



Mainstreaming Global Environment in National Plans and Policies by Strengthening the Monitoring and Reporting System for Multilateral Environmental Agreements in Egypt Project

Final Evaluation Report

By

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ACRONYMS

AEIN	Africa Environmental Information Network
AEO	Africa Environmental Outlook
APRs	Annual Progress Reports
BAU	Business As Usual
CB2	Capacity Building 2
CBO	Community-Based Organization
CENACT	Community Environment Action Project
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CIESIN	Center for International Earth Science Information Network
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora)
CO	Country Office
CPAP	Country Programme Action Plan
DRC	Desert Research Centre
DSA	Daily Support Allowance
EEAA	Egyptian Environmental Affairs Agency
EGP	Egyptian Pound
EOAR	Environmental Outlook for Arab Region
EPI	Environmental Performance Indicators
FAO	Food and Agriculture Organization
FEI	Federation of Egyptian Industries
GEF	Global Environment Facility
GEO	Global Environmental Outlook
GHG	Greenhouse Gases
GoE	Government of Egypt
ICT	Information and Communication Technology
IEA	Integrated Environmental Assessment
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation

MALR	Ministry of Agriculture and Land Reclamation
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MWRI	Ministry of Water Resources and Irrigation
NCS	Nature Conservation Sector
NCSA	National Capacity Self-Assessment
NGO	Non-Government Organization
NSDC	National Sustainable Development Committee
NSSD	National Strategy for Sustainable Development
PIR	Project Implementation Report
PMG	Project Management Group
PMU	Project Management Unit
RAMSAR	Convention on Wetlands
SGP	Small Grants Programme
SMART	Substantial, Measurable, Attainable, Reliable and Time-bound
SoE	State of Environment reports
TCOE	Technical Cooperation Office for Environment
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Emergency Fund
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

0. Executive Summary

Project activities and outputs had been implemented in close accordance with the project strategy as outlined in the project document. All objectives in outcome 1 have been reached with the exception of the completion of the data base, which is on the best way to be accomplished until the end of the non-extension phase. Objectives of Outcome 2 have been reached as far as the political situation allowed. Objectives of Outcome 3 have been reached.

Training workshops and courses have been implemented as planned, and consultations and negotiations have successfully led to the implementation of recommended improvements to data and information management.

The first main achievement of the project was its ability to change the DRC to be more responsive and cooperative on global environmental issues as an institution that is working with EEAA - through joint planning - for preparation of GEF proposed projects. The project has been instrumental in arranging a collaboration between DRC and EEAA for the first time, it has substantially enhanced capacities of EEAA and DRC in creating synergies between the conventions and their focal points, it has supported EEAA as the main executing agency in enhancing their methods for data collection as well as strengthening their coordination with relevant national institutions such as DRC. This has enabled the agency to involve other stakeholder in the national planning for global environmental issues that subsequently will enhance the overall national environmental monitoring process. From that perspective, the project has managed to empower local stakeholders to be involved in the planning process through a participatory approach, which was introduced by the project for the first time as a planning tool and as such been active and dynamic in reaching EEAA staff in the different governorates which was highly appreciated by the participants.

The project had provided training activities to mid and high level staff from line ministries in local, national, global measurement process to enhance the data collection mechanisms and has succeeded in making global environmental indicators becoming an integral part in the State of Environment Report and of National Reporting Mechanisms to the Conventions. It has also enhanced the ranks in EPI of Egypt on regional and international level.

The project has been progressing well in supporting EEAA in strengthening the monitoring and reporting system for global environmental issues.

The second major achievement of the project was the establishment of a GEF unit within the EEAA and as such mainstreaming GEF priorities into national legislation and institutions. This was accompanied by the establishment of national planning and follow up for the global environmental issues through the technical assistance to the GEF national steering committee, which the project managed to link closely to its activities, in particular through the support by Dr. Tolba, the Chairman of the GEF Steering Committee and former head of UNEP.

As such, the project has fulfilled, and actually by far over fulfilled its objectives, which in summary are illustrated in Table 1.

Table 1: Summary of Achievements in Relation to Approach

Achievements	Approach
Improved national planning and follow-up and monitoring of global environmental issues	<p>Technical assistance to the GEF national steering committee Establishment of a GEF Unit within EEAA</p> <p>Support to Indicators Department in Establishment of Environmental Indicators and their use in Environmental Monitoring and for Using them in Environmental Reports, moreover the project has shared in enhancing the methodology of preparing EEAA five years plan to mainstream global environmental issues</p>
Improved Synergies among the three Rio conventions and enabling joint planning of GEF projects	<p>Signing a protocol of cooperation for improved coordination mechanism and better synergies during the production of national reports between the Desert research center and Egyptian Environmental Affairs Agency for exchange of information and enabled joint planning of GEF projects</p> <p>Successful response to needs of DRC in terms of technical assistance</p>
Improved State of environment reports	<p>Trainings on better identification of indicators and their use, piloting the design of the state of environment report according to the global template (pressures - state - impacts - responses)</p> <p>Establishment of an internal coordination committee among relevant EEAA follow up departments to produce one unified monitoring report on national and international funded projects</p>
Improved mainstreaming of global environmental issues into national priorities and spectral plans	<p>Linking of project to National Sustainable Development Committee Integration of information of global concern into national policies of respective sectors</p> <p>Supporting the development of the national strategy for sustainable development in cooperation with NCSD</p> <p>Technical support provided to the National Committee for Sustainable Development (NCSD) including establishment of sustainable development task force in strategic line ministries</p>
Ensuring sustainability of project activities	Assistance in establishment of technical assistance and international affairs unit in DRC

Table 2: Overall Rating

Project Design and Management

Project Design and Logframe	Satisfactory
Project Management	Highly Satisfactory
Total	Highly Satisfactory to Satisfactory

Effectiveness

Coordination and Creation of Synergies between the Conventions	Highly Satisfactory
Trainings	Highly Satisfactory to Satisfactory
GEF Implementation and Mainstreaming into National Goals	Highly Satisfactory
Data Base	Satisfactory to highly Satisfactory
Total	Highly Satisfactory

Efficiency

Implementation Strategy	Highly Satisfactory
Cost Efficiency	Highly Satisfactory
Time Efficiency	Highly Satisfactory to Satisfactory
Total	Highly Satisfactory

Coherence and Consistency

Activities and Objectives	Highly Satisfactory
Objectives and Development Goals	Highly Satisfactory
Indicators and Objectives	Satisfactory
Total	Highly Satisfactory

Sustainability: Highly Satisfactory

1. Introduction

Environmental degradation has been accelerating largely in Egypt as a result of the country stretching its limited resource-base to accommodate the economic needs of its rapidly growing population. In response, a heightened awareness of the acuteness of the environment commitment to strengthen key entities, policies, and plans, which include the National Environmental Action Plan (NEAP) as the operational plan to fulfill obligations under various multilateral environmental agreements.

Nevertheless, the National Capacity Self-Assessment (NCSA), which was conducted in 2006, has revealed a number of challenges to meet these goals and objectives. Among the top priority challenges identified in this assessment the inadequate monitoring, evaluation and reporting has been mentioned, which is a serious constraint to the development of integrated national policies. Further unpacking this challenge, the NCSA uncovered a number of obstacles and barriers at the systemic, institutional and individual levels, namely:

- Ambiguity of roles and responsibilities of different stakeholders in monitoring, evaluation and reporting leading to duplication of efforts, contradictory activities, and capacity gaps; absence of an overall framework for information collection and management; absence of national indicators; limited coordination of different monitoring activities;

- Lack of operational procedures for monitoring, evaluation and reporting; lack of financial, human and technical resources for monitoring, evaluation, and reporting; limited awareness of the reporting formats for each of the three conventions; absence of clear responsibilities for monitoring; ambiguity of lines of reporting.
- Ambiguity/absence of job responsibilities concerning monitoring, evaluation and reporting; limited capacities for monitoring (including data collection and update) and evaluation (including data utilization); limited capacities for proper reporting.

These issues were to be addressed by the CB-2 project of UNDP-GEF, which is evaluated in the following. The aim of this project is to strengthen monitoring activities for Multilateral Environmental Agreements (MEAs) in Egypt by : 1) improving of data management (including acquisition, processing, exchange and utilization); 2) delineating the monitoring and reporting roles and responsibilities of different concerned entities; 3) ensuring the financial sustainability for environmental monitoring, evaluation and reporting. This project will focus on the three Rio conventions (UNCBD, UNFCCC and UNCCD) in coordination with the overall environmental monitoring and reporting mechanisms in Egypt. The project was launched late in 2008 with a total GEF budget of US\$ 500,000 and was extended for two years following the recommendation of the Mid Term Evaluation. The project is implemented by Egyptian Environmental Affairs Agency (EEAA). With the goal to develop capacities to integrate global environmental priorities into national development policy formulation and planning process, the project strategy is to target capacity development activities to the underlying monitoring, evaluation, and reporting processes. Strengthening and synchronizing monitoring procedures and data collection across various national entities have been carried out. This is intended to reduce the inappropriate duplication of efforts, while maintaining a minimum level of redundancy to ensure the resilience of data and information management systems. This has helped to improve the standardization of data and information, allowing for improved systems analysis, modeling, and forecasting, complemented by revisions and updating of the appropriate regulatory framework responsible for overseeing the efficient and cost-effective administration of the relevant data and information management systems.

The project has also strengthened capacities to meet the reporting obligations to the Rio Conventions and other MEAs by revisiting and restructuring a more fluid and effective collaboration and coordination among various national entities. An additional component of this strategy has been to strengthen the embedded feedback mechanisms from reporting back to decision-making processes in order to promote the mainstreaming of global environmental issues in national policies and strategies.

1.1. Purpose of the Evaluation

The objective of this consultancy is to carry out a final project evaluation in accordance with UNDP/GEF M&E policies and procedures, which stipulates that all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation as an integral part of the project cycle. The final evaluation will analyze the achievements of the project against its original objectives while providing donors, government and project partners with an independent review of project final outputs, intending to assess the relevance, performance and success of the project. It looks at early signs of potential impact and

sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The evaluation will review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability. The evaluation will identify factors that have facilitated and/or impeded the achievement of objectives and should result in recommendations and lessons learned that will help in re-orienting and re-prioritizing project activities make recommendations that might improve design and implementation of other UNDP/GEF projects.

