent PMU that led the CB3 has been vital success factor by bringing together mix of good project administration, technical proficiency and strong leadership. The role played by the PMU, with support of the UNDP CO, to ensure that there was a strong national ownership has been pivotal in making this happen. Considering the low level of awareness about the MEAs at the beginning of the project, and the fact that there has been high turnover among the personnel engaged in this project from line ministries, the PMU has successfully presented the CB3 project as an opportunity for stakeholders and created a collaborative environment to work towards mutual outcomes. The project effectiveness is rated Satisfactory (S).

The CB3 project has applied efficient approaches in utilising the project resources, and it is very apparent that the project was careful in its spending and made efficiencies and savings wherever possible and allocated unspent funds appropriately ensuring good value for money from the GEF fund. The project extension was reasonable and justified, and project management model was extremely appropriate and the fact that the PMU was firmly embedded in the MoEnv has been a strong ownership element in the project and enabled the MoEnv to take lead on building strategic and durable partnerships. The project efficiency is rated Highly Satisfactory (HS).

The design of M&E framework was found adequate and follows the standard M&E template for projects of this size and complexity. It comprises of standard M&E items for UNDP-GEF project. The M&E implementation included activation of the project board, developing the inception report, regularly submitting the APRs and

monitoring the risks, with few shortcomings related to risk monitoring and update. And therefore, **the overall assessment of the M&E is Satisfactory (S).**

The project has been implemented following UNDP's national implementation modality (NIM), where the UNDP, as GEF Agency for this project, provided project management cycle services for the project as defined by the GEF Council. UNDP is recognized as a very supportive partner and the Government of Egypt. The UNDP manages multiple projects falling under the MEAs in Egypt, particularly climate change, biodiversity and land degradation, and this position UNDP well to support a CCCD project Egypt and capitalizing on its strategic support and partnerships in these areas. UNDP procurement and recruitment services to the CB3 project have been compliant with the regulation but described as slow and referenced as a main reason for delays in implementing activities

The Implementing Partner (the MoEnv) is responsible and accountable for managing this project. The PMU was firmly embedded in the MoEnv and was able to work across the other ministries, particularly closely with the Ministry of planning, Water and Petroleum. The MoEnv has assigned senior personnel to serve as a National Project Director (NPD) who has been responsible for management oversight of the project. The NPD devoted a significant part of her working time on the project and has clearly been instrumental in mobilising collaborative environment with line ministries.

The MoEnv have demonstrated full ownership of the project activities and exerted enormous efforts to advocate for project outcomes across the board. MoEnv has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The MoEnv's senior management has been very supportive of the Project and is following up continuously on its work. Therefore, the overall project implementation/execution is rated Satisfactory.

Sustainability: The project contributed directly to the development of enhanced institutional sustainability of the MEAs implementation in Egypt and a strengthened institutional framework for engaging stakeholders in the management of the MEAs, particularly through the new governance mechanisms that the CB3 introduced including the working groups, the ESS procedure and more importantly the legislative reform of the environment and climate change laws in Egypt. The project outputs have been embraced by the respective ministries and has become essential to their daily business, for example, the educational packages have already been integrated the new curriculum, and the Ministry of Education is pursuing the teachers training programme.

There is no final institutional arrangements agreed to operate the science club beyond the project, however, the bidding process is ongoing and the PMU has been trying to mobilise potential bidders that are competent and can sustain the club based on a clear business and marketing models. The institutional sustainability is ranked as 'Likely' (L).

There are limited resources available for implementing the MEAs in Egypt, and the financial sustainability of the CB3 outcomes may be strengthened by mobilising more resources, improvement of the government's allocation of resources directed to implementing the MEAs through national environmental legislation, and by embedding the new policies and procedures into the Government structures guarantees funding flow to support the operations of these procedures, for example, the operation of the new ESS procedure once becomes legally binding will be financed automatically by the respective ministries when submitting their funding applications to the MoPEC. The science club's financial sustainability is dependent on the appropriateness of the business model and marketing plan, and these have not yet been materialised at this point. Nonetheless, it is believed that CB3's added value by

taking on the capital cost for constructing the site is essential element towards the project sustainability. The financial sustainability is rated Highly Likely (HL).

