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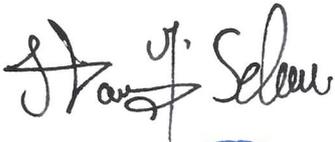
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## Project Document Financed by the GEF Trust Fund and Implemented Nationally

<b>Project title:</b> Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions	
<b>Country:</b> Egypt	<b>Implementing Partner:</b> Ministry of Environment (MoE)/ Egyptian Environmental Affairs Agency (EEAA)
<b>Management Arrangements:</b> National Implementation Modality (NIM)	
<b>UNDAF/Country Programme Outcome:</b> Project aligned with two outcomes under one of the five UNDAF priority programme areas: <i>“Environmental Sustainability and Natural Resource Management”</i> : <ul style="list-style-type: none"> <li>• UNDAF Outcome 5.2: The Government of Egypt, private sector and civil society have complied with Multilateral Environmental Agreements ratified by the Egyptian State, adopted policies, and implemented operational measures towards a green and sustainable economy and society including, EE, RE, low carbon cleaner technologies, SWM, POPs, ODS, and Carbon Finance Mechanisms.</li> <li>• UNDAF Outcome 5.3: The Government of Egypt and local communities have strengthened mechanisms for the sustainable management of, and access to, natural resources such as land, water and ecosystems.</li> </ul>	
<b>UNDP Strategic Plan Output</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor	
<b>UNDP Social and Environmental Screening Category:</b> Low Risk	<b>UNDP Gender Marker:</b> GEN-2
<b>Atlas Project ID/Award ID number:</b> 00091903	<b>Atlas Output ID/Project ID number:</b> 00096879
<b>UNDP-GEF PIMS ID number:</b> 5498	<b>GEF ID number:</b> 9334
<b>Planned start date:</b> December 1, 2017	<b>Planned end date:</b> November 31, 2021
<b>LPAC date:</b> 25 September 2017	
<b>Brief project description:</b> This project will address the critical priority capacity needs to increase the participation of stakeholders in implementing MEAs’ obligations committed by the government of Egypt. These barriers were identified during the NCSA process conducted in 2005-2007 and confirmed subsequently by the assessment conducted during the formulation of the <i>“Sustainable Development Strategy: Egypt Vision 2030”</i> . The project is in line with the GEF-6 CCCD 2nd objective which aims: <i>“to strengthen consultative and management structures and mechanisms”</i> . By developing the capacity of government entities and increasing the public participation in implementing MEAs, the project will address challenges facing the decision and policy making . It will develop the capacity of stakeholders to better use environmental information for better decision/policy making, including strengthening consultative mechanisms from the local level (e.g., private sector round-tables and local community and village meetings) to the national level (technical committees). The objective of the project is <i>“to strengthen the participation of Stakeholders in the implementation of MEAs in Egypt”</i> . The project will engage a large number of government officials, universities and registered NGOs to	

Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits. Overall, the project will achieve its objective by strengthening capacities at the systemic, organizational, and individual level, each of which will be targeted to strengthen Egypt's efforts to mainstream global environmental priorities into the planning and management frameworks for preserving and conserving the environment. Under the first outcome, activities will focus on strengthening the institutional capacities and policy framework for state and non-state actors to better formulate plans for the implementation of MEAs, seeking a greater participation of stakeholders. Under the second outcome, the project will focus on engaging large number of stakeholders to gain awareness of MEAs, as well as understanding the overall benefits of proper management of the global environment and its linkages to national environmental challenges. Finally, under the third outcome, the knowledge produced by the project will be properly documented and disseminated through Egypt and in the region, encouraging regional cooperation and knowledge exchanges.

<b>FINANCING PLAN</b>	
GEF Trust Fund	USD 991,000
<b>(1) Total Budget administered by UNDP</b>	<b>USD 991,000</b>
<b>PARALLEL CO-FINANCING</b> <i>(all other co-financing that is not cash co-financing administered by UNDP)</i>	
Government of Egypt/UNDP in-kind	USD 500,000
Government of Egypt in-kind	USD 50,000
The American University in Cairo (AUC) in-kind	EUR 497,000/USD 534,000
<b>(2) Total co-financing</b>	<b>USD 1,084,000</b>
<b>(3) Grand-Total Project Financing (1) +(2)</b>	<b>USD 2,075,000</b>

<b>SIGNATURES</b>		
<b>H.E. Ambassador Hany Selim,</b> Assistant Minister of Foreign Affairs and Director of the Department for International Cooperation for Development, Ministry of Foreign Affairs <b>Signature:</b>	<b>Agreed by Government</b> 	<b>Date:</b>
<b>Dr. Mohamed Salah</b> Chief Executive Officer Egyptian Environmental Affairs Agency Ministry of Environment <b>Signature:</b>	<b>Agreed by Implementing Partner</b>   4/9/18	<b>Date:</b>
<b>Ms. Randa Aboul-Hosn</b> Country Director, United Nations Development Programme, Egypt <b>Signature:</b>	<b>Agreed by UNDP</b>   4-Sep-18	<b>Date:</b>

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## II. DEVELOPMENT CHALLENGE

1. Egypt is bordering on the Mediterranean Sea to the north, Libya to the west, the Red Sea to the east, and Sudan to the south with an area of 1,001,450 square kilometers (386,659 square miles) and a coastline of 2,450 kilometers (1,522 miles). Egypt can be distinguished into four main geographic regions; Nile Valley and Delta, Sinai Peninsula, Eastern Desert and Western Desert. Egypt is a lower middle income country with an increasing rate of GDP growth (from 2.3% in 2012). Its population is the largest in the Arab countries, with 35 % below age 14 and just 4 % older than 65. Almost 50 % of the population is below 20 years of age and 18% percent between 15 and 24, presenting a real challenge to government in creating job opportunities.

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

### ***Environmental Challenges***

3. A population growth rate of 2%, with more than 90% of the population living on 10% of the land, puts considerable pressure on the country's resources, including energy, agriculture, water and the environment, and threatens to reduce the quality of health, education and other services. According to Egypt's National Environmental Action Plan (2002-2017), environmental quality is a prime concern to sustain its development. Major environmental issues and concerns that challenge Egypt today include: limited natural fresh water resources, mainly coming from the Nile; desertification manifested by the loss of soil productivity and sacrificing agricultural land to the sprawl of human settlements; deterioration of coral reefs, beaches, and marine habitats because of marine pollution; air pollution in major cities; and solid waste generated from human settlements.

4. Climate change is a major threat to the development prospects of the country. Rising sea levels pose the threat of severe flooding in the low-lying delta, which is an important and densely populated and agricultural center. Climate change effects such as desertification, drought and changing weather patterns will potentially have severe consequences for a country that is dependent on the Nile for 95% of its water resources.

5. Scarcity of fresh water resources and protecting them from pollution and wasteful uses is an environmental issue that concerns all Egyptians and threatens the sustainability of the development of Egypt. As the population grows, and the economy expands holding the amount of water constant, the problem of fresh water availability intensifies. Protecting this limited amount of fresh water is crucial to sustain the development of the nation as well as addressing the lack of proper sanitation schemes in some human settlements.

6. Air pollution affects major urban settlements, such as Cairo but also more and more rural areas as well. The low quality of air results from several sources, including: inferior industrial production techniques that are not energy efficient and are not environmentally sound; informal activities within human settlements, such as smelters and solid waste dump sites; mobile sources on congested roads; and other natural environmental hazards, such as dust and seasonal sand storms. The negative effect of substandard air quality affects the health and causes losses to materials and monuments.

7. The limited availability of cultivated land to meet the needs of a growing population is another issue that threatens the development of Egypt, including regional disparities and urban primacy.

8. Desertification is another environmental issue that challenges the sustainability of the development of Egypt. The country is directly affected by drought and desertification as 86% of its land lies entirely in hyper arid and 14% in arid climatic conditions; desertification is eroding acres of soil capable of growing food. Desertification results from a combination of the inherent fragility of the ecosystem and excessive use that is beyond the productive capacity of the ecosystem. Egypt faces various forms of desertification such as degradation of irrigated farmland and rain-fed farmland.

9. Egypt is very rich with marine habitats. Pollution and erosion of coastal ecosystems are among problems facing the marine environment with sources of pollution including land-based sources such as harbors, tourism development, etc.

10. Solid waste includes municipal solid waste (MSW), agricultural waste and residues from dredging of waterways, industrial waste, construction and demolition waste and hazardous wastes, including hospital wastes. The accumulated piles of wastes and inefficiency of waste collection and transportation, treatment and disposal has been an issue in Egypt.

11. Egypt has a rich natural heritage, having many rare species and unique habitats as well as coastal and marine resources. Biodiversity is of great value to the national economy; however, Egypt is experiencing a loss of its biological diversity. The root causes for biodiversity degradation include high population growth, a tendency to regard biodiversity problems as less important than other social, economic and environmental problems, lack of public awareness regarding the importance of conserving biodiversity and limited national capacities to tackle the complicated nature of biodiversity related issues in this field.

12. Finally, biosafety and biotechnology are among emerging environmental issues in Egypt and are associated with specific risks.

### ***Government Response***

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

carrying capacity of these ecosystems through the development of national capacities to maintain and sustain such services.

14. In 2001, the government of Egypt formulated its “**National Environmental Action Plan 2002/17**”. It represented Egypt’s agenda for environmental actions for the past fifteen years. It complemented and integrated with sectoral plans for economic growth and social development. NEAP was the basis for the development of local environmental initiatives, actions and activities. It was designed to be the framework that coordinated environmental activities in support of the sustainable development of Egypt.

15. Since 2004, Egypt has been monitoring the state of its environment and has produced yearly “**Egypt State of the Environment Report**”. They report yearly the state of the environment per sector, the risks and initiatives addressing the negative trends. Over the last two years and since the support provided by the first GEF funded CCCD (CB2) project, these reports started to include reporting on MEAs. However, there is still some gaps that need to be addressed such as linking the Rio conventions together, ensure sustainable development is part of the report and most important allow wider stakeholder participation in the preparation of these reports and the dissemination of information.

16. From 2005 to 2007, the Egyptian Environmental Affairs Agency (EEAA), with the financial support of the Global Environment Facility (GEF), led a process to conduct a “**National Capacity Self-Assessment (NCSA 2007)**”. This process included a stocktaking exercise, thematic assessments (climate change, biodiversity and land degradation), crosscutting assessments, capacity gaps prioritization and an action plan to address the capacity needs.

17. In 2006, the Ministry of Environment - through a Prime Ministerial Decree - established and operationalized a national sustainable development committee, including all line ministries, to mainstream sustainable development in development plans. This included the establishment of sustainable development units in sectoral ministries and in close coordination with the Ministry of Planning, the allocation of appropriate financial resources for mainstreaming sustainable development in sectoral plans. In the meantime, it is recognized that cross-coordination among line ministries in their efforts to achieve sustainable development needs to be strengthened and the current governance structure will not produce an integrated multi-sectoral policy that would ensure economic development, social inclusion and environmental sustainability with full involvement of the public. There is a need to support the government efforts to enhance its organizational structure to catalyze multi sectoral environmental policies and also engaging the public through mainstreaming of MEAs in education.

18. In January 2014, a new Constitution for Egypt was passed in a national referendum. It provides a policy framework for a new economic system to achieve sustainable development and social equity. Article 46 of the new Constitution clearly states that every Egyptian has the right to a healthy and safe environment, that the protection of the environment is a national duty, and that the country has the obligation to take the necessary measures to protect the environment and ensure that it is not negatively affected.

19. More recently, in 2016, Egypt promulgated its “**Sustainable Development Strategy: Egypt Vision 2030**” (SDS). It has been prepared with an extended participation of civil society, private sector, government entities as well as the support from international development partners. Its targets are also consistent and coherent with the universal targets of the United Nations (SDGs). The strategy, which includes the three dimensions of sustainable development (economic, social and environment), includes

an extensive review of challenges hampering development. Among these are the scarcity of natural resources such as energy, land and water in addition to environmental degradation.

20. The environment pillar in the SDS has two strategic objectives to which the proposed project would support. The first strategic objective relates to the sustainable management of the natural resources and the second objective is *“Egypt meets its international and regional obligations for environmental conventions and develops the necessary mechanisms, while ensuring their consistency with local policies”*; the project is particularly well aligned to this objective. Through this, the Government will ensure the rational and efficient use of natural resources in a manner that achieves sustainable development, while taking into account the rights of future generations to these resources. Such regulatory framework provides a start of an enabling environment to an efficient environmental management system and effective public participation.