1.2. The Development Context of the Project

CB2 is a medium-sized GEF project. It is aligned with the GEF approved Strategic Approach to Enhance Capacity Building. It is also in line with the Interim Guidelines for Cross-Cutting Capacity Building Projects. It is contributing to the goal of reducing regional human development disparities and improving environmental sustainability, and is also in line with the UNDAF Outcome 4 on improving institutional capacity building for environmental sustainability. It contributes to achieving UNDP CPAP Outcome 5 on incorporating sustainable management of environment and natural resource into poverty reduction strategies into national development frameworks and sector strategies and in particular on building the national capacities to comply with international environmental agreements

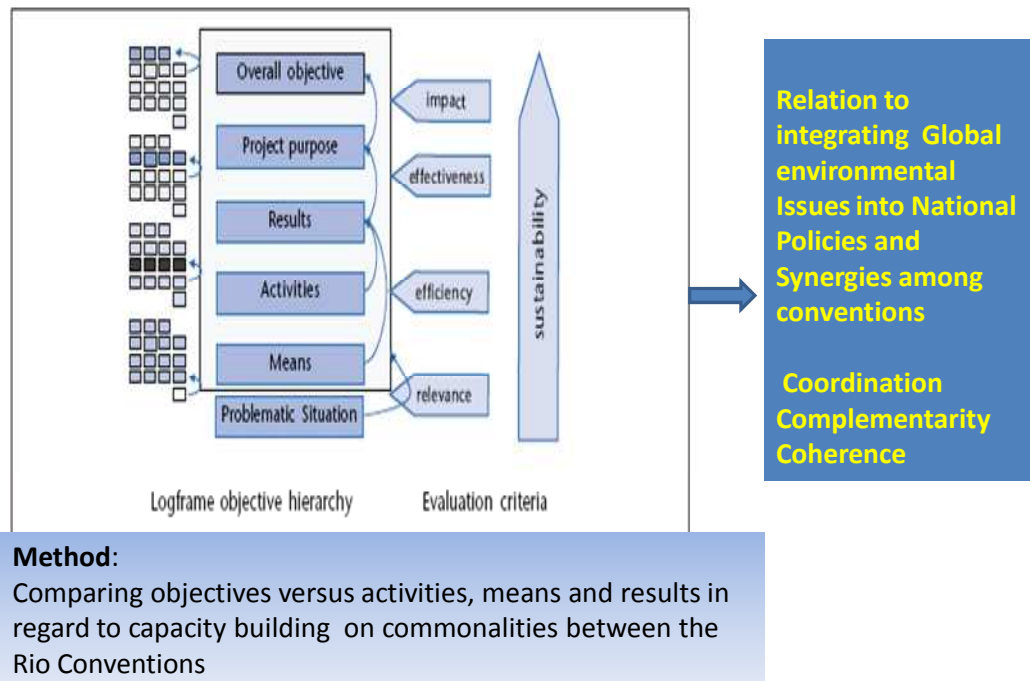
Cross-cutting issues are relevant under the three conventions in reference to scientific development, global, regional and national action, awareness and outreach, climate neutral, economic and trade policies, for which coordinated and collaborative action is needed.

1.3. Methodology and Approach

The **major tools during** the evaluation are the review, assessment and comparison of documents as well as a consultative process with a number of concerned stakeholders, Quantitative user satisfaction was not assessed, since the project's major goal was an improvement of efficiency, and user satisfaction would be only relevant to assess the training components, which however would have required a much larger number of interviewees. The satisfaction of focal points is integrated into the rating, other users, like GEF itself, could not be reached. Therefore, most of the rating was based on the comparison of the achievements in relation to objectives as assessed by the evaluator, including design, relevance, effectiveness, efficiency, impact, sustainability, identifying challenges, constraints and success factors and providing conclusions and lessons learnt according to the UNDP guideline. These are highlighted in the following framework (Fig. 1).

Fig. 1: Framework for Evaluation

Methodology of Final Evaluation



The particular significance of the single components within this framework is described in the following:

1. **Relevance** concerns whether the results, purpose and overall objectives of the intervention are in line with the needs and aspirations of the beneficiaries, and with the policy environment of the intervention, within the context of this project, mainly how research topics, objectives and activities are relevant to build operational and technical national research and institutional capacities to meet the objectives of the GE conventions.
2. **Feasibility:** Strengths, Weaknesses, Risks and Opportunities of Program Features.
3. **Impact** is the effect of the project on its wider environment, here in particular on capacities and synergies in regard to the GE conventions and its contribution to the wider sector objectives summarized in the project's Overall Objective, and on the achievement of the overarching policy objectives of the district policies, national institutions, conventions and the various partners involved. Impact includes positive and negative, primary and secondary effects produced by a development intervention on its beneficiaries, directly or indirectly, intended or unintended.
4. **Effectiveness** is the contribution made by the project's results/outcomes to the achievement of the project purpose. Effectiveness describes how well the results achieved have furthered the attainment of the intervention purpose both in quality and in quantity. It includes also catalytic and synergistic effects among project components, as well as political, institutional, natural, social economic/financial, cultural factors which supported or impeded project implementation. Effectiveness is related to the project design and implementation activities. It relates to questions, to which extents targets are met, by comparing baselines with present achievements measured through the indicators and

indicative activities given in the RBM. It also assesses the appropriateness and capacities of indicators in measuring and monitoring project progress. In regard to the particular project it will also measure in which way the interventions undertaken contribute to improved capacities and synergies among the conventions.

5. **Efficiency** is used to assess if the results were obtained at reasonable cost, i.e. how well means and activities were converted into results, and the quality of the results achieved. It describes the relationship between the produced outputs and the utilized resources.
6. **Coherence** is used to assess if the outputs and activities, are in line with the original objectives of the programme, in particular GEF objectives and national goals, UNDP mandates and key issues of the conventions. It also measures, if the RBM framework is logical in itself. This criteria also analyzes if the integration of the project objectives into National policies and budgets
7. **Sustainability** is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Key factors that impact on the likelihood of sustainability include: (i) ownership by beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equity; (vii) institutional management capacity; and (viii) economic and financial viability. In the specific project it will be analyzed, if interventions undertaken contribute to ecological and socio-economic sustainability on a larger ecosystem and economic level.

1.4. Structure of the Evaluation Report

The structure of the evaluation reports deviates from the one suggested in the TOR insofar, as it starts with the introduction of the Logframe and the obtained results directly after the introduction of the implementation approach, because it is then easier to comment on performance and achievements in detail. As such, after this introduction and certain management aspects follows the Result Area with the description of how project activities led to the achievements of the various outputs and outcomes, this is followed by a chapter which rates the performance of the project along different criteria, and in the concluding parts a few sections highlight the lessons learnt and recommendations.

2. Project Implementation

2.1. Approach and Design

The smart approach to project implementation outcompetes by far the design of the logframe, which correctly has been described as quite cumbersome by the Mid-Term Evaluation. This success can mainly be attributed to the highly effective and efficient institutional approach pursued by the project.

Country-ownership/Drive

The ownership of the project was high already in its initial stage and aimed at systematically enhancing ownership in the subsequent phases.

On expert level, the project has been fully in national hands, including the UNDP program director Mohamed Bayoumi. The project has also solely hired national consultants with the exception of the current evaluation, and the EEAA has hired the consultant from the Earth

Institute for EPI assessment, so that none of the recommendations given was alienated from the national political and socio-cultural context.

Contextually, the project was initially regarded as alien to the needs on national level, however, the project has undertaken a very interesting development to ensure country-ownership, starting from a situation which was completely externally driven to a full country ownership at current stage, which is described in more detail in the major parts of the document.

Stakeholder participation: The project was very effective and efficient in enhancing stakeholder participation on all levels. The project was a pioneer in introducing participatory approaches for stakeholder needs in regard to environment, it was a pioneer in bringing the national focal points of the conventions together to discuss common grounds and create synergies, it was also the one to establish various committees and different units, who started to collaborate together. In general, the involvement of many stakeholders enhanced the resilience of the project to the frequent changes of government and upper levels of management, as is also elaborated below.

Replication approach: The character of the project, which is mainly based on institutional reform, is not easy to be replicated, because all institutions are different, and therefore every institution would require different types of interventions. However, the approach to use institutional reforms to enhance efficiency and create synergies as well as the establishment of coordinated databases for enhancing synergies and collaboration, can be replicated within other countries or also for other Conventions within the country.

Comparative Advantage of UNDP: The UNDP has a comparative advantage because UNDP is traditionally very much involved into capacity building for the implementation of the convention and has the appropriate linkages also to the UN Conventions and GEF.

2.2. Project Management

The first project manager was originally a young employee at EEAA, who was selected through a competitive process. . However, initially it was doubted, if she as a very young woman would have the necessary weight for this role, but very soon she proved herself to be fully capable of fulfilling all responsibilities. As such, she was soon managed to disperse all these reservations and was also able to absorb quickly the objectives of the project and its implications and developed creative and efficient ways how to make GEF national priorities. Even until now she is considered by various stakeholders interviewed during the consultancy as “the star of the EEAA”.

The current project manager is in place since 2011 and therefore too new to achieve legendary status, however, was also considered as highly competent and conversant with the assignments of the project, and it could be observed that he was in full control of all project activities and supervised them carefully.

Both project managers are hard workers and showed high engagement, creativity and responsibility to meet the requirements of their position.

2.3. Monitoring and evaluation

The target for this output was to establish an integrated Monitoring, Evaluation and Reporting System. The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

The questions to be solved were, which monitoring information has been incorporated into which plans and policies, so that a set of Regulations stipulating R&R of all relevant agencies in monitoring and reporting on the implementation of the Rio Conventions would be in place. Also, its contents, shape and design had to be defined, which was successfully discussed, so that at the current stage official standards, norms and procedures are in place and used by the relevant institutions. Also a set of environmental indicators were established which responds to the international commitments, including the obligations from the 3 Rio Conventions, also the government stays committed to produce yearly State of Environment report. Moreover, the Government of Egypt and UNDP-GEF continue to support the capacity development orientation of the project and the key features of capacity development for the environment.

The description of the foreseen monitoring and evaluation approach in the Project Document is clear and comprehensive and fully in line with UNDP procedures and guidelines. Reports have been provided in clear and comprehensive ways, even during the times of the instable political situation reporting was continued, but sometimes the periods of reporting were extended, as for instance, quarterly reports were extended to semi-annual reports, where regular reporting was not possible, which was an efficient way to overcome these problems and continue the reporting also during these difficult times.

2.4. Timeliness of Activities and Documentation

2.4.1. Annual and Quarterly Reports

Annual reports were filled into the ATLAS system as PIR documents, and are complete, clear and describe comprehensively all activities which have been accomplished during the project lifetime.

Due to the political situation, it was not possible to conduct all activities according to work plans, which had also an impact on the quarterly reports, which sometimes had to merge two quarters into one plan. Taking this into account, the documentation was formally complete, and quarterly describe as clearly and completely the activities and accomplishment as the annual reports. It would have been desirable if quarterly reports had elaborated in more detail the challenges the project had faced and overcome, to facilitate the extraction and exclusion of lessons learnt. However, regarding the fact, that the team took the effort of submitting all reports in English, although also Arabic would have been an accepted UN language, this explains, why the team confined to the most needed information. Taking this into account, the reporting can be considered as excellent.

2.4.2. Inception Report

However, instead of an inception report, only a documentation of the inception workshop is delivered, including the various slides of presentations, without an additional text highlighting the discussions. Therefore, the workshop report does not fulfill the common requirements for an inception report.

2.5. Use of the Logical Framework

The logframe itself fulfils the requirements to plan, monitor and evaluate implementation. The outcomes are user-oriented, baselines are well described for every outcome and verification is captured in a feasible way. The project made the improvement of indicators part of its capacity building activities itself, therefore the indicators were also improved during the lifetime of the project.