The CB3 project has moved the environment (or the Rio Convention principles) to a place where it firmly underpins development in two important sectors, water and energy, these sectors are likely to achieve better environmental outcomes with better participation in the MEAs. Environmental sustainability is ranked Likely (L).

Key elements of the CB3's theory of change is to recognize that for improving the implementation of MEAs in Egypt, a two-pronged approach is needed. On one hand, there is the need to strengthen a system of formal rules to mainstream MEAs obligations in the national environmental governance system and on the other hand the need to raise the awareness of stakeholders to change the cultural, social and political norms and values related to the environment. Strengthening the MEAs implementation inevitably includes enhancing the socio-economic status of the Egyptian community. Socio-economic is ranked Highly Likely (HL).

Recommendations and Lessons Learned

Given that the project is close to be operationally closed soon with few months left in its timeframe, the following recommendations are focussed on the priority actions that can be reasonably expected within available resources and time:

1. **Develop and implement a comprehensive exit strategy for the CB3.** The strategy should set out the status of activities under each component and describes what is needed to take the work forward after the close of the project. The exit strategy should be focussed on handing over the final products to the stakeholders, ensuring access to the project resources after the project ends, and more importantly documenting the future arrangements for:
 - a. The science club, its business model, management arrangements, marketing plan, financial sustainability model, pilot assessment approach and confirm additional funding that may be available through UNDP projects, specifically, through the AFD funds.
 - b. The next steps for operationalising the post graduate MEC-NAREMAN Program, this includes supporting the Cairo University to conduct the feasibility assessment and develop a marketing plan to help the university to be fully prepared for the piloting stage. Equally important to define the piloting assessment approach and replication plan to other universities. This also should define the possibilities of partnering with the World Bank as a potential source of support in the future.
 - c. Finalisation of Environmental and Social Screening procedure and the way forward in institutionalising the ESS across all ministries and particularly with the MOPEC.
 - d. Next steps for finalising the new environment and climate change law, and particularly ensuring the integration of EES article and subsequent regulations.
 - e. Define catalytic, upscaling and replication options to build on the CB3 results.
2. **Develop and implement dissemination plan for all knowledge products including a final dissemination workshop (or workshops).** This is to ensure that the wealthy knowledge products are well stored, accessible and handed over to the recipient stakeholders. The final dissemination workshop is an opportunity to increase the visibility of the project and its achievement, and outline the benefits made by the project and seek an expression of interest from specific stakeholders for taking over and sustaining each benefit.
3. **Greater attention should be paid to the strategic results framework during project design, and to ensuring rigorous inception phase.** The role of the Project Results Framework should not be underestimated as instrumental tool to inform project planning and implementation and achieving consensus among stakeholders on the project intents and targets. This could be achieved by involving the RTAs and experts in designing or at least validating the PRFs. The inception phase of any project is critical for ensuring the successful future implementation, and usually involves a). an assessment of whether any factors have changed since project development, b). finalization/review of indicators, baseline / target data in PRF if such is needed (as in the case

of this project) and the updating / refinement of the original Multi-year workplan (plus initial AWP). The key findings and recommendations can then be presented at the Inception workshop

Lessons Learned

Creating a collaborative environment is a key success factor in project management: The TE has commended the modality of stakeholders engagement implemented by the CB3 at length. It is evident that this has been fundamental success factor. Stakeholders engaged in this TE have expressed their utmost satisfaction with the CB3 project collaborations, in fact, most of the interviewed stakeholders were talking about the CB3 project with great sense of ownership mixed with enthusiasm in presenting the project results. There have been multiple factors contributing to reach that level of engagement and collaborations in the CB3 project, including, *inter alia*, a competent PMU, a committed implementing partner (the Ministry of Environment) and a supportive UNDP office (Egypt CO). The CB3 has been exemplary in playing the incremental role of GEF project by removing barriers and adding value through triggering support along with effective collaboration, and the work that CB3 has done with the Ministry of Education is a good example on this.