21. The Government of Egypt has been implementing a number of projects in the areas of biodiversity, climate change and land degradation to support ecosystem services. Those projects tend to build the capacity of its relevant staff on various applied conservations. However, there is limited involvement of the general public where their livelihood depends on ecosystem services, and there is no awareness on the synergies among the conventions specific projects and their relevance to the public's livelihood. As a result, the benefits of those projects end once the funds end with little impact on stakeholders and beneficiaries. The limited involvement of the public, especially the youth and women, is due to the weak mainstreaming of the Multilateral Environmental Agreements (MEAs) in the educational system that should raise public awareness.

22. The Ministry of Environment has provided sustainable development training courses to all line Ministries to ensure integration among their work for the successful implementation of the SDS 2030. The focus was to ensure that the concept of sustainable management of natural resources is well streamlined within the work of line ministries. In addition, the training also focused on linkages between Sustainable development and MEAs with emphasis on Rio conventions. It is critical, before ensuring wider public participation in the Rio conventions and how it affects their livelihood, to ensure that government officials are knowledgeable on the Rio conventions, their obligations, the synergies among them and their relations with a sustainable development path.

### ***Barriers / Capacity Gaps***

23. The assessments conducted for the *“2007 NCSA”* identified capacity constraints preventing government institutions to address the above challenges. Following an analysis of these constraints, several cross-cutting capacity gaps emerged from this process. They particularly included three capacity gaps that will be directly addressed by the project:

- ***Public Participation***: Lack of awareness of the community, particularly in rural population, and lack of mechanisms for enhancing citizen's participation in community decision making and for fostering and institutionalizing local resource generation. The capacities of local communities to address issues of biodiversity, desertification and climate change need to be developed in relation with sustainable development.
- ***Public Education***: Relevant educational and training programs pertaining to natural resources, management and conservation needs to be developed, and there is a lack of long term programs for awareness and education. The existing educational system in environmental sciences and natural sciences does not adequately address scientific and practical linkages

between biodiversity, desertification and climate change, and the overall natural environment and how these aspects link up to social aspects and livelihood approach. Subjects related to the conventions should be integrated in educational programs and curricula to ensure a sustainable flow of education packages for environmental management.

- **Training Programmes:** Training courses and programs dealing with the concepts of the MEAs are generally limited. Environmental and technical training packages developed by and for national institutions should include linkages and synergies between the conventions. Programs must be developed to utilize existing national and regional specialized centers to provide courses in technical areas relevant to the implementation of global conventions in Egypt.

24. Under the Ninth Pillar: Environment of the “*Sustainable Development Strategy: Egypt Vision 2030*” challenges were identified and used to develop the strategic vision and objectives for the environment to 2030<sup>1</sup>. They include several key barriers that will be directly addressed by the project:

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

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

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### III. STRATEGY

26. As described in the PIF, this project responds specifically to cross-cutting capacity development obligations called for under MEAs. The proposed project aims to integrate environmental sustainability into key development sectors by focusing on strengthening public participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs. It is in line with the GEF-6 CCCD 2nd objective which aims: “*to strengthen consultative and management structures and mechanisms*”. By developing the capacity of government entities and increasing the public participation in implementing MEAs, the project will address some critical decision- and policy-making gaps. It will develop the capacity of stakeholders to better use environmental information for better decision/policy making, including strengthening consultative mechanisms from

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<sup>1</sup>Ministry of Planning, Monitoring and Administrative Reform, *Sustainable Development Strategy: Egypt’s Vision 2030, Environmental Dimension – Ninth Pillar: Environment, Challenges of Environment*.

the local level (e.g., private sector round-tables and local community and village meetings) to the national level (technical committees and focused working groups).

27. Overall, the project will improve the linkages between the international obligations committed by Egypt through MEAs and the sectoral development policies and planning in place in Egypt. It is the case, for instance, with the Department of Public Awareness and Communication in Ministry of Environment, which does not consider MEAs as part of their daily mandate but rather deals with it on ad-hoc basis based on the need of other sectoral department mainly biodiversity and climate change. Similarly, the Desert Research Center views public participation only within the community participation process of specific valley projects but no linkages with other MEAs are provided nor does it enlarge the network of stakeholder to participate in this process. The Ministry of Planning is responsible for preparing the National Sustainable Development Strategy 2030 as well as its implementation, while it has limited capacity to understand MEAs, the role of public participation and methodologies for involvement of the public.

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

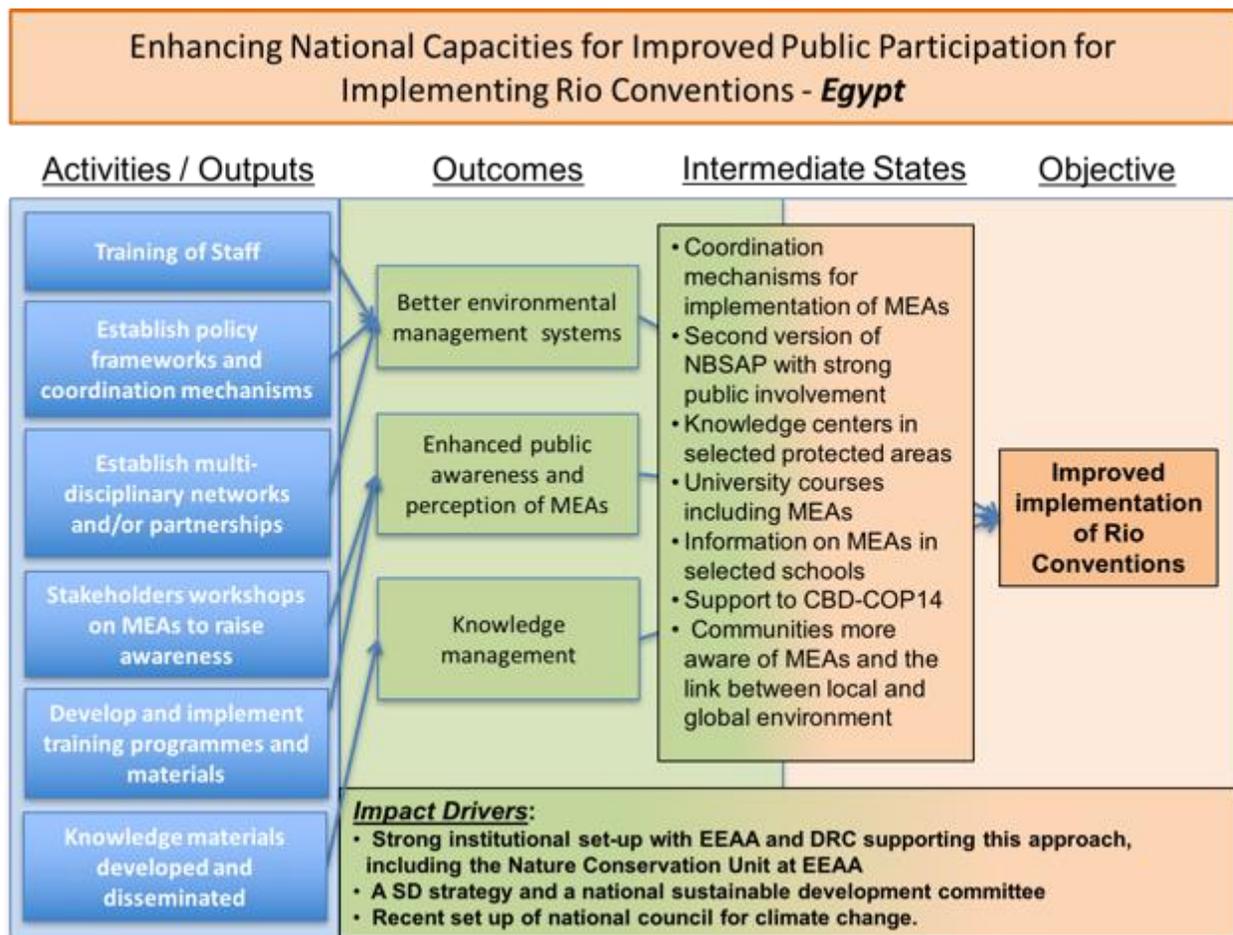
29. Such a project is vital to enlarge the number - and developed their capacities - of stakeholders involved in the implementation of MEAs in Egypt. It goes beyond the regular government staff to a broader involvement of the public, including the youth in universities, and local communities in selected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

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

31. The proposed project will build upon the national coordination mechanism established during the first CCCD/CB2 project (2008-2011) and will work closely with the GEF unit in EEAA and the Planning and Technical Support Unit in the Desert Research Center (DRC) to outreach large number of related national environment initiatives. Additionally, the project will support the Designated National

Authority for the Green Climate Fund in the Ministry of Environment and will advocate for mainstreaming land degradation and biodiversity conservation into climate change projects as relevant.

32. As presented in the figure below summarizing the impact pathway of the project, it is about increasing the participation of stakeholders in implementing MEAs' obligations committed by the government of Egypt. It will focus most of its resources in addressing several key barriers identified in the "Sustainable Development Strategy: Egypt Vision 2030", including the failure to adopt an integrated and participatory approach that ensures integration of social and environmental dimensions into the economic dimension; the lack of integration of civil society into the efforts of protecting biological diversity; the poor community participation in preserving the environment and inadequate environmental awareness and the fact that multiple agencies are responsible for the implementation of plans without proper coordination. As described in section 2 above, without effective public participation - especially among youth, media and vulnerable groups - there will be little impact on the attitude and behavior of future generations towards global environmental issues; it will also hinder the success of the government to fulfill its commitments, including its international commitments through MEAs.



**Figure 1: Project Impact Pathway**

33. According to the "2007 NCSA", several key capacity constraints were hampering the implementation of MEAs in Egypt. Among these constraints three will be directly addressed by this

project: increase stakeholder participation in the management of the environment; develop environmental education programmes to raise the awareness of state and non-state stakeholders; and develop relevant training programmes targeting state and non-state actors involved in preserving and protecting the environment, including planning activities.

34. Under the leadership of the EEAA – including its Nature Conservation Unit - and the DRC, project resources will be allocated to strengthen the participation of state and non-state stakeholders in implementing and mainstreaming MEAs in Egypt. The interventions of the project will be conducted in close collaboration with existing strategies, plans, programmes and projects. It includes the National Strategy and Action Plan for Biodiversity Conservation (NBSAP 1998), which aims at establishing a sound basis for the sustainable development of natural resources. It includes one prioritized issue that is the need for institutional development, capacity-building, partnership-building, outreach, securing sustainable financing of projects from donor states and organizations. The project will directly address this issue. The project will also support the work of the Biodiversity National steering committee that is currently formulating the second version of NBSAP.

35. By raising public awareness and participation in the management of the environment, the project will also contribute to the implementation of the Egyptian National Action Program to Combat Desertification (2005). It will also be a response to the need for of greater public participation in tackling climate change as identified in the Second National Communication and in the National Environmental, Economic and Development Study (NEEDS) for Climate Change (2010).

36. The involvement of the public in government programs through various types of partnership will leverage funds and capacities for better management of the global environment. Moreover, the project will work closely with the recent institutional setup of the national council for climate change to ensure that other MEAs are integrated in the development of policies that fulfills the obligations of these MEAs. Once this is achieved, the national funding will be targeted for MEAs rather than only towards climate change.

37. The formulation of the proposed project will build on and includes lessons learned from other related initiatives focusing on improving the implementation of MEAs such as the development of action plans for a number of protected areas financed by the governments of Egypt and Italy; the GEF/UNDP Conservation of Medicinal plants project, which focused on local community participation in conservation of natural resources; and the development of regulatory measures to foster energy efficiency and renewable energy technologies in the Egyptian market with the support of several donors such as the EU, GIZ, World Bank, and UNIDO, which are investing in the energy sector in Egypt aiming to introduce innovative cost effective mechanisms for energy efficiency and renewable energy. Several projects implemented by the Desert Research Center seeks to improve land resources through the involvement of local communities. It includes the support of the EU that is currently funding the Resource Matrouh project, which seeks to involve communities in conservation method. The EU has also been supporting a number of initiatives to raise awareness on sustainable development among schools – coordinated with the Ministry of Education - such as training teachers to mainstream sustainable development in primary and preparatory education. Finally, the project will also benefit from the experience of the Egyptian Sustainable Development Forum (ESDF), which is a NGO-led initiative that aims to provide policy platform through multi-stakeholder participation. The proposed project will build upon all those initiatives to ensure a holistic comprehensive stakeholders participation in the implementation of MEAs.