Nevertheless it was difficult to follow up the project achievements and activities through the given framework. One of the reasons is that the tables of objectives, outcomes and outputs is divided from the logframe, which jumps from outcomes directly to the indicators. As a consequence, so that indicators refer to the outputs and not to the outcomes. As a consequence, the outputs are more specific than the indicators. That questions the values of indicators, and although they have been improved after recommendations by the Mid-Term Evaluation, they do not fully meet the requirements of being SMART: specific, measurable, attainable, relevant and time-bound, and since they are too broad, they are in particular not specific enough. Therefore, while on the one hand they are too broad to capture the achievements in respect to the outcomes, they are also too general to allow efficient follow-up of the outputs. Therefore, though it might make sense to maintain them as such, they should have been accompanied by sub-indicators. The evidence, that the indicators are not suitable to monitor the project progress successfully, becomes clear, when the Project manager and other stakeholders describe the merits of the project: the indicators they use for the description of the project progress are for instance: rank of Egypt in the EPI index list, number of GEF projects, ratio of GEF funding to national funding, number of documents fed into data bases etc., user friendliness of data base etc.. The reason for this discrepancy is, that activities of the project were much richer and diverse than the framework indicates. Therefore, logframe and project document would have benefited from a higher differentiation of result areas and indicators, which would have more adequately reflected the rich and diverse project activities

Also, the order of outputs and indicators within one outcome area should be reversed, because currently they go from the more specific to the more general instead of the opposite, which makes it difficult to describe activities and achievements in this report. This, however, might be a result of the fact that Arab writing logic goes also into the opposite direction of English writing, and therefore cannot be rated as a mistake here, but in the following is handled in the English way to maintain the logic of reading. Furthermore, the output / outcome table, which was taken for this report from the Midterm Review reports, duplicates some outputs in the original, as for instance 1.2. and 2.1, Output 3.2 in the original table was deleted in the present report, 1.2 is listed, but will be disregarded. Also, none of the outcomes, outputs and indicators makes any reference to GEF implementation, which obviously was one of the major scopes of the project.

Changes conducted

On recommendation of the Midterm Review, outcome 2 has been changed as from "Institutionalized coordination mechanisms in place to fulfill reporting obligations of the signed/ratified global environmental conventions" to be "PM Executive Decree, based on the resolution of the Cabinet of Ministers, establishing coordination mechanisms for reporting on the three MEAs". Outcome 3 has been also modified from "An increased financial allocations for environmental monitoring, evaluation and reporting over the long run" to be "PM Executive Decree, based on the resolution of the Cabinet of Ministers, establishing a funding mechanisms for reporting on the three MEAs in a sustainable fashion", as the MTE has noticed that such modification is highly needed and should take place, as the Outputs, as mentioned in the original project document do not reflect the exact needs.

The changes conducted were necessary and therefore most appropriate to adjust the logframe to the political situation the project was working in.

SECTION II: Strategic Results Framework, SRF and GEF Increment

3. Results

Table 3 illustrates the Objectives, Outcomes and Outputs of the Project, Table 2 the Logical Framework. In the following the various project activities conducted within the different result areas within the project are highlighted and contrasted against the corresponding achievements.

Table 3: Objectives, Outcomes, Outputs

Objective	Outcomes	Outputs
Strengthen monitoring, evaluation and reporting for Multilateral Environmental Agreements (MEAs) in Egypt, to promote the mainstreaming of Global Environment in national plans and policies	1. An operational monitoring and information management system for MEAs is enhanced at the policy, institutional and individual levels	1.1: A database and its management system developed to include all data categories for global environmental management 1.2: Necessary legislative and regulatory changes developed for streamlining integrated monitoring and evaluation for global environmental management 1.3: Capacity of the MSEA and other institutions strengthened for monitoring and evaluation through necessary technical assistance and targeted training
	2. Coordination mechanisms established to comply with the reporting obligations under the global environmental conventions	2.1 : Necessary legislative and regulatory changes developed for involving sectorial agencies in national reporting to the global environmental conventions in a consistent manner 2.2: Communication and feedback mechanisms established for the reporting process to contribute to national policy development and decision making
	3. Installed funding procedure to achieve monitoring evaluation and reporting practice on a sustainable basis	3.1: Funding scenarios developed for monitoring, evaluation and reporting

Table 2: Logical Framework Analysis (LFA)

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
Long-term goal: To promote the mainstreaming of global environmental issues in national plans and policies					
Project objective: To strengthen monitoring, evaluation and reporting for Multilateral Environmental Agreements (MEAs) in Egypt.	National Communications on the 3 Rio Conventions responding accurately and timely to Egypt's obligations State of the Environment report produced yearly and accurately	Inadequate information and reports are not responding to the government requirements; including its international obligations under the MEAs	By end of project the National Communications on the Rio Conventions will be up-to-date and reflect accurately the state of implementation of these Conventions By end of project, the yearly State of Environment report includes up-to-date monitoring information on the implementation of the MEAs	National communications on the Rio Conventions issued by the Government of Egypt Environmental reports such as the yearly State of Environment Mid-term and final evaluation reports	The government continues to fulfill its international commitments; including the obligations from the 3 Rio Conventions; The government stays committed to produce yearly State of Environment report The government of Egypt and UNDP-GEF continues to support the capacity development orientation of this project and the key features of capacity development for the environment;
	Monitoring information is being incorporated in new related plans and policies	Limited environmental information is produced currently and it is not fed into the planning and policy making process	By end of project the new policies and plans will integrate information from these National communications on the Rio Conventions	New plans and policies National communications on MEAs	The government of Egypt continues with its commitment to global environmental management and sustainable development, and that the national legislation, policies, programmes and allocation of

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
					resources will reflect this commitment;
Outcome 1: An operational monitoring and information management system for MEAs, with a primary emphasis on the 3 Rio Convention and the synergies between them is established. This is enhanced at the policy, institutional and individual levels.	An integrated monitoring, evaluation and reporting system for the MEAs created and used to monitor and report the implementation of MEAs in Egypt	<p>The current approach does not have an unified methodological framework and data collection and management is not standardized</p> <p>The existing set of environmental indicators is not comprehensive and does not respond to the information requirements</p>	<p>By end of project the officials standards, norms and procedures are in place and use by the relevant institutions</p> <p>By end of project the set of environmental indicators in place will respond to the MEAs obligations</p>	<p>NCSA reports</p> <p>Official Standards, Norms and Procedures</p> <p>Official environmental indicators monitored by the relevant institutions</p>	The government (and particularly its relevant Ministry – the MSEA) pursues its policies and budget support to integrate the 3 Rio Conventions monitoring and reporting obligations into the national environmental monitoring and reporting system;
	Adequate regulations enacted for the use of this system; stating roles and responsibilities of relevant agencies	The current regulation is not comprehensive for the implementation of an adequate national environmental monitoring system	By end of project a set of Regulations stipulating R&R of all relevant agencies in monitoring and reporting on the implementation of the Rio Conventions	Statutes of relevant institutions	The Government of Egypt is willing to improve its related regulatory framework
Outcome 2: Coordination mechanisms to	Institutionalized coordination mechanisms in place to	Available monitoring data is not shared among the Agencies, no coordination	By end of project the institutional framework is revised with clear	Coordination mechanisms in place at MSEA,	The EEAA as the technical arm of the MSEA continues to commit itself to improve the monitoring,

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
comply with the reporting obligations under the global environmental conventions are established.	fulfill reporting obligations of the signed/ratified global environmental conventions	and cooperation occur among the relevant institutions resulting in gaps and duplications	mandates reflected in the statutes of the relevant institutions	EEAA and related Agencies Statutes of relevant institutions	evaluation and reporting system of Egypt's environment; including the implementation of the Rio Conventions
Outcome 3: Installed funding procedures to achieve monitoring evaluation and reporting practice on a sustainable basis are established.	An increased financial allocations for environmental monitoring, evaluation and reporting over the long run	Inadequate funding level to carry out monitoring, evaluation and reporting of the Egyptian's environment	Level of funding covering the need for an adequate and operational environmental monitoring and reporting system	Budget allocated for monitoring, evaluation and reporting Final Evaluation report	The priorities and procedures of the EEAA and of the MSEA include environmental monitoring and reporting Financial resources sustainable over the long run

Outcome 1: An operational monitoring and information management system for MEAs with a primary emphasis on the 3 Rio Convention and the synergies between them is established. This is enhanced at the policy, institutional and individual level

1.1: A database and its management system developed to include all data categories for global environmental management

1.2: Capacity of the MSEA and other institutions strengthened for monitoring and evaluation through necessary technical assistance and targeted training

Indicator 1:

An integrated monitoring, evaluation and reporting system for the MEAs created and used to monitor and report the implementation of MEAs in Egypt

Indicator 2:

Adequate regulations enacted for the use of this system; stating roles and responsibilities of relevant agencies

As mentioned above, to enable a better reading logic, the follow-up of outputs in regards to achievements is done in the opposite order than is listed above.

3.1. Synergies and Collaboration among the 3 Rio Conventions

The need for the creation of synergies related to the 3 conventions results from the evident fact that there are intricate relations between climate change, biodiversity, drought and land degradation in social, economic and environmental aspects and the fact that there is a clear convergence of objectives among the three Rio Conventions, which can be addressed simultaneously through certain actions on various levels. Parties to the Conventions have repeatedly called for a firmer convergence of strategic approaches particularly at country level. Moreover, they have also recognized the need to focus on a broader framework that targets a set of issues. In order to address the intertwined issues of poverty eradication, sustainable development and environmental security, the three Rio conventions have expressed been joining efforts in order not to address these issues separately.

Achievements

For the first objective, the creation of an operational monitoring and information management system for MEAs, with a primary emphasis on the 3 Rio Convention and the synergies between them, it was necessary to support the focal points of the conventions This was achieved firstly by *enhancing the communication between the three focal points*, the simultaneous identification of *common funding mechanisms* and by *streamlining the conventions into the sustainable development*, using the National Sustainable Development Strategy as a vehicle.

These mechanisms are further elaborated in the following.

3.1.1. Synergies

The major required action for the creation of synergies in Output 1 was to bring the focal points together, which was a question of coordination and organization. Responsibilities for reporting and the follow-up system had also to be organized.

Initially, each focal point, had been completely overloaded by work, in travelling and reporting, therefore, each one was only looking into his own area, since there were no mechanisms and time for interaction. The National Capacity Self Assessment was regarded as the only linkage between them, which made it difficult to collaborate.