Adaptive management is a key – the experience from the CB3 project shows good practices in implementing effective adaptive management specifically to overcome poorly designed targets - as part of the Project Results Framework (PRF) that could have been very misleading and a source of conflict. The PMU has, rightly, dealt flexibly and adaptively not only by addressing the needs on the ground but also by presenting the CB3 as an opportunity for stakeholders to help overcoming the weakness of the PRF.

CCCD projects are strategically valuable projects, and it is unfortunate that these kinds of project are no longer on the GEF radar to be funded from the non-STAR allocations. The added value of the CCCD projects, *inter alia*, is that they expressly pursue synergies and achieve cost-effectiveness. By and large, the projects seek to integrate the full set of obligations under the three Rio Conventions into more comprehensive or sectoral management regimes. Whereas the focal area projects, by definition, target management regimes for biodiversity conservation, climate change, or land degradation, not all three.

The role of the Project Results Framework should not be underestimated. Although, the poorly designed PRF in the CB3 project didn't cause serious damage to the project implementation, thanks to the wisdom of the PMU, this is not always the case with other projects, in fact, poorly designed PRFs lead to weak project planning, disagreements among stakeholders on the scope, inefficient reporting and totally misguiding the project management. The PMU, UNDP and RTAs will have to be more proactive in correcting poorly designed PRFs using opportunities like inception phase, PIR and MTRs. Project design as well as inception periods are crucial for the proper development of a project and its value cannot be underestimated for proactive project implementation.

Annexes

TE ToR (excluding ToR annexes)

Terminal Evaluation Terms of Reference

Template 2 - formatted for the [UNDP Jobs website](#)

BASIC CONTRACT INFORMATION

Location: Egypt

Application Deadline: 10th of March, 2023

Category: IC

Type of Contract: Terminal Evaluation (TE) International Consultant (Individual Consultant)

Assignment Type: Short-Term

Languages Required: English

Starting Date: 1 April 2023

Duration of Initial Contract: 25 working days

Expected Duration of Assignment: 1 April 2023 – 30 June 2023

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3) (PIMS 5498) implemented through the Ministry of Environment (MoE)/ Egyptian Environmental Affairs Agency (EEAA). The project started on the 1st December 2017 and is in its 6th year of implementation. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([link](#)).

2. Project Description

The project addresses the critical priority capacity needs to increase the participation of stakeholders in implementing multilateral environmental agreements (MEAs') obligations committed by the government of Egypt. The project develops the capacity of stakeholders to better use environmental information for better decision/policy making, including strengthening consultative mechanisms from the local level (e.g., private sector roundtables and local community and village meetings) to the national level (technical committees). The project engages with a large number of government officials, universities and registered NGOs to build partnerships to ensure mutual knowledge transfer and learning. This partnership approach will help strengthen the institutional and systemic capacities of Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits.

The expected key Outcomes of the project are i) Improved environmental management systems for an effective mainstreaming of MEAs commitments; ii) Enhanced public awareness and perception of MEAs and its contributions to sustainable development; and iii) Documented and communicated/shared knowledge accumulated by the project.

The total budget of the project implemented through UNDP under National Implementation Modality (NIM) by MoE/EEAA is USD **2,075,000**, including a GEF contribution of USD **991,000** and co-financing from government of Egypt/UNDP and American university in Cairo.

The project implementation was severely affected by COVID-19 pandemic. The official records show a total of 514,133 citizens who tested positive in government owned healthcare facilities as well as a total 24,725 coronavirus-related deaths between February 2020 and July 2022. The government declared a public health emergency followed by a nationwide lockdown aiming to contain the spread of the virus on 24 March 2020 and entered a cycle of tightening and loosening the restrictions (depending on COVID-19 cases) till June 2021 until all signs of precautionary measures were lifted in July 2022.