38. All those projects include components to develop national capacities in their respective thematic areas. Yet there is a need to ensure the linkages between those projects – often targeting the implementation of one MEA - and all MEAs. This is the main innovation of this project. The project is to strengthen the participation of stakeholders and the coordination among all state and non-state actors at the junction between these thematically-based initiatives and the national environmental management instruments in place in Egypt. It is a crosscutting approach recognizing that for a sustainable preservation and conservation of the environment, it is necessary to address crosscutting capacity gaps. By addressing the existing capacity constraints, it is anticipated that the implementation of MEAs in Egypt will be less treated as “externalities” and more integrated in the national environmental management instruments with ultimately a more sustainable management of the environment in Egypt and the contribution to global environment benefits.

39. The project will also benefit from the recent international leadership of Egypt. Until 2017, Egypt has been leading the African continent through its presidency of the African Ministerial conference on Environment (AMCEN) and the committee of the African Heads of States for Africa (CAHSOCC). This experience has boosted the country's political commitment to climate change and as a result, the Prime Minister established a national council for climate change headed by the Minister of Environment and with the participation of all relevant line ministries and NGOs. It is a coordination mechanism that the project will interact with during its implementation.

40. By end of 2016, Egypt - representing Africa - was nominated to host the UNCBD/COP14 expected to take place in 2018. There is a need to lay a strong public awareness campaign and participation to understand the importance of natural resources management, the convention of biological diversity and its relation to other two Rio conventions: UNFCCC and UNCCD. The timing of the proposed project is in line with this international conference that makes it critical to have more wider impact not only at the national level but at the regional level where Africa stands for biodiversity related issues.

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#### **IV. RESULTS AND PARTNERSHIPS**

##### **i. Expected Results:**

41. As per the strategy described above, a project has been designed over a period of 4 years in consultation with key stakeholders. A set of expected results has been identified (see the Project Results Framework in Section VI) and is described below. This project will address the critical priority capacity needs to increase the participation of stakeholders in implementing MEAs’ obligations committed by the government of Egypt. This is a timely response to address this need. It was identified during the NCSA process conducted in 2005-2007 and confirmed subsequently by the assessment conducted during the formulation of the *“Sustainable Development Strategy: Egypt Vision 2030”*.

42. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 40% of all training and capacity development activities supported by the project. The project will build upon the work/baseline conducted by the gender unit in the Egyptian Environmental Affairs Agency (EEAA) by providing training courses on gender, environmental management and sustainable development while ensuring that a large portion of trainees are women working in EEAA and its regional branch offices.

43. The goal of the project is “**to integrate environmental sustainability into key development sectors by focusing on strengthening stakeholders’ participation in the implementation of MEAs, including the development of capacities of government entities involved in the implementation of MEAs**”. It is expected that by raising skills and knowledge of stakeholders on MEAs and their respective obligations, it should result in improving the coordination among stakeholders and the linkages between international obligations committed by Egypt and the sectoral development policies and planning in place in Egypt. Stakeholders, with better skills and knowledge about MEAs and their obligations, should be more engaged in the planning, implementation and monitoring the implementation of MEAs. Organizations will have better procedures and mechanism to provide an enabling environment for implementing MEAs. The expected results are that the environmental management instruments in place in Egypt will better take into account obligations committed by Egypt. It will include planning processes and policy making that will be more participatory and a better linkage between the proper management of the environment in Egypt and the global environment as well as the socio-economic development of the country and its contribution toward sustainable development.

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

<b><u>Project Title</u></b>	
Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions	
<b><u>Objective</u></b>	
To strengthen the participation of Stakeholders in the implementation of MEAs in Egypt	
<b><u>Outcome 1:</u></b> Improved environmental management systems for an effective mainstreaming of MEAs commitments	<b><u>Output 1.1:</u></b> Policy frameworks and coordination mechanisms among ministries for nationally adopting and managing MEAs within Sustainable Development Goals (SDGs) are established
	<b><u>Output 1.2:</u></b> Staff involved in implementing MEAs in relevant ministries are trained
	<b><u>Output 1.3:</u></b> Multi-disciplinary networks and/or partnerships for including global environmental priorities in education systems are established and tested
<b><u>Outcome 2:</u></b> Enhanced public awareness and perception of MEAs and its contributions to sustainable development	<b><u>Output 2.1:</u></b> Awareness-raising workshops on MEAs’ contribution to socio-economic development in selected sectors are organized
	<b><u>Output 2.2:</u></b> Training programmes and knowledge materials on how to address global environmental issues targeting various stakeholders are developed and disseminated
<b><u>Outcome 3:</u></b> Documented and	<b><u>Output 3.1:</u></b> Knowledge materials developed and disseminated

communicated/shared knowledge accumulated by the project	
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**Outcome 1: Improved environmental management systems for an effective mainstreaming of MEAs commitments**

45. Under this first expected outcome, activities will focus on strengthening the institutional capacities and policy framework for state and non-state actors to better formulate plans for the implementation of MEAs, seeking a greater participation of stakeholders as a core element of the project’s aim. Thus, also satisfying sustainable development principles. These activities will be implemented within the context of the implementation of the *“Sustainable Development Strategy: Egypt vision 2030”*, which includes a strategic objective for fulfilling Egypt’s commitments under MEAs and ensuring the alignment of national plans and programs with those commitments. The implementation of this outcome focusing on the enabling environment will also consider the need for a broad involvement of stakeholders. The alignment of the country’s national plans and programs with MEAs commitments will neither be sustainable nor effective without the actual participation of all relevant stakeholders.

**Output 1.1: Policy frameworks and coordination mechanisms among ministries for nationally adopting and managing MEAs within Sustainable Development Goals (SDGs) are established**

46. The *“2030 Agenda for Sustainable Development”* includes international commitments on MEAs that countries should fulfill. The *“Sustainable Development Strategy: Egypt vision 2030”* includes a strategic objective for fulfilling Egypt’s commitments under MEAs and ensuring the alignment of national plans and programs with those commitments. The Ministry of Planning in cooperation with the Ministry of Environment has been reforming the national policy framework for integrating sustainable development aspects in the national planning process. However, the Egyptian context for the adoption and management of MEAs commitments has to be strengthened while stakeholders’ participation for the implementation of those commitments is limited. The proposed project is expected to support this policy framework to ensure inclusion of an effective stakeholders’ participation in this process focusing on MEAs obligations. This output will envisage developing a stakeholder mapping to assess the coordination mechanism between the Ministry of Planning and other line ministries, forming committees with inclusion of Civil Society Organizations (CSOs) to follow up on the implementation of SDGs, proposing mechanisms for involving the public especially the youth in universities.

47. Thus, the opportunity of the *“2030 Agenda for Sustainable Development”* will enable the Ministry of Environment to mainstream global environmental commitments in the planning process, support its appropriate implementation within the SDGs and ensure public involvement in such process. The project support to the national policy framework for implementation of SDGs including stakeholders’ participation will ensure proper harmonization of national policies, programming of the national resources and sustainable coordination among the relevant entities. Accordingly, this will ensure cost effectiveness and avoid duplication of efforts and resources. The project will support the following main activities:

**Main Activities:**

- 1.1.1: Develop a stakeholder mapping to assess the existing coordination mechanisms between the Ministry of Planning and other line ministries, identify actual mandates, roles and responsibilities, coordination procedures and mechanisms in place in these entities, and the resources available for coordination and mainstreaming in Sustainable Development Strategy (SDS).
- 1.1.2: Identify needs to support institutional framework related to the coordination among stakeholders and their participation in various sectoral policy processes.
- 1.1.3: Develop and support the review/consultation process to approve a road map to address these capacity gaps, including the development of a governance structure for stakeholders' involvement and information dissemination tools.
- 1.1.4: Support the implementation of the road map, including possibly the reform of the institutional framework with the revision of institutional mandates/statutes, functions, roles and responsibilities, and job descriptions. It may include the possibility for the need to develop and form committees with inclusion of Civil Society Organizations (CSOs) to follow up on the implementation of SDGs within the context of the implementation of the "*Sustainable Development Strategy: Egypt vision 2030*". These changes will be institutionalized formally to ensure the long-term sustainability of project results.
- 1.1.5: Identify mechanisms for involving the public especially youth in universities.

**Output 1.2:** Staff involved in implementing MEAs in relevant ministries is trained

48. As identified in the NCSA, the lack of stakeholder participation is defined as a priority to be addressed. Additionally, the current national institutional set up does not consider global environment issues especially MEAs obligations as environmental priorities for public awareness and stakeholder participation. Engaging vast number of stakeholders in implementing the Conventions' commitments needs efficient institutional framework to this effect. So far, it has been mostly donor driven within implementation of awareness raising components of donors funded projects.

49. Two foci will be considered when supporting the development of capacities of staff involved in implementing MEAs: (i) the support for a wide stakeholder participation in sustainable development issues focusing on the sustainable management of natural resources done by the Ministry of environment in collaboration with the Ministry of planning; and (ii) the support to align national plans and programs of the Ministry of Environment to fulfill its commitment under MEAs, a responsibility of the Ministry that is in the Environmental Pillar of the "*Sustainable Development Strategy: Egypt vision 2030*".

50. The Ministry has already started to provide training to government officials of the Ministry but also staff in Governorates and other line Ministries, focusing on the relation between sustainable development and MEAs and how this is important to know the linkages in order to bridge the gap between the national plans and programs and international commitments such as the MEAs and SDGs. The project will support the national institutional set-up through continuing to support the synergies among MEAs and then supporting the participation of stakeholders in the implementation of MEAs. Project activities will directly support the strengthening of the environmental governance structure and will implement a cross sectoral approach among concerned entities. The project will support the following main activities:

**Main Activities:**

- 1.2.1: Conduct a training needs analysis in the context of the revised coordination for the implementation of MEAs to determine the scope and content of a training programme that will be supported by the project and focusing on what are the MEAs, their linkages with the “Sustainable Development Strategy: Egypt vision 2030” and the SDGs, and how to implement MEAs obligations.
- 1.2.2: Develop training programme(s) addressing the training needs and targeting key stakeholders including decision-makers and policy-makers.
- 1.2.3: Deliver training activities to targeted stakeholders through national institutions; emphasizing the institutionalization of these training activities for sustaining these activities.

**Output 1.3:** Multi-disciplinary networks and/or partnerships to include global environmental priorities in education systems are established and tested

51. Given the importance of the contributions of MEAs to the socio-economic development, this output will seek to develop bilateral and multilateral partnerships with various stakeholders for mainstreaming global environmental issues into the education curriculum for undergraduate and graduate studies. As an example, a bilateral partnership could be established with the American University in Cairo to mainstream MEAs with a focus on global environmental issues in the post graduate curriculum. This could further be linked to various research institutions in the University, including a special focus on social aspects. Introduction of MEA courses will also be explored in Government owned Universities.

52. In addition, a partnership with the Ministry of Education to mainstream MEAs in school curriculum with hands-on activities that involves both students and their mothers to ensure wider impact on their surrounding communities. All those partnerships will be utilized as tools to link national environmental challenges with global environmental priorities. The project will support the following main activities:

**Main Activities:**

- 1.3.1: Review the existing education curriculum in schools and universities.
- 1.3.2: Identify methodology and institutional set up for engaging stakeholders.
- 1.3.3: Develop and support operationalization of educational curriculum on global environmental issues with social perspective for schools and universities.

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

53. This is an important complement to the first outcome where it is anticipated that by the end of the CCCD project, awareness and perception of MEAs and its contributions to the socio-economic development is enhanced. As discussed previously, a broad involvement of stakeholders is critical as well as raising their awareness on MEAs’ commitments, on the link to national issues and on their impact on their livelihood. It is assumed that the alignment of the country’s national plans and programs with MEAs commitments will neither be sustainable nor effective without the actual participation of all relevant stakeholders. This outcome will focus on engaging large number of stakeholders to gain awareness of MEAs, their contribution toward the SDGs, as well as understanding the overall benefits of proper management of the global environment and its linkages to national environmental challenges.

Activities under this outcome will target all segments of society including, youth, women, academia, registered NGOs, media and local communities.