During this effort, the project was able to bring the Divisions, Departments, Sectors and Units of EEAA to sit together and discuss planning, monitoring, follow-up and reporting, so that those responsible for planning and follow-up of EEAA activities communicated with those working for the Central Administration for International Cooperation and Relations and Technical Support. Issues discussed were in particular commonalities among the conventions and how to address them, also data and information needs, so that at the end they were enabled to communicate and synchronize their efforts with those working for the Division for following-up on donor assisted initiatives. The collaboration extended to include technical departments, such as NCS and Unit for Climate Change. The project was also able to go beyond the boundaries of EEAA to include DRC on board -- an institution that was put of the project as per the project document (compare section below)

Aligning Desert Research Center with EEAA

The greatest milestone overcome in this output was the alignment of the activities of the Desert Research Center with the EEAA and to supported DRC staff to think in a more synergistic way which would facilitate the creation of better linkages of the UNCCD with UNFCCC and UNCCBD, since the Desert Research Center works under the auspices of the Agricultural Ministry, while the two other focal points were based in EEAA working under the Environmental Ministry. The other point was, that the DRC was the last one to access GEF funds, since desertification has been relatively under-supported by GEF in comparison to the two other conventions, since the UNCCD received GEF funds later than the other Conventions.. Therefore, the institutional gaps between EEAA and DRC had to be closed by the project which was achieved by the following activities:

- Establishment of an international affairs and technical cooperation unit in DRC to be
- responsible for planning, resources mobilization, preparing project proposals and follow up on land degradation activities
- Building the capacity of interested DRC staff in the field of planning, follow up and international relations to institutionalize the project activities
- Provision of technical support to Desert Research Center through working group discussion and training activities to change the management's mindset in tackling the activities of combating desertification by diverting to the social aspects of the community as well as other relevant stakeholders of other conventions.
- Still, the DRC has not yet acquired an own GEF project on land degradation, but has taken over the land degradation components of some other GEF projects, such as the one in St. Catherine. The project has also supported the DRC in accessing some SGPs. As for instance the project has been linking itself with the cross cutting and knowledge activities of the SGP, where it has coordinated with the SGP a number of proposed

activities to be included in its OP 5 strategy related to the land degradation focal area. On the other hand, the SGP has supported the project in inviting number of knowledgeable NGOs to participate in the consultation workshop for the preparation of the EEAA five year plan to ensure the integration of local community needs of global concern into national planning process.

- The SGP/Egypt has further funded separate small size land degradation activities at the local level in various governorates through GEF OP5 funding.
- The project has supported DRC in preparation of the national report on desertification before the fund would be available from the UNCCD. It has supported stocktaking of activities from different national institutions and provided technical support to the team of DRC national expert to outline the format of the report.
- Finally, the project has provided technical assistance for data collection and development of the first national desertification report since Egypt's submission of NAP.

3.1.2. GEF Programs

The creation of synergies between the three conventions can be seen as having direct linkages to GEF implementation

Initially the project did not have any coordination mechanisms for GEF implementation. Mainstreaming MEAs into national plans as described in the project document created therefore another difficulty during the project cycle as the planning process in Egypt is sectoral. Initially the objective of the project to support the **implementation of GEF programs** with their focus on global environmental benefits were not well received, since they were not perceived as contributing anything to national benefits, and instead were rather regarded with suspicion as approaches which value plants and animals higher than the improvement of the situation of the poor. Correctly they were also received as representing the interests of Western countries rather than the ones of Egypt. Therefore, GEF priorities were rather considered as alien, facing resistance within the country instead of ownership.

This changed after 2006, obviously after the release of the Millennium Ecosystem Assessment Reports. The reports highlighted the linkages and interdependencies between ecosystems and human well-being, which were soon after also integrated into GEF objectives, which already prepared the ground for better acceptance within the country.

3.1.3. Coordination

The Project Management Unit (PMU) and EEAA were able to establish a number of entry points towards institutional transformation needed to shift from sectoral planning for development into planning for sustainable development, and had a very good understanding, of what was needed to make GEF projects better accepted within national institutions, and she followed in general three major strategies:

- a) Using the NSSD as a vehicle for project implementation
- b) Institutional Reform

- c) Building up on the possible economic benefits of GEF projects, which were better highlighted then after 2006.

- **NSSD**

The sustainable development strategy, which has been also been mentioned above, was also recommended as a vehicle to move the implementation of the project forward in the Midterm review, since it is not purely sectoral. Linking the project to the NSSD is therefore indeed another synergy than project has created and moreover strategically well taken, which should be supported in future phases. Therefore, elaborating Egypt's National Strategy for Sustainable development (NSSD) was a first and well chosen entry point, since the process of elaborating NSSD is not purely sectoral, as it acknowledges the linkages between economic sectors and as such offers an opportunity to identify entry points for mainstreaming the issues related to the three conventions into national policies and plans.

Institutional reform

Initially EEAA was completely centralized. To address this, the project pursued an integrated approach, which included the establishment of a GEF unit in EEAA which started collaborating with the already existing GEF steering committees. The project therefore gave technical support to multi stakeholder coordination mechanisms through the National Sustainable Development Committee and GEF national steering committee. The former has included the draft version of the NSSD strategy, which was supported by the project and the latter one contributed to the inclusion of global environmental issues in Sector plans through support to the preparation of GEF 5 pipeline . The project has further finalized the tools for this coordination mechanisms to sustain through the capacity development forum and Sustainable development forum. Both have been launched through partnership with the EU Environmental rights project that supports civil society. Dr. Tolba, as the former head of UNEP, had been instrumental in moving this forward and the Steering Committee for the GEF had been established by Ministerial Decree. The Steering Committee which was also reformed in the way, started scanning, ranking and prioritizing GEF projects, so that efficiency was substantially enhanced. Through the support of the GEF national steering committee the CB2 was also able to establish a national multi stakeholder forum for the planning, follow up and monitoring of global environmental issues and its linkages to the national priorities. .

After these reforms, much better cooperation and coordination mechanisms were in place. Consequently, the GEF process in Phase 5 was instrumental to get the focal points to adopt GEF prioritization.

Economic Benefits

As GEF objectives, also initially ***capacity building projects*** were considered as only of little use on national level, as a project producing only reports without any tangible results, different like for instance a biomass unit would have been, and therefore rather regarded as a waste of money. However, also here the project managed to overcome the challenges of initial prejudices. As for instance, CB2 has shown how environmental management systems can support local economic growth as the case of the St. Catherine Protectorate, which created many employment opportunities for the local communities and achieved high returns from merging the utilization of herbal, medicinal and cosmetic plants into biodiversity conservation approaches. Also in

collaboration with the Focal Points, projects were systematically selected, where environmental goals were aligned with economic benefits, such as biodiversity protection with employment creation and others, following the principle “conservation through utilization”.

3.2. Capacity Building on Reporting, Monitoring and Evaluation

3.2.1. Enhancing Capacities within the EEAA

The project has also established an overall environmental monitoring and reporting system by convincing relevant departments of the EEAA to build the needed capacity for a follow up system through indicator definitions and their use for monitoring, administration and finance.

At the level of secondary stakeholders, the project had supported the coordination and reporting mechanisms and data collection between EEAA and other line ministries in the environmental indicators measurement through gap analysis of measuring the indicators and training on required data for local, national and global indicators with case study on EPI. This was finalized by a current committee from line ministries responsible for regular measurement of environmental indicators including those of global concern. This served national communications and reporting to the conventions as well as for the national Sustainable Development report, which is released on an annual base, since also the sustainable development strategy was regarded as an appropriate vehicle to move the program ahead.

For capacity building, trainings were organized for second level of staff, and two people from each organization each. Hence, the beneficiaries for the synergies between the conventions were the focal points. This related in particular to the establishment of a data base with data relevant for the conventions and for institutional memory and other trainings which increased soft and writing skills within institutions.

Hence, the beneficiaries of the activities in regard to synergies of the project were the focal points, the beneficiaries of the trainings was the second level staff.

3.2.2. Knowledge management

Knowledge management is a big topic in the CB-2 project and enhances further the collaboration between the focal points and conventions and their synergies. The purpose of knowledge management is to address knowledge needs through a coherent and practical knowledge management architecture and system. The objective of such a knowledge management system is to provide Egyptian institutions with knowledge how to implement the conventions on national level, to link them, create synergies between them and national legislation with a view to enabling new synergies, offering additional capacities to widely collect and disseminate knowledge and scale up results. Its aim should be to actively influence relevant international, national and local processes and actors in adequately addressing desertification/land degradation and drought-related issues, climate change and biodiversity loss. It should support the creation of enabling environments for promoting solutions to combat desertification/land degradation and mitigate the effects of drought and climate change and should help preventing further biodiversity loss, which at the same time help enhancing human well-being. In this sense,

the knowledge management system should respond to identified needs and demands, but should at the same time comply with the capacities and resources of the participating stakeholders. The project has assessed these needs in a most profound way.

Achievements in knowledge management by the project can be summarized as follows:

- A knowledge needs assessment has been carried out, defining criteria, indicators and priorities applicable to knowledge management.
- A data and information platform related to UNCCD, CBD and UNFCCC has been elaborated, building on information by the Rio Conventions and related products produced by EEAA, DRC, Line Ministries and other national institutions.
- A taxonomy for internal content categorization has been established.
- Synergistic linkages of data bases among the concerned institutions have been established
- The project also enabled institutional transformations by building the capacities of the individuals at the Departments of Planning, Monitoring, and Environmental Indicators and Reports in EEAA and those at the DRC Unit for Remote Sensing, Electronic Library and the newly established Unit for International Cooperation

3.2.2.1. Data Base and Institutional Memory

One part of the capacity building activities was to support the top management to create synergies between MEAs through the building of a data base, which contains all relevant information on the three conventions.

Design of data base

The data base system is designed for political information on the conventions. Technical information is stored in other data bases, and it is possible to link them with each other in future. To assess the added value of the data base, it would require to analyse, if stakeholders find it easier to use the internal data basis provided by the project, or the data bases of the Conventions, which was too early to assess. Higher-level managers said, that they use a lot of data bases, therefore the project data bases is just one of many, they make use of through the mid-level staff. Therefore, the direct user of the data base is mainly the mid-career staff, however, the final beneficiary mains still the top management.

Innovation of Data Management

The initial heritage of the data management has been a Canadian Oracle programme from 2006, which was introduced by CIDA. Data management has been the responsibility of the IT department of EEAA, and these responsibilities have been shared with the IT offices of the focal points. Obviously, the Oracle software was severely lacking user friendliness, which was the reason why many users complained. The project has reacted to this grievance effectively and pro-actively, by conducting a gap / weakness analysis of a system and looking for an alternative to avoid all the weakness of the Oracle system, which was found in an SQL-server.

Adaptation of the original system of the data base

The gap analysis led to the conclusion, that the software is not user friendly enough and moreover has many weaknesses in application. As a consequence, the project manager undertook the initiative to SQL and MSOL platforms for relational databases, and building on the already existing capacities of the IT Department, who had already an SQL and MSOL, the project has now an efficient and user-friendly platform, which already contains a large data based, which is still to be finalized until the end of the no-cost extension phase.

However, the project needs to protect the IT department better against complaints. The problems of the new and old IT systems have usually not been caused by the IT department, and finding solutions might also not solely lie in the hand of this department, nevertheless, it seems to be held responsible for all deficiencies. For efficient and effective work It is important, that the project management mitigates these pressures.

Operationalizing the MEAs database

The project has conducted meetings with the focal points to identify the needed allocation for the operationalization of the MEAs database especially in DRC and EEAA (the main project counterparts). The major obstacle were the breakdown of operations during the revolution, which lead to the loss of services in the DRC ad break-down of main servicer in EEAA. The project was successful to support government institutions in regaining their ability to retain back their servers to continue working with MEAs database. The project supported also continuous internet connection to DRC after DRC has retrieved its lost PCs and servers. Since then, regular data entry is taking place under the supervision of the convention focal points . All convention points assigned dedicated staff to work on the data base and to follow up on any technical bottle necks with the project. The MEAs database is currently operational. It includes administrative date base is currently under testing while the scientific database will be developed based on additional amendments to the data base.