The project activities were severely affected by the lockdown. As soon as the Government has announced the lockdown, access was restricted to protected areas and accordingly site assessment visits of protected areas to host science clubs were delayed for one and half years. Meanwhile, work with schools and universities on development of curriculum stopped since education facilities were only focused towards shifting to online education. Furthermore, roundtable meetings with Ministries and government entities involved in mainstreaming of international conventions into national planning were also suspended.

3. TE Purpose

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

UNDP Egypt will continue to invest in developing the capacity of stakeholders to better use environmental information for better decision/policy making. The evaluation will demonstrate to the Government and UNDP Egypt, if CB3 and similar UNDP proposed projects can contribute to capacity building in Egypt. The lessons learnt from assessing CB3 approach in capacity building of stakeholders will feed into the design of new projects for developing the capacity of stakeholders. Additionally, the evaluation will contribute to the following:

- Assess the achievement of project results supported by evidence
- Assess the contribution of the project results towards the relevant outcome and output of the Country Programme Document for Egypt (2018-2022) and recommendations on the way forwards
- Assess any cross cutting and gender issues
- Assess impact of the project in terms of its contribution to, or enabled progress toward reduced environmental stress

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

The TE Consultant will review all relevant sources 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, Mid Term Review, lesson learned reports, national strategic and legal documents, and any other materials that the Consultant considers useful for this evidence-based evaluation. The TE Consultant 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 Consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Project Management Unit, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE¹¹. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the stakeholder list below; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, Project Advisory Committee, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE Consultant is expected to conduct field missions to Egypt, including sample of project sites (if applicable).

Stakeholder list:

- Ministry of Environment
- Egyptian Environmental Affairs Agency
- Ministry of Education
- Ministry of Higher Education
- Ministry of Water Resources and Irrigation
- Ministry of Planning and Administrative Reform
- Ministry of Electricity and Renewable Energy
- Nature Conservation Sector, Egyptian Environmental Affairs Agency

Locations:

¹¹ (link to stakeholder engagement in UNDP Eval Guidelines?)

- The TE Consultant is expected to visit Egypt for one week to meet with the above stakeholders

The specific design and methodology for the TE should emerge from consultations between the TE Consultant 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 Consultant 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 Consultant.

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.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical 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 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

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

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE Consultant 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 and worst 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 TE team 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 include results related to gender equality and empowerment of women.

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

6. Expected Outputs and Deliverables

The TE Consultant shall prepare and submit:

- TE Inception Report: TE Consultant clarifies objectives and methods of the TE no later than *2 weeks* before the TE mission. TE Consultant submits the Inception Report to the Commissioning Unit and project management. Approximate due date: (5 April 2023)
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: 27 April 2023)
- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: 10 May 2023)
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: (30 May, 2023)

*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.¹²

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Egypt country office.

¹² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

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.

8. Duration of the Work

The total duration of the TE will be approximately (*25 working days*) over a time period of (*16 weeks*) starting *1 April 2023*) and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- (*10 March 2023*): Application closes
 - (*15 March 2023*): Selection of TE Consultant
 - (*1 April 2023*): Prep the TE Consultant (handover of project documents)
 - (*5 April 2023*): 4 days: Document review and preparing TE Inception Report
 - (*15 April 2023*): 10 days: Finalization and Validation of TE Inception Report- latest start of TE mission
 - (*23 April 2023*): 5 days: TE mission: stakeholder meetings, interviews, field visits
 - (*27 April 2023*): Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
 - (*10 May 2023*): 10 days: Preparation of draft TE report
 - (*25 May 2023*): Circulation of draft TE report for comments
 - (*30 May 2023*): 5 days: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
 - (*10 June 2023*): Preparation & Issue of Management Response
 - (*30 June 2023*): Expected date of full TE completion

The expected date start date of contract is (*1 April 2023*).

9. Duty Station

This is a home-based consultancy with a mission to Egypt for one week tentatively (23-27 April 2023) to hold interviews and project site visits. Most meetings will be around Greater Cairo

Travel:

- International travel will be required to Egypt during the TE mission
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

An independent evaluator will conduct the Terminal Evaluation (TE). The TE Consultant – (with experience and exposure to projects and evaluations in other regions). The Consultant will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.