**Output 2.1:** Awareness-raising workshops on MEAs' contribution to socio-economic development in selected sectors are organized

54. The long-term sustainability of the project requires stakeholders to be more aware about global environmental issues and about MEAs and their obligations addressing these issues. The project will hold a number of awareness-raising workshops that will target different sets of stakeholders so that they understand and accept the role that global environmental contributes to national socio-economic development. These awareness raising activities will target primarily government officials in the Nature Conservation Sector at EEAA as the entity responsible for protected areas in Egypt. Activities will also target decision makers in related entities, media and civil society representatives as well as representatives from ministries of planning, education and higher education. In the meantime, given that a number of similar awareness-raising workshops are being convened under a number of other donor-funded projects, the project will outline the coordination of these awareness-raising activities to ensure that they create synergies, demonstrate cost-effectiveness, and appropriately avoid duplication.

55. It is expected that the project will exemplify the linkages between MEAs, the SDGs and the MEAs contributions to the socio-economic development through the establishment of knowledge centers in a selected number of protected areas. These centers will be developed upon the ongoing and planned awareness raising activities of other donors funded projects. The knowledge centers will apply education concepts to target young visitors so that they would be able to understand the basic linkages between the MEAs and their daily life. It is expected that such centers will enable the leverage of other co-financing mechanisms from the private sector investing in protected areas and if it is proven successful, it would be further replicated in other protected areas in Egypt. Finally, as Egypt was nominated to host the UNCBD/COP14 expected to take place in 2018, the project will support the Ministry of Environment in preparing this event, including highlighting biodiversity projects implemented in Egypt and the role of MEAs in the socio-economic development of the country. The project will support the following main activities:

***Main Activities:***

- 2.1.1: Design learning stations for knowledge centers in Protected Areas in Egypt.
- 2.1.2: Establish knowledge centers in one or two selected Protected Areas for school children.
- 2.1.3: Design awareness campaign per sector/focal area.
- 2.1.4: Operationalize the learning stations including private sector intervention, using the developed awareness campaigns.
- 2.1.5: Provide technical assistance to other Protected Areas to replicate and upscale establishment of knowledge centers.
- 2.1.6: Develop an institutional set up to ensure sustainable technical and financial operation of the knowledge centers.
- 2.1.7: Participate to/support the CBD-COP14 to be held in Sharm el Sheikh from November 6 to 22, 2018; including support to MOE to prepare the event and present/disseminate information on biodiversity projects implemented in Egypt and possibly the organization of side events such as the link between conventions.

**Output 2.2:** Training programmes and knowledge materials on how to address global environmental issues targeting various stakeholders are developed and disseminated

56. In order to sustain project activities and ensure its institutionalization, the project will develop a number of training modules that will focus on, but not limited to, mainstreaming MEAs targets under the *2030 Agenda for Sustainable Development* targeting: planners to mainstream MEAs in planning processes; teachers to train them on mainstreaming MEAs through hands-on activities; universities professors to mainstreaming MEAs in sustainable development goals; media to provide communications tools for raising awareness on MEAs; and private sector entities (companies and professional associations) to raise awareness on MEAs and their obligations committed by Egypt.

57. Through the framework of the *“Sustainable Development Strategy: Egypt vision 2030”* and its identified targets and indicators, the project will assess the capacity needs under the strategic objective of implementing MEAs that is under the environment pillar of the strategy. The project will target the wider Egyptian society on the value of the global environment to national socio-economic development. In such a scenario, the government may promote public participation. Public awareness materials developed with the support of the project may include: articles that would reach the general public; public service announcements that would be shown on television and radio; and awareness-raising information products, which could include high school environmental competitions to engage Egyptian’s youth on these issues. Such competitions have already demonstrated their high-value in raising awareness and their long-term cross-cutting capacity development outputs that serve to reinforce public support for meeting MEAs’ objectives and principles. The project will support the following main activities:

**Main Activities:**

- 2.2.1: Conduct a training needs analysis to determine the scope and content of a training programme that will be supported by the project and focusing on the need of a better coordination for implementing MEAs obligations.
- 2.2.2: Develop a training programme addressing the training needs and targeting key stakeholders, planners, teachers, professors.
- 2.2.3: Deliver training activities on MEAs to targeted stakeholders.
- 2.2.4: Develop knowledge materials on MEAs.
- 2.2.5: Disseminate these knowledge materials through campaigns, participation to events, etc. targeting teachers, professors, media and private sector.

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

58. As the project will develop its body of knowledge over time, this knowledge will be properly documented and shared/communicated through Egypt and in the region. It will particularly include the dissemination of lessons learned and experiences to support the replication and scaling-up of project results. Through its activities, the project will encourage regional cooperation and knowledge and information exchanges. Partnerships and collaboration will also catalyze the transfer of knowledge and competencies among actors and stakeholders.

**Output 3.1:** Knowledge materials developed and disseminated

59. Using the knowledge accumulated by the project, information products will be developed and disseminated to the public at large. Activities supported under this output will contribute to strengthen the awareness on the project and its objective by the wider population. In addition to the development of capacities of stakeholders, it is also critical to raise the awareness of the population in the overall understanding and greater value of how to address global environmental obligations under MEAs and how it contributes to addressing important socio-economic development priorities. Greater public awareness will also contribute to the institutional sustainability of project achievements. Under this output, the project will support the following main activities:

**Main Activities:**

- 3.1.1: Produce knowledge materials on the linkages between MEAs, SDGs and Sustainable Development Strategy (SDS) objectives.
- 3.1.2: Disseminate the knowledge material nationally (in universities, youth center and protected areas) and regionally (with Arab and African countries) through meetings including CSO, Government, private sector, universities and youth.
- 3.1.3: Develop national and regional partnerships with various stakeholders to ensure wider dissemination of knowledge and information (as an example one African institution and one National institution).

ii. Partnerships:

60. An important strategy of the project will be to develop partnerships. The project – executed by the EEAA, an agency of MOE - will collaborate with six main line ministries: Agriculture, Planning, Education, Higher Education, Tourism and Information. MOE will be the main actor in implementing the project but it is also expected that MOE staff will develop these partnerships with these ministries, which should also generate additional co-financing during the life time of the project. As an example, it is expected to develop a partnership with the Ministries of Education and Higher Education to mainstream MEAs in various curriculums at school and university level. It is also anticipated that the project will catalyze and build upon the current partnership developed between the Ministry of Planning and the Ministry of Environment for the allocation of funds to mainstream sustainable development principles in national plans and will work to include MEAs as part of it. Additional in-kind co-financing will be leveraged from partner organizations such as the American University in Cairo to help integrate MEAs in their sustainable development Master program.

61. The involvement of public in government programs through various types of partnership will leverage funds and capacities for better management of global environment. Moreover, the project will work closely with the new institutional setup of the national council for climate change to ensure that other MEAs are integrated in the development of policies that fulfills the obligations of these MEAs. Once this is achieved, the national funding will be targeted for MEAs rather than only towards climate change.

62. As mentioned in the PIF, there are also a number of relevant GEF projects with which this CCCD project will be coordinated, in particular environmental projects that have also public / stakeholders participation as one objective.

63. The following projects are the ongoing and planned GEF projects in Egypt; it is anticipated that the project will collaborate with these initiatives:

- **Egypt Sustainable Transport (GEF-UNDP):** The objective of the project is to reduce the growth of the energy consumption and the related greenhouse gas emissions of the transport sector in Egypt, while simultaneously mitigating the local environmental and other problems of increasing traffic such as deteriorated urban air quality and congestion.
- **Bioenergy for Sustainable Rural Development (GEF-UNDP):** The primary objective of the project is to advance the use of renewable biomass as an energy resource, for the purpose of promoting sustainable rural development in Egypt and reducing greenhouse gas (GHG) emissions resulting from conventional energy resources. The project ended in 2013 but its achievements are carried out by the National Foundation for Biogas.
- **Strengthen the Financial Sustainability of Protected Areas in Egypt (GEF/UNDP):** EEAA implements the project in Protected Areas in accordance with national priorities following the integrated landscape/seascape management approach.
- **Sustainable Persistent organic pollutants (POPs) Management (GEF/IBRD):** The objective of this project is to improve the management and disposal of targeted stockpiles of obsolete pesticides and PCBs, in an environmentally sound manner.
- **Energy Efficiency in lighting sector and building appliances (GEF/UNDP):** The objective of this project is to improve the energy efficiency of end-use equipment, namely building appliances and lighting systems manufactured, marketed and used in Egypt.
- **Industrial Energy Efficiency (IEE) Project (GEF/UNIDO):** The objective of the IEE Project is to “facilitate energy efficiency improvements in the industrial sector through supporting the development and implementation of a national energy management standard and energy efficiency services for Egyptian industry as well as the creation of demonstration projects”.
- **Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway - Regional Project (GEF/UNDP):** The objective of the project is to mainstream biodiversity conservation into tourism sector development and operations in ecologically important and sensitive areas. It is ongoing and should be extended until June 2017.
- **Biennial Update Report (GEF-UNDP):** The immediate objective of the project is to assist the country in the preparation and submission of its First Biennial Update Report to the Conference of the Parties to the UNFCCC for the fulfillment of its obligations to the Convention under Dec. 1/CP. 16 par. 60 and Dec 2/CP. 17 par. 41 and it’s Annex III. Biennial updated reports are based on the recommendations from COP16, COP17 and COP21, to assist countries in mainstreaming and integrating climate change considerations into national and sectoral development policies.
- **Integrated Management and Innovation in Rural Settlements (GEF-IFAD):** The objective of this project is to enhance farmland productivity and income diversification in the reclaimed lands through increasing by 40% the average incomes of 60% rural poor household engaged in livestock value chains, with 30% of the target smallholders participating actively in commercial farming and business development by the end of the project.

64. Planned GEF projects in Egypt

- **Supporting Integrated Green Urban Development and Biodiversity Protection in Egypt’s Small and Medium-Sized Cities (GEF-UNDP):** The GEF-6 Climate Change Mitigation Strategy encourages countries to seek synergistic opportunities to address global environmental concerns while pursuing local economic benefits.
- **Healthy Ecosystems for Rangeland Development (HERD): Sustainable Rangeland Management for Biodiversity Conservation and Climate Change Mitigation (GEF-UNEP):** Full size project to strengthen restoration and sustainable management of pastoral rangelands for the provision of

ecosystem services and protection of biodiversity in Egypt and Jordan and catalyzing scale up regionally and globally (*formulation stage*).

- **Egyptian Programme for Promoting Industrial Motor Efficiency (GEF-UNDP):** A full size project aiming to reduce GHG emissions by facilitating and supporting market penetration of highly energy efficient motor systems in the industrial sector in Egypt (*concept was approved*).
- **Effective and integrated conservation of Biodiversity in Egypt (GEF-UNEP)** (*should be financed from the GEF 6 STAR allocation for Egypt – was submitted to GEF Secretariat but still not approved*).
- **Promoting Sustainable Land Management in Egypt Oases Ecosystems in the Western Region through Integrated Restoration of Ecosystems(GEF-FAO)** (*should be financed from the GEF 6 STAR allocation – at PIF stage*).

65. During the project document preparation phase, consultations took place with these project teams to review complementarities, overlaps, potential synergies and conflicts with the proposed project activities. It was also an opportunity to begin an in-country coordination between related projects and this proposed project, which will continue throughout the project implementation phase under the leadership of the GEF unit from EEAA.

iii. Stakeholder engagement:

66. This project was developed on the basis of consultations with stakeholder representatives, most of whom will benefit directly from this project. An international consultant and a national consultant was recruited during the project development (PPG) phase of this project to consult with key stakeholder representatives, to review the institutional set up as well as the policy and legislation frameworks related to this project and to consolidate this information in the current project document.

67. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the coordination for improved decision-making for the global environment, i.e., the project baseline. A validation workshop took place on April 18, 2017 in Cairo. The draft project document was presented, and discussions focused on the importance of the project to develop coordination mechanisms to increase synergies among the implementation processes of MEAS in Egypt, particularly the Rio Conventions. Stakeholders also reiterated the importance of focusing on schools and communities to better link the local and global environment and what can be done locally to conserve the global environment. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the involvement of stakeholders are preserved and/or reinforced.

68. Taking an adaptive and collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for addressing institutional gaps and overlaps, findings from capacity assessments as well as the plan to address priority issues, proposal for strengthening inter-sectorial coordination, as well as participation in project monitoring activities.

69. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. The project will implement select activities to strengthen institutional mechanisms for improved coordination and collaboration. This approach should result in key stakeholders that will be more likely to validate the analysis and legitimize the recommendations. It is also intended to catalyze the institutionalization of knowledge and experiences, which is critical for ensuring sustainability. This approach is consistent with the participation and inclusion of human rights principle.

70. All project stakeholders are considered beneficiaries. The project makes the assumption that project stakeholders will, in the short-term, directly benefit through improved capacities through the learning-by-doing trainings. Stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements.

71. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible. This engagement will begin as early as possible, allowing for increased ownership and thus sustainability. Nevertheless, decisions must be negotiated in a way that also ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability. As part of consultations and workshops, stakeholders will be informed of mechanisms to submit concerns about the social and environmental impacts of the project.

72. The first mechanism stakeholders may utilize to express concerns about the project's impacts is the implementing partner's grievance resolution mechanism. The second is the UNDP Country Office's existing project management procedures. Concerned stakeholders can engage with UNDP project staff through the Project Board or through direct contact with the relevant UNDP programme manager. UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism will provide a third avenue for situations in which project stakeholders have not been satisfied with the responses they have received through the first two mechanisms. The Stakeholder Response Mechanism should also be used when the Implementing Partner's or UNDP's actions are the source of the grievance.

73. Gender-equality issues will be considered to the extent that they are appropriate and defined by the criterion of gender inequality being a direct barrier to coordination and the creation of knowledge to inform decision-making to meet global environmental obligations. For a more detailed description of gender inclusion see the section on gender mainstreaming below.

74. During project implementation, aside from the roles of the Implementing Partner and UNDP to execute the project, key stakeholder representatives will be encouraged to participate actively in a wide range of project activities. The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation related to the implementation of MEAs obligations. A number of government bodies operating at both the national and local levels are responsible for the management of natural resources and are working with local community organizations and in some cases partnering with NGOs to undertake particular activities. Thus, there is increasing need on developing the role and capacity of local government entities and local communities to improve the governance of natural resources and the environment at the local level.

75. The actual participation of stakeholders in project activities will be further detailed during the implementation of the project, particularly during the inception phase when defining the annual work plan for the first year.

76. The table below indicates the key stakeholders, their respective mandates and their possible roles for implementing the project.

Stakeholder	Mandate	Possible Roles in Project Execution
Ministry of Environment	<ul style="list-style-type: none"> <li>• Formulating environmental policies.</li> <li>• Preparing the necessary plans for Environmental protection and Environmental development projects, following up their implementation, and undertaking Pilot Projects.</li> <li>• The National Authority in charge of promoting environmental relations between Egypt and other States, as well as Regional and International Organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with the other ministries the implementation of the National Sustainable Development Strategy 2030</li> </ul>
Egyptian Environmental Affairs Agency	<p>It is the executive arm of the ministry to:</p> <ul style="list-style-type: none"> <li>• Prepare draft laws and decrees related to the fulfillment of its objects and express its opinion on proposed legislation related to the protection of the environment.</li> <li>• Prepare studies on the state of the environment, formulate the national plan with the projects included for the protection of the environment,</li> <li>• Determining and ensuring abidance by standards, percentages and pollutants loads.</li> <li>• Gather national and international information on the environmental situation and the changes affecting it on a periodical basis in cooperation with the information centers of other agencies, publish such information and evaluate and utilize it in environmental management and planning.</li> <li>• Administer and supervise natural protectorates.</li> <li>• Prepare the draft budgets required for the protection and promotion of the environment.</li> <li>• Follow up the implementation of international and regional conventions related to the environment.</li> <li>• Propose economic mechanisms to encourage different activities and</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing Partner</li> <li>• Prepare programs for the environmental education of the public and assist in their implementation.</li> <li>• Lay down a plan for environmental training and supervise its implementation.</li> <li>• Follow up the implementation of international and regional conventions related to the environment.</li> </ul>

Stakeholder	Mandate	Possible Roles in Project Execution
	<p>procedures for the prevention of pollution.</p> <ul style="list-style-type: none"> <li>• Implement pilot projects for the preservation of natural resources and the protection of the environment from pollution.</li> <li>• Coordinate with the Ministry for International Cooperation to ensure that projects funded by donor organizations and countries are in line with environmental safety considerations.</li> <li>• Host entity for the UNFCCC and CBD focal points as well as Nature Conservation Sector</li> </ul>	
Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>• Host of GEF Political Focal Point</li> <li>• Political Focal Point for MEAs</li> <li>• Government counterpart for UNDP development programme in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>• Represent Government of Egypt in the Project Board</li> </ul>
National Council on Climate Change	<ul style="list-style-type: none"> <li>• Drafting and updating Egypt's national strategy for climate change and sustainable development.</li> <li>• Organize and implement national research efforts on climate change and projects to reduce emissions and adapt to climate change risks.</li> <li>• Vet projects submitted to the Green Climate Fund (GCF).</li> </ul>	<ul style="list-style-type: none"> <li>• Master Plans and Interactive Mapping of all information and data related to climate change impacts and proposed adaptation measures of the relevant Authorities and Ministries to enable it to provide support to the public and build its capacity in these issues.</li> <li>• Training of trainers (ToT) of the climate change units of the different ministries</li> </ul>
Desert Research Center, Ministry of Agriculture and Land Reclamation	<ul style="list-style-type: none"> <li>• Applied research to combat land degradation and promote desert land reclamation</li> <li>• Host UNCCD Focal Point</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate efforts with the desert research center on issues of desertification and land reclamation</li> <li>• Raising the awareness and capacity of stakeholders working in desertification and land reclamation</li> </ul>
Ministry of Education	<ul style="list-style-type: none"> <li>• Responsible for the public education system in Egypt consisting of three levels: the basic education stage for 4–14 years old: kindergarten for two years followed by primary school for six years and preparatory school for three years. Then, the secondary school stage is for three years, for ages 15 to 17, followed by the tertiary level.</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstream sustainable development in primary and preparatory education</li> </ul>
Ministry of Tourism	<ul style="list-style-type: none"> <li>• Responsible of promotion of tourism industry in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with the Nature Conservation Sector of the Ministry of Environment on Eco tourism and touristic activities in the Egyptian Protectorates</li> </ul>
Ministry of Higher Education	<ul style="list-style-type: none"> <li>• Develop, implement and monitor all the higher education-related policies.</li> <li>• Responsible for the educational activities of the universities, both public and private, in</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstream global environmental issues in public university curriculums</li> </ul>

Stakeholder	Mandate	Possible Roles in Project Execution
Ministry of Communications and Information Technology	<p>the country.</p> <ul style="list-style-type: none"> <li>• Enable the development of a knowledge-based society and a strong digital economy relying on equitable and affordable access to knowledge; digital rights; and the development of a competitive, innovative national ICT industry.</li> <li>• Promote the development of the ICT infrastructure and digital services of government entities.</li> <li>• Enhance the performance of ministries and other government bodies – and to raise the quality and efficiency of the services they provide to the public – by improving the work environment, providing support for decision-making and finding solutions to issues of concern to the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of SDGs and Egypt’s SDS 2030 to the public through coordination with the relevant ministries</li> </ul>
Ministry of Water Resources and Irrigation	<ul style="list-style-type: none"> <li>• Manage the water resources of Egypt; including the Nile.</li> <li>• Secure access of irrigation water to irrigated lands</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with the Ministry of Agriculture and Desert Research center on combating desertification through land reclamation projects and efficient irrigation systems.</li> </ul>
Ministry of Planning and Administrative Reform	<ul style="list-style-type: none"> <li>• Achieve comprehensive administrative reform through the development of the administrative system and the drafting of plans, laws and regulations and policies governing his principles, and raise the level of human resources, leading to the effective implementation of development plans and serve the citizens and investors efficiently</li> <li>• Host entity of the Sustainable Development Strategy (SDS)</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination between ministries and service productivity plans at the national and regional levels and the unification of concepts between national programs to mainstream global environmental issues in the SDS</li> <li>• The formulation of public policies, plans and programs to activate and improve the performance of government services</li> </ul>
Ministry of Investment and International Cooperation	<ul style="list-style-type: none"> <li>• Develops and supports the economic cooperation between the Arab Republic of Egypt and other countries, international and regional organizations. Advises on the standards and regulations for external borrowing and the receiving of foreign grants, reviews the disbursements and repayments of local borrowers in addition to the disbursements of beneficiaries from foreign grants, adhering to the framework of the general policy of the State, to ensure the achievement of economic development, in line with the internationally aid effectiveness principles endorsed by Egypt, and best practices for management of official development assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate co-funding for the project</li> </ul>

Stakeholder	Mandate	Possible Roles in Project Execution
Ministry of Electricity and Renewable Energy	<ul style="list-style-type: none"> <li>• Optimize the use of available energy sources taking into consideration the environmental protection</li> <li>• Provide electricity with suitable price and best quality</li> <li>• Expand utilization of new and renewable energy resources</li> <li>• Support villages and cities electrification and complete electrifying the urban areas and low population communities</li> <li>• Interconnect the Egyptian electrical grid to African west and east neighboring countries.</li> <li>• Boost local manufacturing contribution in designing, implementing and manufacturing electrical equipment.</li> <li>• Develop peaceful use of nuclear power.</li> <li>• Restructure electricity sector to optimize investments and improve electrical services.</li> <li>• Utilize modern and advanced technical systems in electricity sector's operations and activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Rising awareness of climate change mitigation efforts such as energy efficiency projects in industrial and domestic uses.</li> </ul>
National Council for Women	<ul style="list-style-type: none"> <li>• To improve the human and socio-economic conditions of Egyptian women and to increase the ratio of their participation in the development of their local communities and hence the development of society as a whole.</li> <li>• To have an effective partnership and role in formulating policies and programs related to women's advancement and the sustainability of their development, as well as defining their active roles which support their participation in bringing about the positive transformation of their society at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Work in close collaboration with the gender unit in EEAA as related to awareness on environment, health and development.</li> </ul>
American University in Cairo	<ul style="list-style-type: none"> <li>• AUC is a premier English-language institution of higher learning. The University is committed to teaching and research of the highest caliber, and offers exceptional liberal arts and professional education in a cross-cultural environment. AUC builds a culture of leadership, lifelong learning, continuing education and service among its graduates, and is dedicated to making significant contributions to Egypt and the international community in diverse fields. Chartered and accredited in the United States and Egypt, The American</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implement courses at the undergraduate and graduate programs related to sustainable development</li> </ul>

Stakeholder	Mandate	Possible Roles in Project Execution
	<p>University in Cairo is an independent, not-for-profit, equal-opportunity institution. AUC upholds the principles of academic freedom and is dedicated to excellence.</p>	
Egyptian Sustainable Development Forum	<ul style="list-style-type: none"> <li>• Facilitate a process of dialogue among different stakeholders to determine the policy gaps in relation to legislation, strategies and national planning to achieve sustainability.</li> <li>• Provide on a consensus basis, clear action-oriented recommendations on how to integrate sustainability in different policies while emphasizing the importance of establishing a partnership approach in achieving this goal.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate a process of dialogue among different stakeholders to determine the policy gaps in relation to legislation, strategies as related to MEAs</li> </ul>
GEF SGP	<ul style="list-style-type: none"> <li>• To enable community organizations in Egypt to take collective action for adaptive landscape management for socio-ecological resilience - through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation with GEF SGP will be explored on the establishment of the science clubs in protected areas (PAs) through registered NGOs</li> </ul>
Nature Conservation Sector, Egyptian Environmental Affairs Agency	<ul style="list-style-type: none"> <li>• Managing the Protected Areas in Egypt and its resources</li> <li>• Protect Egypt's biodiversity and natural ecosystems including birds wildlife and plant genetic resources</li> <li>• Coordinating with relevant Ministries to maintain green areas and promote plantation of green belts</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of guidelines for each protected area including zoning of activities highlighting what can be done, how and where</li> <li>• Valorization of existing environmental and natural resources and eco-services to be able to assess their monetary value in terms of use and conservation</li> <li>• A legal framework to allow for self-funding activities</li> <li>• Training and building the capacity on preparation and evaluation of terms of reference and proposals for activities proposed by the public or private sector</li> <li>• Programs for biodiversity monitoring for protected or threatened species. These programs should not be restricted to the staff of the NCS but include public participation to allow local communities to report on some monitored species especially in remote areas. This will require public awareness and reporting mechanisms.</li> <li>• Incorporation of environmental awareness including the issue of nature conservation within the school curriculum to raise the awareness of the new generations.</li> <li>• Build caliber of the youth and non-</li> </ul>

Stakeholder	Mandate	Possible Roles in Project Execution
		<p>governmental organizations that will participate in COP14 so that they can participate in the overall management of environmental conservation after the Conference.</p> <ul style="list-style-type: none"> <li>• Include in the national research strategy for Egyptian universities topics related to nature protection and conservation.</li> </ul>

iv. Mainstreaming gender:

77. Gender equality is a significant human development challenge for Egypt. According to the *Human Development Report - 2015*, Egypt country ranks 131 on the Gender Inequality Index out of 155 countries with a gender inequality index of 0.58 . Women hold 89 parliamentary seats; the highest in Egypt's history, 44 percent have reached at least secondary education compared to 60 percent of their male counterparts, and 23 percent participate in the labor market compared to 74 percent for men.