Achievements

The data base system is designed for political information on the conventions. Technical information is stored in other data bases, and it is possible to link the two in future. To assess the added value of the data base, it would require to analyze, if stakeholders find it easier to use the internal data basis provided by the project, or the data bases of the Conventions, which was too early to assess. Some stakeholders in particular on the higher management level said, that they use a lot of data bases, therefore the project data bases is just one of many they make use of.

Status of data base

The updating of the data base was the major recommendation by the Midterm review for the non-cost extension phase. The project has made good progress in updating the data base, and obviously the data base will be completed within the next months, so that it only needs to be continuously updated after the termination of the present phase. The data bases contain all materials produced in the various institutions and all materials from the conventions. Tools for incorporation of GIS images are currently not incorporated into the system, which might be necessary to meet the reporting needs for the UNCCD, but is envisioned for the future. The database is now fully operational to enable the trained staff to continue their data entry . The

existence of the data base has also inspired departments to link them with other data bases, such as the electronic library of the DRC.

Obviously, high-level users do not necessarily rely on the data base provided by the project, but also use other data bases. At any rate, the data base provided by the project is a piece of consolidated work among the participating institutions. In this sense, the data base does not only satisfy the data needs of users, but also enhances the identity, collaboration and visibility of institutions.

Institutional Memory

The conservation of institutional memory of EEAA was another part of the capacity building efforts, which also makes use of the relational database platform the project has established. This project segment responds to high fluctuation of staff and the related loss of knowledge and documents. The respective EEAA staff contains all ***literature produced or edited by EEAA staff since 1990***, which is classified according to various categories, and currently it is updated until 2010/2011, but it would need more staff to finalize it to the current date.

3.2.2.2. Training

Training Components - DRC

Training has been provided to the assigned staff in EEAA and DRC for data collection and entry by EAA information Department under support of project IT staff, which ensured smooth handing over of the project technical expertise to the concerned Departments of EEAA. Training was also provided on project proposal writing and other soft skills.

The various activities comprised

- Building of governmental capacities through different training workshops
- Development of regulatory changes to improve national follow up and monitoring systems .
- Assigning trained follow up focal points in all EEAA departments to follow up on environmental plans and integrate results in the new planning process for 2012-2017
- Organized intensive training courses for selected staff from Desert Research Center(DRC) for better planning and follow up on UNCCD.

User satisfaction of Trainings

Users were highly satisfied with the trainings received, both with trainers and the training qualities and contents. However, some users felt that they were not given sufficient opportunities to apply their skills later on by the higher management levels, as for instance proposals they had written were not submitted etc.. Further capacity building have to include a better attention on the institutional levels capacity building activities are targeted to, and should ensure that linkages to other institutional levels are strong. As for instance, in the DRC, not all

capacity building activities were later on used, such as, as for instance, many people were trained in proposal writing at DRC, but none of the trainees has up to now submitted a proposal, because the higher management of DRC ignored their ideas. This could be avoided, if future trainings are based on real chances for proposals, and not remain general. As for instance, if a woman would like to apply at Ford Foundation, already the form for Ford Foundation should be used for training. The proposals themselves should be aligned with the higher management, which should express their demands for proposals on certain topics, since there is no point of writing a proposal, which the higher management would not sign for submission.

3.2.2.3 Data collection and management

Data collection and their management are the basic requirements for effective monitoring, evaluation and reporting, and adequate indicators for monitoring are the central issues, which have to be defined. To create synergies among the conventions, all indicators had still to be related to coordination mechanism, which had not been the case initially, when EEAA had its own data collection, which could be accessed by the focal point, without looking at the data of the other line Ministries. So the project enabled an improved data exchange and sharing, and it was appreciated by users to have a national network in future to integrate indicators with MEA data.

Parallel to these processes the nationalization of MDG services took place, which has three major goals, which the indicators were tailored to. The indicators were generic, and were left for each country to be nationalized. Therefore, intensive exercises were conducted with line ministries, so that they could agree upon sets of indicators, and also the MDGs were tried to be mainstreamed into the convention.

Institutionally, this process was linked to the Committee for indicators and indicator units, since the activity also included a regular coordination between the indicator unit in EEAA and Convention focal point for regular reporting on the three thematic issues and therefore also served the goal of improved coordination. In this sense also the establishment of the indicator committee led to better collaboration among focal points and related scientists and policy makers, who sat together to discuss common ground. This included discussions on the types of data bases needed, as for instance on Red lists and invasive species, and major issues in regard to the different COPs. Biosafety and benefit-sharing were other issues. Also public awareness raising for the environmental topics, technology transfer, and – of course – the type of capacity building required were discussed.

3.2.2.4. EPI

Background

CB2 also availed resources for collaborating with research institutions abroad. The support of CIESIN /Earth institute to the Unit for Environmental Indicators is an example. Today, EEAA is able to produce indicators on the performance of the Egyptian environment. The demand for the improvement of environmental performance indicators and their use for monitoring had been

expressed by the former President of Egypt himself, who was concerned about the low performance of Egypt in the EPI ranking system. Initially Egypt ranked 85 in the EPI index and moved up to 71 in 2008, and to 68 in 2010. The EPI indices have to be reported to international institutions, if the reporting is not done, the EPI index is assessed.

Therefore, on the one hand the project had to address a better environmental performance to receive a higher EPI, on the other hand also the discipline of reporting had to be improved, since an assessment of the EPI might underestimate the real performance of the respective indicators.

Activities

The project therefore requested the project advisory committee, to establish an environmental indicator system which could both be used for reporting to the Convention as well as within the National Sustainable Development Report. Therefore it organized a workshop with a team from Yale and Columbia University, which are the instrumental institutions in recording the EPIs.

The workshops turned out to be of mutual benefit both for the participants as well as for the trainers. On the one hand, participants from Egypt learnt how to link indicators better to policy and planning, but also the team learnt from the participants how to improve their monitoring systems. As for instance, the EPI monitoring system included indicators on the status of forests for all countries, but since Egypt does not have forests and could therefore not report on it, it received negative ranks for forests. So the workshop trainers learnt then, that this indicator had to be removed from their system, to monitor the correct performance of Egypt. Moreover, the indicators included drainage, but not coastal areas, therefore overlooked the environmental performance around the Nile basin, and also this was corrected then within the EPI report.

The workshop participants also added indices and the weight given to indicators. In this way, the participants contributed to solving the statistical problems of Yale.

Achievements

The workshop was conducted before the release of the EPI report in 2010, and the success was substantial, so that Egypt moved up from rank 68 – 62, directly before Israel and ranked first in Arab region and total Africa.

After the workshop, also reporting to international organizations was undertaken in a comprehensive way, but could not be continued after the revolution in 2011.

The merit of these indicators is therefore, that they were disseminated for multiple purposes. While they are not only used for the EPI itself, they were also used for monitoring of environment and subsequent reporting to the three conventions, in particular biodiversity, but also for climate change and land degradation.

For the UNCCD an own monitoring has been introduced in 2011, the PRAIS system, with its own indicators, which partly overlap with the EPI indicators, though by far do not cover them, however, the capacity building on defining and using the EPI indicators has also facilitated the reporting demands based on the new indicators by PRAIS, as such the capacity building of the project created the respective synergies. The national report on Biodiversity for Egypt has even based its various chapters on the EPI indicators for biodiversity. Furthermore, the indicators and

the information gathered through these indicators are also used for the IPBES by the Biodiversity Focal Point. It has also supported his activities within the SBSTTA. Also the DRC is has followed all reporting obligations to the UNCCD and has also complied with the new PRAIS system.

3.5. Cross-Cutting Issues

3.5.1. Stakeholder Involvement

Stakeholder involvement received high attention within the project. Participatory planning processes were conducted for the preparation of EEAA five year plan to integrate global environmental issues through local community participation , and the project conducted for the first time a participatory needs assessment on environmental issues. It was also the merit of the project, that these activities have been conducted for the first time on the ground, involving the rural communities within a bottom-up approach, which also complies with the procedures recommended by the Rio-Conventions, in particular the UNCCD. The participatory approach included a questionnaire, which was tailored to the cultural environment communities were living in and was later on analyzed and used to inform the respective policies under the Conventions.

3.5.2. Gender

The gender balance in the project and its related institutions is excellent, which has its roots in respective policies the former government has obviously led the ground for. Nevertheless, obviously the employment of the young female project manager caused obviously some initially reservations, which, however, have soon be overcome, therefore, gender issues in the PMU were effectively and efficiently solved.

Gender balance was also satisfactory during the trainings conducted. The project has conducted 6 training courses and 20 consultation workshops for national planning of global environmental issues . The consultation workshops included a number of 20 women out of 50 participants per event. The participating women were representatives of the national council of women, NGOs, RBOs, and households to ensure mainstreaming their needs in the national planning process. A number of 6 women in EEAA and DRC had been provided intensive training to support them in their daily work and strengthen their ability for improved and sound of follow up and monitoring systems

3.5.3. DPSIR Framework as Analytical Approach

The DPSIR Framework has been adopted by the project to analyze and guide its activities, in particular also to guide participatory stakeholder needs analysis. It has been originally developed to address land degradation and is composed of the elements: Drivers, Pressure, State, Impact and Responses, and is also highly appropriate to guide the CB2 project. It is considered as most appropriate within the contexts it has been used within the project, in particular in participatory planning approaches pursued by the project. .

3.6. Legislative and Institutional Mechanisms

Outcome 2: Coordination mechanisms to comply with the reporting obligations under the global environmental conventions are established

2.1 : Necessary legislative and regulatory changes developed for involving sectorial agencies in national reporting to the global environmental conventions in a consistent manner
2.2: Communication and feedback mechanisms established for the reporting process to contribute to national policy development and decision making

Indicator 3:

Institutionalized coordination mechanisms in place to fulfill reporting obligations of the signed/ratified global environmental conventions

There were many constraints to the implementation of Outcome 2, which was substantially hampered by the fragile political conditions. Until 2011 the country had undergone three changes of the head of the DRC, also ministers changed. Therefore, with every change of the institutional heads the objectives of the project had to be communicated freshly. By the time an understanding and acceptance of the objectives was finally reached, the ongoing revolution did not allow to have a prime ministerial decree.

Therefore, although the regional advisor for CB-2 in Brazzaville had suggested that there should be a legislative report, there were too many constraints for EEAA as an institution to do this. Another constraint was that compliance with a project goal is rather achieved, when people can expect some future benefits. This is not the case with legislation issues, therefore it was more difficult to be accepted.

Furthermore, legal issues require data collection in the beginning, to lay the ground for the implementation of legislation. When the ground was ready to hire a legal consultant to draft the articles, the revolution started. Therefore, during the lifetime of the project it was not possible to implement outcome 2.

The Midterm Review therefore mentioned appropriately, that the political situation would not make it likely to develop and endorse legislative changes for evaluation, monitoring and reporting. Instead it was proposed that this was / should be replaced by drafting a memo outlining the intended framework for monitoring, evaluation and reporting on global environmental management, and then The Minister of State for Environmental Affairs, in collaboration with the Minister for Justice, presents it to the Cabinet of Ministers. Once the Cabinet of Ministers approves this framework, the Prime Minister can issue an executive decree for all public bodies to follow. Therefore, it was also decided to have Ministerial decrees instead of Presidential decrees.

Notwithstanding, an alternative scenario currently under consideration is to negotiate a signed MoU between key ministries at the Cabinet level.