The TE Consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The TE Consultant should have the following:

Education

- At least Master's degree in environmental studies, or other closely related field.

Experience

- At least 7 years of work experience in environment related projects in particular areas of biodiversity, land degradation and climate change
- Familiar with Multi-lateral Environmental Agreements (MEAs)
- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to (*capacity development*);
- Experience in evaluating projects is a must; in particular GEF capacity development projects
- Experience working in Arab States is desired,
- Demonstrated understanding of issues related to gender and capacity development; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English.

11. Evaluator Ethics

The TE Consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. Payment Schedule

- 20% payment upon approval of the final TE Inception Report
- 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.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are (Cairo), which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

14. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#));

- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (1191 Nile Corniche, Souq Al ASR, Boulaq, Cairo Governorate) in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation of (Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions)" or by email at the following address ONLY: (*procurementnotice.egypt@undp.org*) by (10th March, 2022, 5:00 pm (GMT+2)). Incomplete applications will be excluded from further consideration.

15. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Annex 2: List of documents reviewed.

List of documents that have been reviewed includes, but not limited to:

- Project document;
- Project technical deliverables
- Project data base;
- Project technical deliverables
- Project APRs 2019-2022
- Action plans
- Project budgets and expenditures
- The CB3 page on EEAA website
- Project progress report (progress on project identified indicators and updates on risks)
- The project governance structure (for example a ToR of a steering committee)
- Project Identification Form (PIF)
- **Inception Workshop Report**
- MoM -CB3 Project Board Meetings
- Project co-financing data

Annex 3: List of people interviewed

- Dr. Moahemd Bayoumi, UNDP Climate Change Team Leader
- Mr Sylvian Merlen, UNDP DRR
- Ms Amira Abdel Latif, UNDP M&E Officer
- Eng. Samah Saleh, National Project Director
- Prof. Ahmad Wagdy, the CB3 project manager
- Dr. Karim Omar - Technical Officer
- Mr. Ahmad ElSayed - Financial Officer, P.T.
- Ms. Nadin - Admin Field Officer
- Dr. Ali Abu Senah, GEF – OFP and CEO of EEAA
- Dr. Ahmed Kamally, Assistant Minister of Planning
- Dr. Nawal Shalaby, Head of Curriculum Development Programs, Ministry of Education
- Dr. Reham Abdelhamid, Bibliotheca Alexandrina
- Dr. Marwa El-Wakeel; Head of Academic Research Sector, Bibliotheca Alexandrina
- Eng. Ayman Tokhy
- Dr. Mohamed Mohsen Elattar, Cairo University
- Dr. Hussam Abdelfatah, Cairo University
- Dr. Ahmed Emam, Cairo University
- Government Officials who received trainings from Ministry of Petroleum (Energy) and Ministry of Water Resources and Irrigation (Water)
-

Annex4: Terminal evaluation itinerary

Time	Meeting	Venue
Saturday – arrival in Cairo		
Day 1: Sunday 21th May 2023		
9:30 am to 11 am	Mr Sylvian Merlen, UNDP DRR Dr Mohamed Bayoumi, UNDP Climate Change Team Leader Ms Amira Abdel Latif, UNDP M&E Officer	UNDP Egypt
12 pm to 4 pm	Eng Samah Saleh Project Director Dr Ahmed Wagdy, Project Manager Dr Karim Omar, Project Technical Officer	CB3 Project Premises, Maadi
Day 2: Monday 22th May 2023		
9 am to 11 pm	Pre-university education program Dr Nawal Shalaby Ministry of Education	Curriculum Development Center - Downtown Cairo