78. As per the *UNDAF 2013-2017*, gender disparities still exist; despite reducing the gap in basic education enrolment, women’s representation in political life continues to be low. Women are lagging considerably behind on issues pertaining to education, economic empowerment and political participation. Female participation in the labor force has declined in the last few years, largely due to poor working conditions in the private sector including low wages, long working hours and poor transport systems.

79. Globally, promoting gender equality and the empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. It recognizes that gender equality, rooted in human rights, is recognized both as an essential development goal on its own and as vital to accelerating sustainable development. This effort includes advocating for women’s and girls’ equal rights, combating discriminatory practices and challenging the roles and stereotypes that affect inequalities and exclusion. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world.

80. The GEF is also calling for gender equality issues to be mainstreamed in the GEF-funded interventions<sup>2</sup>. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability and towards the integration of the gender aspect in its policies, programmes and operations. It requires its agencies to have their own accredited gender policy. This strategy is consistent and complementary to UNDP’s 2014-2017 Strategic Plan that similarly calls for projects implemented by UNDP to meet high standards to meeting gender equality criteria. The GEF policy for mainstreaming gender in projects that they finance call for three requirements to be met (GEF, 2013):

- a) Gender mainstreaming and capacity building within GEF agency staff to improve socio-economic understanding of gender issues;

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<sup>2</sup> See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

- b) A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally;
- c) Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects.

81. In Egypt, UNDP, in collaboration with the government, has been active in supporting increased women’s participation in the political and judicial systems. It gives priority to the inclusion of women and youth in all its economic empowerment activities whilst ensuring that civic engagement and capacity building activities work hand in hand with such economic activities. According to the UNDAF 2013-2017, “... gender mainstreaming, as a cross sectoral responsibility, is the overarching strategy of the UN Country Team (UNCT) for making women's and men's concerns an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes ... so that women and men benefit equally and inequality is not perpetuated”. The interrelationship of cross-cutting issues such as gender, capacity building, environmental sustainability and youth were taken into account in the causal analysis of the UNDAF priority programme areas and in the formulation of its outcomes. Of particular interest for the proposed project, the UNCT in Egypt provides support to women MPs and Environmental Advocates to involve women in the design of environmental policies and ensure gender sensitive climate change adaptation policies.

*In 2015 UNDP Egypt became the first UNDP office in the Arab region to obtain the Gold Seal in the Gender Equality Certification Process, in recognition of its commitment and efforts to promote gender equality and women’s empowerment in Egypt.*

82. The project, which will be implemented by the EEAA, will work closely with the Gender Unit within EEAA to promote women participation in planning, implementing and monitoring project activities. This Unit works also in close collaboration with the National Women Council (NWC) on matters related to environmental awareness, health and development. Moreover, EEAA has also established a permanent committee for gender affairs in each of its regional branch offices of the agency. These committees carried out awareness and training sessions on environmental issues, as well as income generating opportunities for women. EEAA is also in the process of establishing gender units within the Protectorates where their mandate would be to involve women in local communities to utilize local material and crafts.

83. The project will build on lessons learned and best practices issued from past experiences. Examples of women participation on environmental management include the collaboration of the Gender Unit with the Desert Research Center and women in the Matrouh community for the expansion of grazing areas, given that women are the ones mainly responsible for grazing activities in this area. The Gender Unit also worked with the GEF funded project on sustainable agriculture focusing on the implementation of a Specialized Climate Change Fund for desert reclamation projects, including women initiatives.

84. There is a large potential for women in local communities to benefit from the sustainable use of local natural resources and establish income generating projects on handmade products and local crafts. However, they lack training on the marketing of their products and the regulatory system needs adjustment to facilitate requirements for women in acquiring permits and licenses to start their own small or medium enterprises. The project will review the needs for increasing women and youth participation in environmental management and, based on the findings, will support an appropriate set of activities within this context.

85. The Gender Unit of EEAA and the Sustainable Development Unit in the Ministry of Environment are currently implementing a one-year plan for raising the awareness on sustainable development concepts and on the relevance of MEAs in all Governorates through the collaboration with the NCWs in these governorates. The proposed project will also build upon this exercise to ensure that women in urban and rural areas are well informed of the impacts of a sustainable environment on socio economic development and on their quality of life.

v. South-South and Triangular Cooperation (SSTrC):

86. Globally, UNDP supports South-South and Triangular Cooperation with the goal to maximize its development impact and accelerate poverty eradication and the achievement of Sustainable Development Goals. South-South and Triangular Cooperation is critical for learning from comparative experiences and best practices and UNDP facilitates the sharing of international experiences. It is seen as development accelerators and multipliers. Additionally, as mentioned in the *UNDAF 2013-2017*, Egypt is also increasingly becoming a development provider, being able to share its experience and best practices.

87. The approach of the project to South-South and Triangular Cooperation will be to strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. This will be achieved mostly by coordinating with on-going projects funded through the same GEF - Crosscutting Capacity development programme (CCCD) window. More specifically, during implementation of the project, related initiatives will be identified and lessons learned will be incorporated into implementation. Globally, the CCCD programme includes a portfolio of over 70 projects, including one in Jordan (*“Mainstreaming Rio Convention Provisions into National Sectoral Policies”*) and many others with similar objectives around the world such as *“Capacity Development for Improved decision-making for the Global Environment”* in Paraguay, *“Capacity Development for Improved Implementation of Multilateral Environmental Agreements (MEAs)”* in Serbia, *“Mainstreaming Global Environment Commitments for Effective National Environmental Management”* in Suriname, *“Capacity Development: Integrating Rio Convention Provisions into Ukraine’s National Environmental Policy Framework”* in Ukraine, et *“Enhancing Capacity for Implementing Rio Conventions”* in Vietnam.

88. Sharing knowledge between projects implemented in different countries will help achieve and sustain outcomes under this project by helping this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Egypt’s experience. For example, the lessons learned from the development of partnerships, the new mechanisms to engage the public, the development of knowledge centers, and the training programmes on best practices to address global environmental issues, could serve as models for other countries facing similar challenges.

89. This approach is in line with UNDP’s approach, which is to support South-South and Triangular Cooperation to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals.

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## **V. FEASIBILITY**

i. Cost efficiency and effectiveness:

90. The cost-effectiveness of this project is a crucial part of the project strategy. One design feature that will ensure cost-effectiveness is the project’s strategy to build upon a significant baseline of commitments to participate in training and learning-by-doing exercises on Rio Convention mainstreaming. Additionally, by seeking to use existing environmental and natural resource management policies, legislation and institutions to implement MEAs obligations, this project will build upon an existing base of critical capacities. The key to success will be in securing coordination amongst line ministries, and in promoting inter-institutional collaboration, seeking opportunities to realize synergies and reduce inefficiencies associated with duplication of effort and/or contradictions in approaches.

91. The cost-effectiveness of this project will also be demonstrated in the efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances.

92. Another important indicator of cost-effectiveness is the very low percentage of the GEF grant being used for project management, (approximately 10%). The project will also ensure cost-effectiveness through integrating project activities with those of development partners to share overall cost and achieve cost-effectiveness, capitalizing on synergies. Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness. Working with existing organizations (especially CSOs) and maximizing the hiring of national consultants as delivery mechanisms of project supported activities will allow the project to capitalize on their expertise and their relationship with stakeholders while at the same time being cost-effective.

ii. Risk Management:

93. Based on an initial analysis of risks documented in the PIF, a more in-depth assessment of risks associated with the implementation of this project was conducted during the formulation of the project; these risks are presented in the table below as well as their respective types, their ratings (impact and probability) and their mitigation measures and the “owner” to manage each risk.

Project risks					
Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Institutional reforms due to institutional changes.	Political	I - 3 P - 3 = Moderate	Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs	Project Board	
Unavailability of dedicated project personnel to follow through with activities	Operational	I - 2 P - 1 = Low	Project to communicate its strategy and maintain political support to ensure availability and engagement of dedicated project personnel	Project Manager	
Project activities and resources do not translate in increasing the capacity of key organizations to implement MEAs	Operational	I - 3 P - 2 = Moderate	Project to be effective in developing the capacity to implement MEAs	Project Manager	

Project risks					
Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Changes in the legal system, lack of support from legislators.	Political	I - 2 P - 3 = Moderate	Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs	Project Board	
Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in an inter-sectorial coordination body	Operational	I - 3 P - 2 = Moderate	Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs	Project Manager	
Limited participation of CSOs, unwillingness to share/participate in project activities	Operational	I - 3 P - 1 = Low	Engage CSOs early in the implementation of the project with clear roles and responsibilities for their participation according to Egyptian laws	Project Manager	
Limited budget, including limited cash co-financing for project activities	Financial	I - 3 P - 2 = Moderate	By engaging numerous partner government entities in project activities, the required resources should be enough. Additionally, the project implementation should be aligned with the “Sustainable Development Strategy: Egypt vision 2030”, which will ensure the integration of MEAs in the development planning process and subsequently should ensure the allocation of national funding.	Project Manager	
Scaling up and sustainability of public participation in the implementation of MEAs may face resistance from government officials	Operational	I - 3 P - 2 = Moderate	Engaging government officials early in the implementation of the project should allow them to acquire the necessary skills and knowledge about MEAs and secure a greater sustainability of achievements and the scaling-up of these achievements.	Project Manager	

94. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR.

iii. Social and environmental safeguards:

95. The UNDP Social and Environmental Screening was completed and no risks were identified. A project categorization is based on the highest level of significance of identified risks. Since there are no risks in this project, the overall risk categorization of the project is low. See the UNDP Social and Environmental Screening Review in Annex F. As a Low Risk project, no further social and environmental assessments are required.

96. During PPG, consultations were held to gain a better understanding of potential social and environmental impacts so that the project strategy would address these considerations, resulting in a more feasible project strategy. The Project Board will negotiate any environmental and social grievances. Environmental and social grievances will be reported to the GEF in the annual PIR.

iv. Sustainability and Scaling Up:

97. As a medium-size project, this initiative has certain limitations, namely in being able to reconcile and undertake all the necessary institutional reforms identified as needed during project implementation. This project will serve as a catalyst of a longer-term approach for improved coordination and decision-making for the benefit of the environment in Egypt and by extension the global environment. The value of capacities developed will be reflected through improved coordination of environmental governance.

98. The project will contribute directly to the development of national capacities for a better coordination and collaboration and a strengthened institutional framework for engaging stakeholders in the management of the environment. It will contribute to improving the environmental governance framework in Egypt, which will be better aligned with MEAs obligations. The project is expected to work at the systemic, institutional and individual levels and to be an operational catalyst towards improving institutional, legislative and policy frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to align national environmental management capacities with MEAs obligations. Through better coordination and collaboration, the project will contribute to a better participation of stakeholders in the implementation of MEAs in Egypt.

99. The implementation strategy and the overall approach of the project to implement capacity development activities are such that sustainability of project achievements should be ensured over the long-term. It includes several features that are forming the sustainability strategy of the project:

- The project will build upon existing strategies of the government. The need for a better engagement of stakeholders and coordination to improve the implementation of MEAs obligations was identified as a national priority during the NCSA process (2007). It was also part of the key barriers identified in the *Sustainable Development Strategy: Egypt Vision 2030*. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. As a result, the project is part of the government strategy to address these needs, providing excellent opportunities to institutionalize results along the implementation of the project; hence contributing to the long-term sustainability of project achievements.
- The project will be implemented by key Ministries involved in the implementation of MEAs; therefore, facilitating the institutionalization of project achievements. The main focus of the project will be to improve the participation of stakeholders in the implementation of MEAs, particularly to improve the coordination and collaboration among key state and non-state organizations. Capacities developed through the participation of these key organizations will ensure that results/achievements will be institutionalized almost automatically; hence contributing to the long-term sustainability of project's achievements.
- The approach to implement the project will be as much as possible holistic; that is to focus on developing the capacities needed at all levels for improving the national coordination and the engagement of stakeholders. Capacity development activities will be implemented through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities; hence, ensuring a greater national ownership of these activities and consequently a greater potential for long-term sustainability.