Still some FPs have drafted laws in their drawers, which they are waiting to receive a Ministerial decrees for. As for instance the biodiversity focal point has drafted a law on biosafety and one on nature conservation. Equitable Access and Benefit-sharing have also been the major issues which would require to be integrated into national law.

Interestingly, many of the articles in the Convention have already been made national law, and transgressions are even reported in the data base. As for instance, the establishment of fish pond on land suitable for agriculture is considered as enforcing land degradation, which is a transgression of national law.

In summary it can be said, that the project prepared and achieved a lot despite these constraints.

3.7. Funding Procedures to achieve monitoring, evaluation and reporting on a sustainable basis

Outcome 3: Installed funding procedures to achieve monitoring evaluation and reporting practice on a sustainable basis are established.

OUTPUT: Funding scenarios developed for monitoring, evaluation and reporting

Indicator: An increased financial allocations for environmental monitoring, evaluation and reporting over the long run

An increased financial allocation for environmental monitoring, evaluation and reporting over the long run was achieved. The salaries of all staff of the new created units as well as of staff dealing with the data base management are covered by the national institutions.

The ratio of GEF fund / national funds increased from originally 1:1 to 1:4, meaning, the national contribution to GEF projects was substantially enhanced, indicating the project success mainstreaming GEF priorities into national budgets.

Also the budget allocated from the Ministry of Foreign Affairs was approved to be used for regulation and administration.

The project has also assessed the legal position of EEAA to prepare the PM decree based on the amended Environment law of 9/2009. TOR has been prepared for legal consultant to draft the PM decree based on the Egyptian regulations and policies. This will include sustainability of funding mechanism to sustain data collection and sharing for production of RIO national reports.

4. Project Performance

4.1. Effectiveness

Project activities and outputs had been implemented in close accordance with the project strategy as outlined in the project document. All objectives in outcome 1 have been reached with the exception of the completion of the data base, which is on the best way to be accomplished until the end of the non-extension phase. Objectives of Outcome 2 have been reached as far as the political situation allowed. Objectives of Outcome 3 have been reached.

Training workshops and courses have been implemented as planned, and consultations and negotiations have successfully led to the implementation of recommended improvements to data and information management.

The first main achievement of the project was its ability to change the DRC to be more responsive and cooperative on global environmental issues as an institution that is working with EEAA -through joint planning- for preparation of GEF proposed projects. The project has

been instrumental in arranging a collaboration between DRC and EEAA for the first time, it has substantially enhanced capacities of EEAA and DRC in creating synergies between the conventions and their focal points, it has supported EEAA as the main executing agency in enhancing their methods for data collection as well as strengthening their coordination with relevant national institutions such as DRC. This has enabled the agency to involve other stakeholder in the national planning for global environmental issues that subsequently will enhance the overall national environmental monitoring process. From that perspective, the project has managed to empower local stakeholders to be involved in the planning process through a participatory approach, which was introduced by the project for the first time as a planning tool and as such been active and dynamic in reaching EEAA staff in the different governorates which was highly appreciated by the participants.

Table 3: Summary of Achievements in Relation to Approach

Achievements	Approach
Improved national planning and follow-up and monitoring of global environmental issues	<p>Technical assistance to the GEF national steering committee Establishment of a GEF Unit within EEAA</p> <p>Support to Indicators Department in Establishment of Environmental Indicators and their use in Environmental Monitoring and for Using them in Environmental Reports</p>
Improved Synergies among the three Rio conventions and enabling joint planning of GEF projects	<p>Signing a protocol of cooperation for improved coordination mechanism and better synergies during the production of national reports between the Desert research center and Egyptian Environmental Affairs Agency for exchange of information and enabled joint planning of GEF projects</p> <p>Successful response to needs of DRC in terms of technical assistance</p>
Improved State of environment reports	<p>Trainings on better identification of indicators and their use</p> <p>Establishment of an internal coordination committee among relevant EEAA follow up departments to produce one unified monitoring report on national and international funded projects</p>
Improved mainstreaming of global environmental issues into national priorities and spectral plans	<p>Linking of project to National Sustainable Development Committee Integration of information of global concern into national policies of respective sectors</p> <p>Supporting the development of the national strategy for sustainable development in cooperation with NCSD</p> <p>Technical support provided to the National Committee for Sustainable Development (NCSD) including establishment of sustainable development task force in strategic line ministries</p>
Ensuring sustainability of project activities	<p>Assistance in establishment of technical assistance and international affairs unit in DRC</p>

The project had provided training activities to mid and high level staff from line ministries in local, national, global measurement process to enhance the data collection mechanisms and has

succeeded in making global environmental indicators becoming an integral part in the State of Environment Report and of National Reporting Mechanisms to the Conventions. It has also enhanced the ranks in EPI of Egypt on regional and international level.

The project has been progressing well in supporting EEAA in strengthening the monitoring and reporting system for global environmental issues.

The second major achievement of the project was the establishment of a GEF unit within the EEAA and as such mainstreaming GEF priorities into national legislation and institutions. This was accompanied by the establishment of national planning and follow up for the global environmental issues through the technical assistance to the GEF national steering committee, which the project managed to link closely to its activities, in particular through the support by Dr. Tolba, the Chairman of the GEF Steering Committee and former head of UNEP.

As such, the project has fulfilled, and actually by far overfulfilled its objectives, which in summary are illustrated in Table 3.

Overall Rating:

Project Design and Management

Project Design and Logframe	Satisfactory
Project Management	Highly Satisfactory
Total	Highly Satisfactory to Satisfactory

Overall Rating: Effectiveness

Coordination and Creation of Synergies between the Conventions	Highly Satisfactory
Trainings	Highly Satisfactory to Satisfactory
GEF Implementation and Mainstreaming into National Goals	Highly Satisfactory
Data Base	Satisfactory to highly Satisfactory
Total	Highly Satisfactory

4.2. Efficiency

Implementation Approach

To fully understand the efficiency of the implementation, it needs a more thoroughly understanding of the operation of the institution the project supported, than it is possible within a five days’ visit. However, it was understood, that the project usually managed to address with one intervention a multitude of goals, and reached multiple achievements. In this sense, the project efficiency has been exemplary.

- As for instance, with the creation of various new units and committees, also efficiencies of institutions and GEF implementation improved.

- Capacity building within the indicator department of EEAA related to appropriate collection of data. This also supported the GoE in the improvement of **environmental performance indicators, for which the project also provided trainings**
- With the definition and improvement indicators, not only EPI performance, but also reporting and stakeholder involvement improved.
- With the creation of synergies between the Rio-Conventions, also collaboration between and funding of institutions was improved.
- With the creation of a data base, the whole software system was improved, and besides an improved knowledge and information basis, also other achievements were reached, such as a higher identity and visibility of institutions.
- With improved reporting, even the Sustainable Development Strategy was moved forward.
- In general, the creation of understanding for the need of a capacity building project, the whole thinking of institutions were changed.

Time efficiency

The time efficiency was high. Where initial conditions were in disfavor of time efficiency, such as the Oracle System of the initial data base, these were corrected effectively towards more efficient systems, such as to relational data bases using MSQL language.

Cost efficiency

Cost efficiency was assessed generically, by comparing the ratio between expenses and achievements with the same ratio in other projects the consultant is experienced with, and also through the comparison of the ratio of project costs and new financial resources acquired

In this sense, the cost efficiency was very high, to an extent, that some consultancies were even conducted free of charge.

The project also introduced elements, which are significantly contributing to higher cost efficiency itself, such as the GEF steering committee and the GEF unit, which together make sure, that GEF projects and project ideas are scanned and prioritized and acquired new financial resources.

Overall Rating: Efficiency

Implementation Strategy	Highly Satisfactory
Cost Efficiency	Highly Satisfactory
Time Efficiency	Highly Satisfactory to Satisfactory
Total	Highly Satisfactory

4.3. Coherence and Consistency

Project activities and outputs had been implemented in close accordance with the project strategy as outlined in the project document. As has already shown in the section on Efficiency, each interventions links up with the other, therefore, coherence and consistency are very high, otherwise the high efficiency could not have been reached.

Overall Rating: Coherence and Consistency

Activities and Objectives	Highly Satisfactory
Objectives and Development Goals	Highly Satisfactory
Indicators and Objectives	Satisfactory
Total	Highly Satisfactory

4.4. Sustainability

After the project exit, it will leave a legacy behind, which is sustainable in many aspects, due to the institutional reforms, committees and units it has created, which will be maintained, since they turned out to enhance efficiency of the project. It has also assisted in establishing the technical assistance and international affairs unit in DRC to ensure sustainability of project activities once finalized and has also created financial sustainability. The capacities it has created will also remain beyond the lifetime of the project. Furthermore, the government of Egypt and UNDP-GEF continues to support the capacity development orientation of the project and the key features of capacity development for the environment.

Overall rating: Highly satisfactory

5. Conclusions

5.1. Lessons learned

There are many lessons learnt from this project

The project realized that the engagement of the Government main departments in the project from the beginning is an added value to ensure their ownership to the project. Changes in management hamper the project progress. Accordingly, involving large number of stakeholders into the project is of value in case of management changes. These stakeholders would support the project and its activities. The project has therefore targeted the right group, when focusing on mid level staff to build their capacity and ensure that there is a good knowledge transfer from the Convention focal points to them.

The project has from the beginning has clearly recognized that it needs to harness the needs of beneficiaries to be successful and create synergies. The success of the project therefore relies mainly on the sound understanding of the user needs within this project. As for instance, the project clearly recognized, that GEF objectives would only be accepted if they are also contributing to other features of human well-being, economic growth and employment creation

Other features of the project success certainly rely on the former deep involvement of the project managers in the institutions they work in The efficiency of reorganization, the building of new units and committees would not have been possible without this prior experience and institutional knowledge.

The project has also clearly recognized that coordinated and collaborative action in relation to the conventions needs synergies, which it has tackled through the creation of units and committees which tackle common goals among the Rio Conventions such as training and education, awareness raising, information and science.

It has also clearly recognized that adequate indicator definitions are appropriate vehicles for reporting.

5.2. Recommendations

5.2.1. Knowledge Management

What should be done now is also, to identify flexible strategies for the transfer, development, deployment and use of proven technologies and providing linkages with other regional knowledge management systems.

The present knowledge management efforts like the establishment of the data base etc.. should be finalized, and in a future phase, these activities should be embedded into a broader perspective of knowledge management and also extend the data basis also to other or broader goals. As a model to be envisaged, the data base by the European Environmental Agency was mentioned, which contains about 300 million articles.

The Top management of the executing agency and project implementing partners should provide guidance to the project and open up opportunities for cooperation with other entities and institutional set up. This is applicable to the project cooperation with the national sustainable development committee in EEAA.

5.2.2. Operational Issues

The **IT Department** should also be presented in the Project Steering Committee, so that it would have better chances to illustrate their situation and viewpoints, to avoid that they are the ones to be blamed for all shortcomings.

Knowledge management indeed is an important cross-cutting issue between the three Rio conventions, and the project has achieved considerable results, in particular in regard to establishing a common indicator system and in establishing a data base.

Recommendations given were, to develop a broader view on knowledge management in future, and then adjust the data basis to these broader goals. As a model to be envisaged, the data base by the European Environmental Agency was mentioned, which contained about 300 million articles, as suggested by one of the focal points.