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12 to 1.30 pm	Science Club Eng. Ayman Tokhy	A short visit to Science Club in El-Hassana Dome, Cairo-Alex Road
1 pm to 4 pm	University education program Dr. Mohamed Mohsen Elattar, Dr. Hussam Abdelfatah, and Dr. Ahmed Emam Cairo University	Cairo House in Fustat
Day 3: Tuesday 23th May 2023		
9 am to 11 pm	Dr Ali Abu Sena, EEAA, CEO, Ms Hoda El-Shawadfy, Director of GEF Unit, Dr Mostafa Mourad, Director of Environmental Quality Sector, EEAA Dr Mohamed Salem, Director of Nature Conservation Sector, EEAA	Ministry of Environment, New Administrative Capital
1 pm to 3 pm	Meeting with Dr. Ahmed Kamally, Assistant Minister of Planning	Ministry of Planning New Capital/ Salah Salem
Day 4: Wednesday 24th May 2023		
11 pm to 3 pm	Back to Nature Awareness Programme Dr. Marwa Elwakeil Head of the academic research sector at the Bibliotheca Alexandrina	Alexandria
Day 5: Thursday 25th May 2023		
9 am to 11 pm	Government Officials who received trainings from Ministry of Petroleum (Energy) and Ministry of Water Resources and Irrigation (Water)	UNDP Egypt
11 pm to 1 pm	Debriefing to Ministry of Environment, PMU and UNDP	UNDP Egypt
1 pm- Departure	Reserved slot for any missing meetings	

Annex 5: Evaluation Question Matrix

Evaluation matrix is important to identifying the key evaluation questions and how they will be answered through the selected methods. The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Table 6: Evaluation Matrix

Evaluative Criteria Questions	Indicators/evidence	Sources	Methodology
Relevance: How does the project relate to the needs of stakeholders? Was the project designed coherently?			
<ul style="list-style-type: none"> - Is the project addressing the needs of target beneficiaries? - Does the project's objective align with the priorities of the local government? - Was the project linked with and in line with UNDP priorities and strategies for the country? 	<ul style="list-style-type: none"> - Level of alignment of project's activities with relevant stakeholders' plans - Stakeholders' perceptions on the relevance of project's activities to their needs - Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation 	<ul style="list-style-type: none"> - project documentations - national policies or strategies, project websites - Project stakeholders feedback 	<ul style="list-style-type: none"> - Desk review - Stakeholders' interviews
<ul style="list-style-type: none"> - Is the project internally coherent in its design? 	<ul style="list-style-type: none"> - Degree of coherence of the project design in terms of theory of change, components, choice of partners, structure, delivery mechanism, scope, budget, use of resources, etc. - Level of coherence between programme design and project implementation approach - Identification of the problem and its causes in the project being addressed? - Suitability assessment of the defined indicators/measures to demonstrate impacts 	<ul style="list-style-type: none"> - project documentations - national policies or strategies, websites - Project stakeholders feedback 	<ul style="list-style-type: none"> - Desk review - Stakeholders' interviews
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> - Is the programme being effective in achieving its expected outcomes and outputs? 	<ul style="list-style-type: none"> - Delivery on project targets defined in the PLF 	<ul style="list-style-type: none"> - project documentations (PIRs) - Progress reports - Project deliverables 	<ul style="list-style-type: none"> - Desk review - Stakeholders' interviews

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<ul style="list-style-type: none"> What are the main Programme accomplishments? Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits? 	<ul style="list-style-type: none"> Stakeholder feedback on the delivery and most significant achievements 	<ul style="list-style-type: none"> Project stakeholders feedback 	
<ul style="list-style-type: none"> What worked so well and what didn't work so well? and why? What reasons behind the success (or failure) of the Programme in producing its different outputs and reaching outcomes? 	<ul style="list-style-type: none"> Stakeholders' perceptions on the barriers and success factors? Quality of existing information systems in place to identify emerging issues and risks 	<ul style="list-style-type: none"> project documentations risk/issue register Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews
<p>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</p>			
<ul style="list-style-type: none"> Have resources (financial, human, technical) been allocated strategically and economically to achieve the project results? Were the project activities implemented as scheduled and with the planned financial resources? 	<ul style="list-style-type: none"> Cost in view of results achieved compared to costs of similar projects from other organizations Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged Timeliness of activities delivery 	<ul style="list-style-type: none"> project documentations risk/issue register Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews
<ul style="list-style-type: none"> Is adaptive management used or needed to ensure efficient resource use? 	<ul style="list-style-type: none"> Occurrence of change in project design/ implementation approach when needed to improve project efficiency Existence, quality and use of M&E, feedback and dissemination mechanism to share findings, lessons learned and recommendation 	<ul style="list-style-type: none"> project documentations risk/issue register Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews
<ul style="list-style-type: none"> What is the contribution of cash and in-kind co- 	<ul style="list-style-type: none"> Co-financing data and evidence 	<ul style="list-style-type: none"> project documentations risk/issue register project staff 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews

Terminal Evaluation of 'Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)' project

financing to project implementation?	<ul style="list-style-type: none"> Level of cash and inkind co-financing relative to expected level 		
How efficient were partnership arrangements for the project?	<ul style="list-style-type: none"> Evidence that particular partnerships/linkages will be sustained Types/quality of partnership cooperation methods utilized Coherence of the established partnerships 	<ul style="list-style-type: none"> project documentations risk/issue register project staff 	Desk review
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> Were sustainability issues adequately integrated in project design? Are the necessary preconditions being created to ensure the sustainability of impacts of the project? 	<ul style="list-style-type: none"> Coherence of risk management (risk identification and response) Evidence/Quality of sustainability strategy Evidence/Quality of steps taken to address sustainability Degree to which project activities and results have been taken over by local counterparts Elements in place in those different management functions, at appropriate levels (globally and at country level) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors Exit strategy in place and actively operationalisation 	<ul style="list-style-type: none"> project documentations risk/issue register Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews
<ul style="list-style-type: none"> To what extent are project results likely to be dependent on continued financial support? Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained? 	<ul style="list-style-type: none"> Level and source of future financial support to be provided to relevant activities globally and at the country level Evidence of commitments from government or other stakeholder to financially support relevant sectors of activities after project end Level of recurrent costs after completion of project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> project documentations risk/issue register Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews

Terminal Evaluation of 'Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)' project

<ul style="list-style-type: none"> To what extent are the project results dependent on issues relating to institutional frameworks and governance? Does the project adequately address financial and economic sustainability issues? 			
<ul style="list-style-type: none"> Was an enabling environment developed? 	<ul style="list-style-type: none"> -level of capacities at the country level to continue climate financing management - Efforts to support the development of relevant policies at the country level - Evidences of commitment by the targeted stakeholders to pursue the supported activities 	<ul style="list-style-type: none"> project documentations Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews
<p>Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?</p>			
<ul style="list-style-type: none"> To what extent have gender equality and the empowerment of women been mainstreamed in the project design and implementation? Has the Programme had any positive or negative effects on gender equality? 	<ul style="list-style-type: none"> Extent to which programme products are sensitive to gender, age and disability Extent to which programme data are gender-disaggregated Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> project documentations Project stakeholders feedback 	<ul style="list-style-type: none"> Desk review Stakeholders' interviews

Annex 6: TE Rating scales

Evaluation criteria and ratings: The standard evaluation criteria according to UNDP/GEF evaluation policy are Relevance, Impact, Effectiveness, Efficiency and Sustainability. The different scales for rating various criteria are shown in below tables.

Table 7: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately Unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	1 = Unlikely (U): severe risks to sustainability
2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability
1 = Highly Unsatisfactory (HU): severe shortcomings	
Unable to Assess (U/A): available information does not allow an assessment	

Annex 7: Signed UNEG Code of Conduct form

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals, and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

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 imitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____ Mohammad Alatoom _____

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 ___June 2023_____ (Place) on _____ (Date)

Signature: _____ e-signed: Mohammad Alatoom _____

Annex 8: Signed TE Report Clearance form

Terminal Evaluation of 'Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions (CB3)' project) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

Annex 9: TE Audit Trail (in a separate file)

Annex 10: Tracking Tools (in a separate file)

Annex 11: Co-financing table (in a separate file)