- The allocation of resources will proceed based on a review of capacity gaps at all levels: individual, institutional and systemic level and the identification of critical priorities. Necessary training will be provided, mechanisms within institutions and across institutions will be reviewed and improved as necessary and finally the enabling environment will also be reviewed to ensure it provides adequate policy and legislation frameworks for a better engagement of stakeholders in the implementation of MEAs in Egypt. This approach will ensure that staff and stakeholders in key organizations will have the necessary skills and knowledge needed to sustain project achievements but also that the mechanisms and procedures put in place in these organizations are adequate to support these achievements over the long-term within a policy and legislation environment that are supportive of these results.
- Another important feature of this project’s strategy to sustain its achievements is the learn-by-doing approach. Each project activity will seek the active participation of key stakeholders that are involved in the process. This participation will contribute to the rapid uptake of project achievements in improving the coordination of environmental activities in Egypt as well as improving the environmental decision-making processes. The rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring and enforcement are the stakeholders that will benefit from this project. It is assumed that mistakes will occur and implementation will not always be smooth, but these problems should still be seen as opportunities for learning better practices.
- Sustainability will also be strengthened by the project’s attention to resource mobilization to sustain the funding of environmental projects aligned with MEAs obligations. Notwithstanding a high level of commitment, the existence of “*champions*”, and strong baseline, the sustainability of project outcomes will also require a certain amount of new and additional resources that is currently not available outside of the project’s construct. The mobilization of project resources will explore the kind of extra resources needed to sustain project outcomes, and identify realistic sources from both the Egyptian government, and through official development assistance as appropriate. Importantly, the resource mobilization strategy will seek an improvement of the government’s allocation of resources directed to implementing the MEAs through national environmental legislation.

100. Finally, considering that the project will be executed by a government agency, it will facilitate the national ownership of project activities, it will contribute to a better institutionalization of project achievements and it will reinforce the potential for the long-term sustainability of these achievements.

101. Given that the barriers addressed by the project are largely shared by countries in the region and around the world, and that the approaches used are transferable, the project’s outcomes are replicable. The outcomes of the project will contribute towards larger national policy, regulatory, fiscal, monitoring and communication initiatives to implement MEAs. This will include informing national policy development on issues such as the pursuit of green development, use of innovative financing mechanisms, and more effective stakeholder engagement approaches. Successful models will be identified and lessons learned and best practices will be captured and disseminated to promote scaling-up/replication.

102. In order to facilitate the long-term sustainability of project achievements, it will be important that the project prepares a timely exit. An exit strategy will be prepared 6 months before the end of the project to detail the withdrawal of the project and provide a set of recommendations to the government to ensure the long-term sustainability and the up-scaling of project achievements throughout Egypt.

103. The replication and extension of project activities will be further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work in the environmental area. Project activities will also be undertaken with the engagement of the private sector as well.

104. Replication will also be supported by raising awareness of MEAs obligations throughout Egypt. This project will facilitate this through awareness-raising workshops with key stakeholders from different levels of government, the private sector, academia, civil society and the media. The public service announcements on radio and television will also serve the purpose of popularizing the project with the public in order to generate greater support and demand for replication activities.

## VI. PROJECT RESULTS FRAMEWORK

<p><b>This project will contribute to the following Sustainable Development Goal (s):</b> SDG 13 and 15: Improving awareness on MEAs as well as strengthening capacities to implement MEAs obligations</p>
<p><b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b></p> <p>Project aligned with two outcomes under one of the five UNDAF priority programme areas: “<i>Environmental Sustainability and Natural Resource Management</i>”:</p> <ul style="list-style-type: none"> <li>• UNDAF Outcome 5.2: The Government of Egypt, private sector and civil society have complied with Multilateral Environmental Agreements, adopted policies, and implemented operational measures towards a green and sustainable economy and society including, EE, RE, low carbon cleaner technologies, SWM, POPs, ODS, and Carbon Finance Mechanisms.</li> <li>• UNDAF Outcome 5.3: The Government of Egypt and local communities have strengthened mechanisms for the sustainable management of, and access to, natural resources such as land, water and ecosystems.</li> </ul>
<p><b>This project will be linked to the following output of the UNDP Strategic Plan:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor</p>

	Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
<p><b>Project Objective:</b> To strengthen the participation of Stakeholders in the implementation of MEAs in Egypt</p>	1. An enabling environment aligned with MEAs obligations committed by Egypt	<ul style="list-style-type: none"> <li>• Some critical gaps in the enabling environment exist for matters related to the implementation of MEAs</li> <li>• Not enough inter-sectorial coordination on the implementation of MEAs</li> </ul>	<ul style="list-style-type: none"> <li>• An enabling environment that is providing policy, legislation and institutional tools necessary for implementing MEAs in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>• Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs</li> </ul>
	2. Effective participation of Stakeholders in implementing MEAs	<ul style="list-style-type: none"> <li>• Minimal stakeholder involvement in implementing MEAs</li> </ul>	<ul style="list-style-type: none"> <li>• All relevant stakeholders involved in MEAs implementation (TBD at inception)</li> </ul>	<ul style="list-style-type: none"> <li>• The project is effective in developing capacities for implementing MEAs</li> </ul>
	3. Number of direct project beneficiaries	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• ? staff in relevant organizations</li> <li>• ? other stakeholders</li> </ul> <p><i>(Target values TBD at inception)</i></p>	<ul style="list-style-type: none"> <li>• Good participation to effective training and awareness programmes</li> </ul>
	4. Capacity development scorecard rating	<ul style="list-style-type: none"> <li>• Capacity for: <ul style="list-style-type: none"> <li>○ Engagement: 4</li> <li>○ Generate, access and use information &amp; knowledge: 8</li> <li>○ Policy and legislation development: 6</li> <li>○ Management &amp; implementation: 4</li> <li>○ Monitor and evaluate: 4</li> </ul> </li> <li>• (Total score: 26/45)</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity for: <ul style="list-style-type: none"> <li>○ Engagement: 7</li> <li>○ Generate, access and use information and knowledge: 10</li> <li>○ Policy and legislation development: 7</li> <li>○ Management and implementation: 5</li> <li>○ Monitor and evaluate: 4</li> </ul> </li> <li>• (Total targeted score: 33/45)</li> </ul>	<ul style="list-style-type: none"> <li>• The project is effective in developing capacities necessary for implementing MEAs</li> </ul>
<p><b>Component/Outcome 1:</b> Improved environmental management systems for an effective mainstreaming of</p>	5. MEAs obligations integrated in related policies, national plans, and strategies	<ul style="list-style-type: none"> <li>• MEAs action plans not mainstreamed into national and regional policies and planning</li> <li>• Related ministries’ programmes and activities are</li> </ul>	<ul style="list-style-type: none"> <li>• Related national policy-making and planning processes incorporate MEAs obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Government commitment to align policies with obligations under MEAs</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
MEAs commitments		sector-oriented, with little collaboration		
	6. Responsibilities for MEAs obligations assigned to mandates of relevant institutions	<ul style="list-style-type: none"> <li>Institutional framework is fragmented and MEAs implementation is uneven</li> <li>National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict</li> </ul>	<ul style="list-style-type: none"> <li>All MEAs obligations are clearly assigned to key institutions</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align institutions with obligations under MEAs</li> </ul>
	7. MEAs obligations integrated in related legislation	<ul style="list-style-type: none"> <li>Laws in place to ratify MEAs, but “secondary” laws and norms not revised to be consistent with MEAs obligations</li> </ul>	<ul style="list-style-type: none"> <li>Key laws and norms revised to be consistent with MEAs obligations</li> <li>“Secondary” legislation and norms in place to enable integration of MEAs into sectoral policy-making and planning processes</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align legislation with obligations under MEAs</li> </ul>
	8. Staff of key organizations with the necessary skills and knowledge to address MEAs obligations	<ul style="list-style-type: none"> <li>Uneven capacity of focal points and staff to manage and implement MEAs</li> </ul>	<ul style="list-style-type: none"> <li>Staff trained and apply skills and knowledge to the implementation of MEAs obligations</li> </ul>	<ul style="list-style-type: none"> <li>The project is effective in developing capacities for implementing MEAs</li> </ul>
	9. Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	<ul style="list-style-type: none"> <li>An existing mechanism for Rio Conventions policy development coordination exist, however there is not enough inter-sectorial coordination of implementation of MEAs</li> </ul>	<ul style="list-style-type: none"> <li>A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process and integration into the SDS</li> </ul>	<ul style="list-style-type: none"> <li>Willingness to coordinate and collaborate for an effective participation in implementing MEAs</li> </ul>
<b>Component/ Outcome 2:</b> Enhanced public awareness and perception of MEAs and its contributions to sustainable development	10. Approved and funded training curriculum on implementation and monitoring of Egypt’s commitments to MEAs in school and universities	<ul style="list-style-type: none"> <li>As per the NCSA, there is a lack of long term programs for awareness and education on MEAs, relevant educational programs pertaining to national resources, management and conservation are absent or undeveloped</li> </ul>	<ul style="list-style-type: none"> <li>University course(s) developed and approved to be offer to students</li> <li>Curriculum(a) for schools developed and approved to be piloted</li> </ul>	<ul style="list-style-type: none"> <li>University(ies) committed to the introduction of new course(s) on MEAs</li> <li>Ministry of Education committed to pilot new curriculum(a) into selected school</li> </ul>
	11. Learning materials for environmental management incorporating implementation of MEAs obligations developed and used for training activities	<ul style="list-style-type: none"> <li>As per the NCSA, training courses and programs dealing with the concepts of MEAs are limited in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>To be determined at inception</li> </ul>	<ul style="list-style-type: none"> <li>An effective training programme on MEAs and their obligations being used</li> </ul>
	12. Learning stations established in protected areas and used	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>2 to 3 sustainable learning stations</li> <li>Strategies to replicate the model to other protected areas in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>MOE-EAAA commitment to support the operationalization of learning station(s)</li> </ul>
<b>Component/ Outcome 3:</b> Documented and communicated/shared	13. Availability of knowledge materials on MEAs	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>To be determined at inception</li> </ul>	<ul style="list-style-type: none"> <li>Government to keep an interest in making more information available to the public on MEAs and their</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
knowledge accumulated by the project				obligations
	14. Public access and outreach to information on MEAs and their implementation in Egypt	<ul style="list-style-type: none"> <li>Limited access to information on MEAs and their obligations</li> </ul>	<ul style="list-style-type: none"> <li>Access to information on MEAs from MOE-EEAA website</li> <li>Additional access points and assessment of potential outreach to be identified at inception</li> </ul>	<ul style="list-style-type: none"> <li>Government to keep an interest in making more information available to the public on MEAs and their obligations</li> </ul>

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## VII. MONITORING AND EVALUATION (M&E) PLAN

105. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component/Outcome three: Documented and communicated/shared knowledge accumulated by the project, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

106. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies.

107. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

### **M&E Oversight and monitoring responsibilities:**

108. Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

109. The Project Manager will develop annual work plans based on the multi-year workplan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.

110. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

111. Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.

112. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

113. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

114. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

115. **Audit**: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.

116. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

**117. Additional GEF monitoring and reporting requirements:**

118. Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFF in M&E;
- e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard

requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;

- f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g) Plan and schedule Project Board meetings and finalize the first-year annual work plan.

119. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

120. Annual Progress Report (APR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual progress report covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the APR submission deadline so that progress can be reported in the APR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the APR.

121. The APR will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the APR as appropriate.

122. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

123. GEF Focal Area Tracking Tools: The GEF Tracking Tool “Capacity Development Scorecard” will be used to monitor global environmental benefit results. The baseline/CEO Endorsement GEF Focal Area Tracking Tool – submitted in Annex D to this project document – will be updated by the Project Manager/Team and shared with the terminal evaluation consultants (it will not be updated by the evaluation consultants hired to undertake the MTR or the TE) before the required evaluation mission take place. The updated GEF Tracking Tool will be submitted to the GEF along with the completed Terminal Evaluation report.

124. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the

UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

125. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

126. Final Report: The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

**Mandatory GEF M&E Requirements and M&E Budget:**

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>3</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 11,000		Within 3 months of project document signature
Inception Report	Project Manager	None	None	Within 2 weeks of incep. workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: USD 4,000		Annually
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 3,000		Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	None		Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None		On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None		

<sup>3</sup> Excluding project team staff time and UNDP staff time and travel expenses.