Future **logframes** should be better adapted to the activities conducted and scaled down. As for instance, result areas and indicators could be created on knowledge management, data bases, building of new units and committees, even ranks of EPIs could be used as indicators for project performance.

Reporting discipline in regard to EPIs, particular in times of political turmoils, could probably be improved, if all reporting is collected by one responsible persons, who then disseminates the reports to the various international institutions. This person could be the focal point of the

indicator committee, currently Dr. Gehan, who then could act also as a control or reminder instance to ensure that reports are submitted to the international organizations.

5.2.3. Future Project Phases

Contents of future knowledge management should focus on **the valuation of ecosystem services**, which will be required also within the conventions, and will also be a cross-cutting issue between them.

Low Carbon Development is another cross-cutting issue which should be focused upon in particular in regard to the following issues:

- ***Importance of continuing strengthening of the Egyptian institutional framework of CC*** and promote a real cross-sectoral approach in the management of CC. In fact, there is a still clear ***lack of coordination and capitalization of the tremendous works*** done on CC in the different concerned sectors (water, ecosystems, agriculture, energy sector, cross-section, etc.), mainly due to the weakness of the institutional framework that can mobilize resources of the other sectors around a real CC policy. For this reasons, it is recommended to support establishing the **Center of Excellence for CC (CECC)** for data and knowledge sharing. This system can be, in a second stage, extended to a regional level and networked with other centers in the region, so allowing experience exchanges on CC between the countries of the region. Also establishing a **National Committee for Science & Technology** to oversee and manage the CC issue in Egypt using the **CECC** as its **technical arm** and the National Committee for CC as **its executive arm**.
- ***Capacity building in GHG inventories development***. This will be an absolute need to set up reliable MRV system at national level but also to fulfill the new requirements towards the UNFCCC of developing the Inventory and the national communication each 2 years. This activity should have 3 main objectives : 1) develop sustainable GHG reporting system in all concerned sectors and mainly energy and industrial sectors 2) Enhance the local expertise (public and private) to be able to conduct easily the GHG inventories according to IPCC tools 3) to move up to deeper inventories methodologies and support establishing a GHG inventory for Cairo Governorate to prepare Climate Action Plan for a resilient Cairo Mega City (C40 initiative)
- ***Mitigation action planning and prioritization within low carbon development strategies (LEDS)***. This will include the development of planning tools helping the country to build and analyze GHG emission scenarios, define mitigation objective, identify and prioritize mitigation options, and develop GHG reduction scenarios. This will imply capacity building in this field and develop methodological guide to implement these new approaches. For the specific field of energy, it will be required to develop regional energy planning tools including regional energy balances development in order to prepare the territorial inventories of GHG and mitigation options.
- ***Capacity building in NAMAs and new carbon market mechanism***. In fact, Egypt has taken profit from CDM but not to the full scale, mainly because of lack of capacities in the public and private sector. To avoid this situation, it will be relevant that Egypt prepare early itself

for the new mechanisms currently under discussions, although they are still at concept stage. This will include NAMAs identification by carrying out sector's screening based on objective criteria, NAMAs formulation including cost assessment and funding source definition (unilateral, supported, crediting) and NAMAs development and implementation. The idea is to build capacities around pilot NAMAs to be developed in Egypt by the project, such as the current energy efficiency and RE large programs of Egypt (Street lighting could be appropriate choice).

- **Capacity building in MRV both on macro level and on sector & activity levels** since MRV issue is closely linked to NAMAs, where it enables following up and reporting the impact of these NAMAs on GHG emission reduction. The first level of MRV will be simply covered by the GHG inventories while it will be necessary to develop MRV at sector and activity levels for which Egypt will need also to be assisted. One of the major sectors to be subject of MRV will be the energy sector, since it covers the most important potential of mitigation.
- **Public awareness raising, information campaigns** should target in priority the decision makers and politicians in the case of Egypt, both at national and local levels (parliamentarians, local collectively elected officials, etc.), as well as the private sector, investors and bankers.
- It is highly recommended to **make twinning with RCREEE to implement the project activities on the national and regional level in the RE and EE** (roles & responsibilities could be identified through negotiations) to maximize the benefit achieved for the region,
- It is recommended also to **make twinning with CEDARE to implement the project activities on the national and regional level in the CC V&A activities including CB & training, conducting regional studies in addition to coordination with CEDARE regarding the on-going study about Transition Towards Green Economy in Egypt** (roles & responsibilities could be identified through negotiations) to maximize the benefit achieved for the region,
- **Enhance the role and capacities of NGOs** and sub-national entities. The implementation CC policy at community level will require in the active implication of NGOs and sub national actors, which need to be empowered. **It is recommended to coordinate with Small Grant Program (SGP) and department of NGOs/EEAA**

Vulnerability and Adaptation (Climate Resilience)

- **Climate and modeling data and Socio-economic data in relation to CC:** The project can provide support to improve the collection and the availability of data. On the other hand, knowing that sharing and use of data are more cultural and traditional issues, the project may just initiate a national dialogue to address these non-technical barriers.
- **Vulnerability Assessment:** The project can provide support and tools to update and deepen the current assessments of vulnerability. hotspots are water management, the system of irrigated agriculture in the Nile valley and the vulnerability of the Nile Delta to an accelerated sea level rise.
- **Adaptation to CC:** The project can provide support to the current initiatives of adaptation to CC measures. Within this framework, two options can already be

considered i) support the implementation of the national strategy of ICZM into developmental plans of the 6 governorates of the Nile Delta and ii) accompaniment of one adaptation to CC measure in the Cairo informal area (developed in the PDP/GIZ Project) to be funded by a European financial partner.

- **Access to adaptation to CC financing:** It is really a new issue and the project needs to start with information and training.
- **Level of stakeholders' awareness to adaptation to CC:** This will be discussed in coordination with the component relating to communication.

Communication:

Every citizen (rich and poor) should be involved in a shared approach leading them find a way to adapt to the changing climate conditions. Being just simple passive spectators of information campaigns is no longer enough to reach results, especially after the changes introduced by the "Arab spring".

- Younger people, the majority in these countries, want and need to interact.
- NGOs, administrators and everyone working on the territory side by side with the local populations must be informed, trained and given the adequate tools to support them in this change of mentality to cope with ongoing climate challenge.
- The most adequate tool is to reinforce the participatory approach method. There is a need to improve climate-related knowledge among local administration, national decision-makers, civil society and media.
- There is a strong need to strengthen the dialogue between the various ministries so that they can work together without losing energy.
- There is a need to increase the information level of journalists especially the younger people. There is a strong need to provide the researchers and extension staff, working with farmers and people living in informal area, with tools and methods tailored to simplify messages.
- Raising people's awareness on consequences of climate change for their livelihoods and ways on how to cope with those challenges in an adequate way.

Documents Reviewed

CB-2 (2009) Operational AWP 2009
CB-2 (2009) Operational AWP 2010
CB-2 (2009) Operational AWP 2011
CB-2 (2012) Operational AWP 2012
CB-2 (2013) Operational AWP 2013

Adham Ramadan (2009): Interim Report. Development of Environmental Indicators. November 2009

Adham Ramadan (2010): Improved Communication and Coordination Between Relevant Follow-up Departments in EEAA. MAY 2010

Ahmed O. El-Kholei (2011): Mainstreaming Global Environment in National Plans and Policies by Strengthening the Monitoring and Reporting System for Multilateral Environmental Agreements in Egypt Project. Mid-term Evaluation Report of the CB-2 Project Egypt

EEAA (2009): Inception Workshop Report. Cairo House, Jan. 27th, 2009

CIESIN (2011): Gap analysis of Global and National Environmental Performance Measurement in Egypt. Center for International Earth Science Information Network (CIESIN). The Earth Institute at Columbia University, February 7th, 2011

CB-2 Project (2011): Development of Environmental Indicators

CB-2 Project (2009): Stakeholders Workshop

EEAA (2011): Egypt State of the Environment Report 2012

EEAA (2010): Egypt State of the Environment 2011

EEAA (2005) Egypt Second National Communication under the UNFCCC

Fouda, Moustapha, Government of Egypt (2002): Second National Report to the CBD

EGYPT NATIONAL CAPACITY SELF ASSESSMENT (NCSA). "NATIONAL STRATEGY AND ACTION PLAN FOR CAPACITY DEVELOPMENT" December 2007

Hoda Sabry, ed. By EEAA (2009): A PROPOSED COORDINATION MECHANISM FOR THE THREE RIO CONVENTIONS. Consultancy Report (August 2009)

Medhat Mostafa (2009): Multilateral Environmental Agreements Information System (MEAIS). Detailed Analysis Report

MEAIS Development Team (2009): Gap analysis Report. Multilateral Environmental Agreements Information System

Ossama Salem (2010): A Study prepared for the project entitled: Strengthening Monitoring and Reporting Systems of the Multi-lateral Environmental Agreements. January 2010

PIR 2011

PIR 2012

PIR 2013

Resources for Development Center (2009): Consultative Assignments to CB2/GEF/UNDP (2010): Assignment # 02: The establishment of strategic planning and International Affairs unit in the Desert Research Center (DRC) – Ministry of Agriculture:

Resources for Development Center (2009): Consultative Assignments to CB2/GEF/UNDP
CB2 Project: Progress Report- 2

Screens. Documentary of Oracle Screens in the Project

SWOT Analysis Output on the ITCU

Yale University (2012): Environmental Performance Index. Rankings.

<http://epi.yale.edu/epi2012/rankings>

Government of Egypt, Desert Research Center, Hegazi A.M., Afifi, M.Y., El Shorbagy M.A., Elam, A.A., El-Demerdashe, S. (2005): Egyptian National Action Program To Combat Desertification

<http://www.unccd.int/ActionProgrammes/egypt-eng2005.pdf>

Training Materials

Abeer Shakweer: Logframe Science and Technology Fund

Hani Ibrahim: Writing Effective Proposals

Hani Ibrahim: Logframe

Hani Ibrahim: CC-DD Project Budget

Hani Ibrahim: CC-DD Liquidity Plan

Tentative Agenda

Final Term Evaluation mission 15 -19 Sept. 2013

<u>Ser.</u>	<u>Date</u>	<u>Interviewer</u>	<u>Timing</u>	<u>Place</u>	<u>Notes</u>
1	Sunday 15/9/2013	Mr. Tarek Salah CB2 project Manager	09:00 am – 04:00 pm	CB2 Premises Maadi	Confirmed
2	Monday 16/9/2013	Eng. Kamal Talaat Eng. Khalid Omran Ms. Omayma mohamed Central Dept. for Information Systems	10:00 am – 12:00 pm	EEAA Premises Maadi	Confirmed
3	16/09/2013	Dr. Mostafa Fouda UNCBD Focal Point	12:00 pm – 02:00 pm	EEAA Premises Maadi	Confirmed
4	Tuesday 17/09/2013	Dr. Mohamed Bayoumi UNDP Project Officer	09:00 am – 10:00 am	UNDP Premises Heliopolis	Confirmed
5	17/09/2013	Dr. Ahmed Ibrahim Dr. Mohamed Draz Desert Research Center "DRC"/ UNCCD Focal Point	10:30 am – 01:30 pm	DRC Premises EI Matarya	Confirmed
6	Wednesday 18/09/2013	Dr. Gehan El Sakka Environmental Performance Indicator Unit	10:00 am – 11:00 am	EEAA Premises Maadi	Confirmed
7	18/09/2013	Ms. Samah Saleh Planning & Follow – Up Dept.	11:00 am – 12:00 pm	EEAA Premises Maadi	Confirmed
8		Dr. Attwa Hussein Sustainable Development Technical Secretariat	12:30 pm – 01:30 pm	Cairo House EI Fostat	<u>TBC</u>
9	18/09/2013	Dr. Fatma Abou Shouk EEAA / CEO Project National Director GEF Operational Focal Point	02:00 pm – 03:00 pm	EEAA Premises Maadi	Confirmed
10	Thursday 19/09/2013	Dr. Sayed Sabri Mr. Hesham Essa UNFCCC Focal Point	10:00 am – 12:00 pm	EEAA Premises Maadi	Confirmed
11	19/09/2013	Ms. Hoda Omar GEF Unit	12:00 pm – 01:00 pm	EEAA Premises Maadi	Confirmed
12	19/09/2013	Dr. Mostafa Kamal Tolba Former Head of UNEP Head of GEF National Steering Committee	04:30 pm – 5:30 pm	EI Dokki	Confirmed

Timetable of the Consultancy

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Activity	Timeframe and responsible party
Desk review	September 5 and September 8
Arrival Date in Cairo from Niamey	14/09/2013
Visits to the Field	15/ 09 / 2013 – 19 / 09 / 2013
Departure date from Cairo to Addis	21/09/2013
Writing draft report	September 20, 22, September 27 – 30, October 7, 8
Finalization of the evaluation report (incorporating comments received on first draft)	November 23, 24

Terms of Reference for Final Evaluation

Mainstreaming Global Environment in national plans and policies by strengthening the monitoring and reporting system for Multilateral Environmental Agreements in Egypt Project

6. INTRODUCTION

The aim of this project is to strengthen monitoring activities for Multilateral Environmental Agreements (MEAs) in Egypt by : 1) improving of data management (including acquisition, processing, exchange and utilization); 2) delineating the monitoring and reporting roles and responsibilities of different concerned entities; 3) ensuring the financial sustainability for environmental monitoring, evaluation and reporting. This project will focus on the three Rio conventions (UNCBD, UNFCCC and UNCCD) in coordination with the overall environmental monitoring and reporting mechanisms in Egypt

The UNDP-GEF project was launched late in 2008 with total GEF budget of US\$ 500,000 and was extended for two years following the recommendation of the Mid Term Evaluation. The project is implemented by Egyptian Environmental Affairs Agency (EEAA).

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

The objective of this consultancy is to carry out a final project evaluation in accordance with UNDP/GEF M&E policies and procedures, which stipulates that all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

II. OBJECTIVES OF THE EVALUATION

As an integral part of the project implementation cycle, UNDP has initiated a final evaluation that will analyze the achievements of the project against its original objectives while providing donors, government and project partners with an independent review of project final outputs. The evaluation will review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability. The evaluation will identify factors that have facilitated and/or impeded the achievement of objectives and should result in recommendations and lessons learned that will help in re-orienting and re-prioritizing project activities and managerial arrangements as needed.

III. PRODUCTS EXPECTED FROM THE EVALUATION

The main product of the final evaluation is expected to be a comprehensive report. The final evaluation should provide **an overall rating** of achievement of the project's objectives. The final evaluation will be structured according to the following outline, as detailed in Section VII:

1. Executive summary
2. Introduction
3. The project(s) and its development context
4. Findings and Conclusions
 - 4.1 Project formulation
 - 4.2 Implementation
 - 4.3 Results
5. Recommendations
6. Lessons learned
7. Annexes

The final evaluation report should not exceed 50 pages excluding annexes and will be submitted to UNDP Egypt, two weeks after the end of the mission. The report will be circulated for two weeks to the government counterparts and project management unit to verify factual statements. Meanwhile any discrepancies between the impressions and findings of the evaluation team and the aforementioned parties these should be explained in an annex attached to the final report.

IV. METHODOLOGY OR EVALUATION APPROACH

The evaluation will be based on information obtained from reviewing documents such as the project document, project brief, quarterly progress reports, Annual Project Reports (APR), Project Implementation Reports (PIR), Project Technical Reports, Midterm Evaluation and minutes from relevant meetings. The mission should also rely on information gathered through field visits, and interviews with target beneficiaries and project staff including government officials, and/or consultants. Interviews should include different departments of Egyptian

Environmental Affairs Agency (EEAA), Desert Research Center, the three Rio Convention Focal Points and UNDP. The methodology that will be used by the evaluator should be presented in the report in detail. It shall include scrupulous information on documentation review, interviews held; field visits; participatory techniques and other approaches for the gathering and analysis of data.

V. EVALUATION TEAM

The final evaluation will be carried out by an independent international consultant that has not participated in the project preparation and/or implementation and does not have any conflict of interest with project related activities. The expert will be responsible for conducting a mission to Egypt to meet with the stakeholders, and will be responsible for drafting and finalizing the report. If deemed necessary, a national consultant could be recruited to support the independent international consultant in his/her assignment

The appropriate evaluator for this assignment will have the following qualities:

- Recognized experience in sustainable Development coupled with comprehensive knowledge on the three Rio Conventions
- Competence in Adaptive Management, as applied to conservation, climate change and combating desertification projects
- Experience with multilateral or bilateral supported sustainable development projects.
- Recent experience with result-based management evaluation methodologies
- Experience applying participatory monitoring approaches
- Experience applying SMART indicators and reconstructing or validating baseline scenarios
- Recent knowledge of the GEF Monitoring and Evaluation Policy
- Recent knowledge of UNDP's results-based evaluation policies and procedures
- Previous involvement and understanding of UNDP and GEF procedures is an advantage and extensive international experience in the fields of project formulation, execution, and evaluation is required; experience in science to policy linkages would be welcome.
- Advanced university degree in environmental and natural resources related field, with at least 10 years of national and international experience in the field.
- Preferable familiar with work on sustainable development in Egypt or the region
- Fluency in English and possess strong technical writing and analytical skills coupled with relevant experience in results-based monitoring and evaluation techniques.

VI. IMPLEMENTATION ARRANGEMENTS

Management Arrangements:

The principal responsibility for managing this evaluation lies with UNDP-Egypt. The UNDP Egypt Country Office is the main operational point for the evaluation and will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field visits and co-ordinate with EEAA and other counterparts. UNDP-Egypt will contract the evaluator and ensure the timely provision of DSA and travel arrangements within the country for the evaluator.

Although the final report must be cleared and accepted by UNDP before being made public, the UNDP Evaluation Policy clearly states that the evaluation function should be structurally independent from operational management and decision-making functions in the organization. The evaluator will be free from undue influence and has full authority to submit reports directly to appropriate levels of decision-making. UNDP management will not impose restrictions on the scope, content, comments and recommendations of evaluation reports. In the case of unresolved

difference of opinion between any of the parties, UNDP may request the evaluation team to set out the differences in an annex to the final report.

Time Frame:

The consultancy will be for 6 weeks including an estimate of 17 working days and the activities and timeframe are broken down as follows:

Activity	Timeframe and responsible party
Desk review	4 working days
Visits to the Field	5 working days
Writing draft report	5 working days
Finalization of the evaluation report (incorporating comments received on first draft)	3 working days

The time frame above does not include two weeks of unpaid time, during which UNDP Egypt will analyze, provide comments and share the draft report with different stakeholders. This slot falls between the writing of the draft report and finalization of the evaluation report. The consultant is expected to send the draft evaluation report two weeks after the end of the mission.

Resources and Logistical Support Required:

It is expected that at least one senior member of the project will accompany the evaluator during the visits in order to facilitate and provide clarifications, as needed by the evaluator.

VII. SCOPE OF THE EVALUATION- SPECIFIC ISSUES TO BE ADDRESSED

The scope of evaluation includes 2 principal components:

- ❑ Analysis of the attainment of global environment objectives, outcomes, impacts, project objectives and delivery and completion of project outputs (based on indicators);
- ❑ Evaluation of project achievements according to GEF Project Review Criteria:
 - Implementation approach;
 - Country ownership/drive;
 - Stakeholder participation/Public involvement;
 - Sustainability;
 - Replication approach;
 - Financial planning;
 - Cost-effectiveness;
 - Monitoring and evaluation
 - Ancillary impacts like gender disaggregation, conflict sensitive programming, poverty reduction

An annex providing more detailed guidance on terminology and the GEF Project review Criteria is an integral part of this ToRs and is provided in Annex 1.

Please note that some of the categories in the findings and conclusions need to be rated in conformity with the GEF guidelines for final evaluations.

The outline of the evaluation report should be as follows:

1. Executive summary

Brief description of project
Context and purpose of the evaluation
Main conclusions, recommendations and lessons learned

2. Introduction

Purpose of the evaluation
Key issues addressed
Methodology of the evaluation
Structure of the evaluation

3. The project(s) and its development context

Project start and its duration
Problems that the project seek to address
Immediate and development objectives of the project
Main stakeholders
Results expected

4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory

4.1 Project Formulation

Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.

Country-ownership/Drive Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.

Stakeholder participation (R) Assess information dissemination, consultation, and “stakeholder” participation in design stages.

Replication approach Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).

Other aspects to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2. Project Implementation

Implementation Approach (R) This should include assessments of the following aspects:

(i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.

(ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.

(iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.

(iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.

(v) Technical capacities associated with the project and their role in project development, management and achievements.

Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

(i) The production and dissemination of information generated by the project.

(ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.

(iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.

(iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

Financial Planning: Including an assessment of:

(i) The actual project cost by objectives, outputs, activities

(ii) The cost-effectiveness of achievements

(iii) Financial management (including disbursement issues)

(iv) Co-financing ¹

¹ Please see guidelines at the end of Annex 1 of these TORs for reporting of co-financing

Sustainability Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

Execution and implementation modalities This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GoE and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

4.3. Results

Attainment of Outcomes/ Achievement of objectives (R): Including a description *and rating* of the extent to which the project's objectives (environmental and developmental) were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the following:

Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end.

Contribution to upgrading skills of the national staff

5. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project
Actions to follow up or reinforce initial benefits from the project
Proposals for future directions underlining main objectives

6. Lessons learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

Evaluation TORs
Itinerary
List of persons interviewed
Summary of field visits, if any
List of documents reviewed
Questionnaire used and summary of results
Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

VIII. TERMS OF REFERENCE ANNEXES

- Annex 1: List of Documents to be reviewed by the evaluators
Annex 2: Terminology in the GEF Guidelines to Terminal Evaluations

Annex 1: List of Documents to be reviewed by the evaluators

The following documents are essential reading for the evaluators:

- Project Document and any revisions
- Websites:
 - www.undp.org.eg
 - www.eeaa.gov.eg
 - www.undp.org/gef/05/monitoring/policies.html

- Project operational guidelines, manuals and systems
- Midterm Evaluation
- Minutes of Steering Committee and other project management meetings.
- Combined Delivery Report
- Atlas Reports (such as the AWP and Project Budget Balance report)
- Project Implementation Reviews
- Inception Report
- Other products and reports produced by the Project