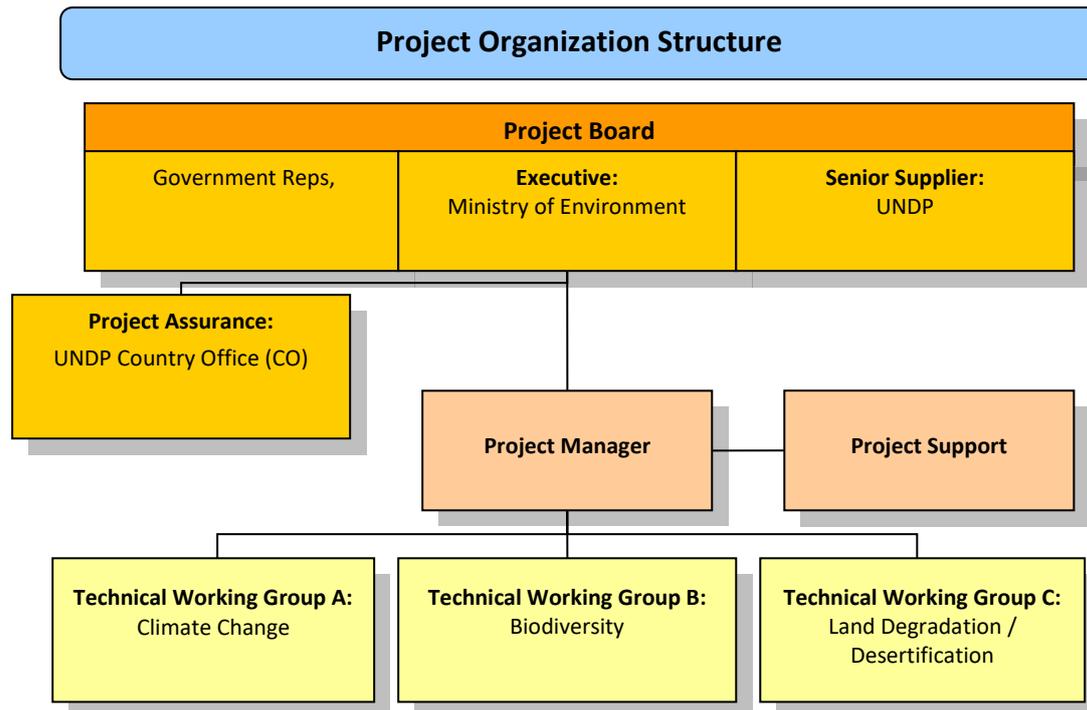
GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>3</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Project Board meetings	Project Board UNDP Country Office Project Manager			At minimum annually
Supervision missions	UNDP Country Office	None <sup>4</sup>		Annually
Oversight missions	UNDP-GEF team	None <sup>5</sup>		Troubleshooting as needed
Knowledge management and dissemination as outlined in Outcome 3	Project Manager	15% of GEF grant		On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None		To be determined.
Mid-term GEF Tracking Tool to be updated by GEF Unit at EEAA	Project Manager	N/A		Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Country Office and Project team and UNDP-GEF team	N/A		Between 2 <sup>nd</sup> and 3 <sup>rd</sup> PIR.
Terminal GEF Tracking Tool to be updated by Gender Unit at EEAA	Project Manager	USD 5,000		Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 17,500		At least three months before operational closure
Translation of MTR and TE reports into English	UNDP Country Office	N/A		
<b>TOTAL indicative COST:</b> Excluding project team staff time, and UNDP staff and travel expenses		<b>USD 61,500</b>		

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Roles and responsibilities of the project's governance mechanism:

127. The project will be implemented following UNDP's national implementation modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Egypt, and the Country Programme Action Plan 2013-2017. The project organization structure is as follows:

<sup>4</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.



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

129. The Implementing Partner is responsible for:

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

130. The **Project Board (PB)** (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Board will review progress and evaluation reports, and approve programmatic modifications to project implementation, as appropriate and in accordance to UNDP procedures. The Project Board will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. It will also ensure that the required resources are committed on a timely basis and will arbitrate any conflicts within the project and facilitate negotiations to a good resolution of issues. The Project Board will meet twice per year. The first such meeting will be held within the first six (6) months of the start of project implementation. At the initial stage of project implementation, the Project Board may, if deemed advantageous, wish to meet more frequently to build common understanding and to ensure that the project is initiated properly. The terms of reference for the Project Board are contained in Annex E.

131. The Project Board is comprised of the following individuals:

- **Senior Beneficiary:** These individuals represent the interests of those who will ultimately benefit from the project including Ministry of Foreign Affairs as a representative of the Government of Egypt. The Senior Beneficiary's primary function is to ensure the realization of project results from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project. The final list of representatives of project beneficiaries will be constituted during the inception phase of the project and act as the Senior Beneficiaries of the Project.
- **Executive:** representing the project ownership. The Ministry of Environment (MOE) will serve as the main implementing partner for the project. The EEAA – an Agency under MOE - serves as the focal point ministry for the relevant international conventions, in particular UNFCCC and UNCBD.
- **Senior Supplier:** The primary function of the Senior Supplier (UNDP) is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project.

132. The **project assurance** role will be provided by the UNDP Country Office. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed. The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions, which are mandatory on all projects. Project Assurance has to be independent of the Project Manager, therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The Project Assurance role will rest with the Climate change and Biodiversity Team Leaders of UNDP CO. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project:

- Maintenance of thorough liaison throughout the project between the supplier and the customer;
- Beneficiary needs and expectations are being met or managed;
- Risks are being controlled;
- Adherence to the Project Justification (Business Case);
- Constant reassessment of the value-for-money solution;
- The project remains viable; the scope of the project is not “creeping upwards” unnoticed;
- Internal and external communications are working;
- Applicable standards are being used and followed;
- Any legislative constraints are being observed;
- Adherence to quality assurance standards.

133. **National Project Director (NPD):** A senior government official will be designated as the National Project Director and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex E. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Board and the Project Manager.

134. The **Project Manager (PM)** will be selected jointly between the Implementing Partner and UNDP to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

135. A **Project management Unit** will be established by the Ministry of Environment, as the Implementing Partner, in consultation with UNDP for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a full-time *Project Manager* and supported by a full-time *Project Assistant*.

136. **Consultants:** The project will contract national experts/specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, and 3. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. The identification of key consultants to use for the implementation of the project will be done during the inception phase and will be accompanied by specific Terms of References for these national consultants. A budget provision was also made for the project to allow contracting two international consultants, if needed. The recruitment of a chief technical advisor to provide technical guidance during project implementation; and an independent evaluation expert to undertake the final evaluation of the project three (3) months prior to project closure.

137. **Technical Working Groups:** Working groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on: a) strengthening inter-agency coordination to effectively integrate MEAs obligations into decision making; b) structuring institutional reforms to address MEAs obligations; c) identifying and selecting activities to raise MEAs awareness; d) integrating MEAs obligations into selected development plans; e) reviewing assessments conducted under the project; and f) supporting assessments such as the assessment of technical skills and thematic assessments.

Governance role for project target groups:

138. The project will take an adaptive collaborative management approach to implementation. That is, UNDP and the Ministry of Environment will manage project activities while ensuring that stakeholders are involved early and throughout project implementation, and will provide regular communication on the performance of project activities. The emphasis on stakeholders involvement will help signal unforeseen risks and contribute, if and when needed, to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

UNDP Direct Project Services as requested by Government (if any):

139. The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition the Government of Egypt may request UNDP direct services for specific projects, according to its policies and convenience. The UNDP and Government of Egypt acknowledge and agree that those services are not mandatory, and will be provided only upon Government request. If requested the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex I). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost, duly identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397- Direct Project Costs – Staff" and "74596-Direct Project Costs – General Operating Expenses (GOE)"

140. At the request of the designated institution, the UNDP country office may provide the following support services for the activities of the programme/project:

- a) Identification and/or recruitment of project and programme personnel;
- b) Identification and facilitation of training activities
- c) Procurement of goods and services;

In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened.

141. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:

142. In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>5</sup> and the GEF policy on public involvement<sup>6</sup>.

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## **IX. FINANCIAL PLANNING AND MANAGEMENT**

143. The total cost of the project is USD 2,075,000. This is financed through a GEF grant of USD 991,000 and USD 1,084,000 in parallel co-financing. UNDP, as the GEF Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

144. Parallel co-financing: Co-financing to the project is a mix of parallel co-financing through projects and national entities, reflecting the active engagement of other government entities and universities and the complementarity among projects with related objectives. The consultations conducted during the design of the project confirmed the strong interest in this project, particularly with its objective to improve the coordination for the implementation of MEAs in Egypt, including a stronger participation of stakeholders in decision-making processes related to the implementation of these MEAs.

145. This parallel co-financing will be monitored annually and reviewed during the terminal evaluation and this information will be reported to the GEF. It includes a new project implemented by the Center for Sustainable Development from the American University in Cairo (AUC) entitled "*The School of 2030: Education for Sustainable Development in Bolaq (EduCamp III)*" with a total budget of Euro 497,000 (equivalent to USD 534,000 at exchange rate 0.9307). This project is implemented within the context of enhancing knowledge on global environmental issues among Egyptian university and school students.

146. Parallel co-financing also includes a project to upgrade two protected areas in the vicinity of Cairo namely *Wadi Degla* and *Petrified Forest*. This project will enhance the capacity of these protected areas to receive visitors including the establishment of knowledge centers for school students to increase awareness on environmental issues including biodiversity and climate change. This project will finance the establishment of these centers (approximate budget of USD 500,000

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<sup>5</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>6</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

funded by UNDP and the government of Egypt) and the CCCD project will finance the content of these knowledge centers.

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

148. A summary of the planned parallel co-financing is presented in the table below (*see also co-financing letters in Annex K*):

Co-financing source	Co-financing type	Co-financing amount (USD)
American University in Cairo <sup>7</sup>	In-kind	USD 534,000
UNDP/MoE Strengthen Financial Sustainability of Protected Areas	Parallel	USD 500,000
Ministry of Environment	In-kind	USD 50,000
<b>Total Co-financing</b>		<b>USD 1,084,000</b>

149. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the *Project Board* will agree on a budget tolerance level for each plan under the overall annual work plan allowing the *Project Manager* to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the *Project Board*. Should the following deviations occur, the *Project Manager* and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

150. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

151. Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

152. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

153. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review *Project Board* meeting. The

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<sup>7</sup>The project budget of 497,000 Euros was converted at approximately 1.09 USD per Euro or USD 534,000

Implementing Partner through a *Project Board* decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

154. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file .

155. Financial completion: The project will be financially closed when the following conditions have been met:

- a) The project is operationally completed or has been cancelled;
- b) The Implementing Partner has reported all financial transactions to UNDP;
- c) UNDP has closed the accounts for the project;
- d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

156. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

## X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00091903	Atlas Primary Output Project ID:	00096879
Atlas Proposal or Award Title:	Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions		
Atlas Business Unit	EGY10		
Atlas Primary Output Project Title	Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions		
UNDP-GEF PIMS No.	5498		
Implementing Partner	Ministry of Environment		

GEF Component/Atlas Activity	Responsible Party (Atlas I. Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
<b>COMPONENT/ OUTCOME 1:</b> Improved environmental management systems for an effective mainstreaming of MEAs commitments	<b>MOE</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultants	-	-	21,000	-	21,000	1
				71300	Local Consultants	15,000	30,000	30,000	15,000	90,000	2
				71400	Contractual Services – Individ.	8,940	8,940	8,940	8,940	35,760	3
				72100	Contractual services – Comp.	7,610	7,610	7,610	7,610	30,440	4
				74200	Audio Visual&Print Prod. Costs	5,000	5,000	5,000	5,000	20,000	5
				75700	Training, Workshops and Conference	20,000	20,000	20,000	17,000	77,000	6
				<b>Sub-total GEF</b>		<b>56,550</b>	<b>71,550</b>	<b>92,550</b>	<b>53,550</b>	<b>274,200</b>	
			<b>Total Outcome 1</b>	<b>56,550</b>	<b>71,550</b>	<b>92,550</b>	<b>53,550</b>	<b>274,200</b>			
<b>COMPONENT/ OUTCOME 2:</b> Enhanced public awareness and perception of MEAs and its contributions to sustainable development	<b>MOE</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultants	-	21,000	-	-	21,000	7
				71300	Local Consultants	15,000	30,000	30,000	15,000	90,000	8
				71400	Contractual Services – Individ.	15,150	15,150	15,150	15,150	60,600	9
				71600	Travel	-	2,000	2,000	-	4,000	10
				72100	Contractual services – Comp.	20,000	80,000	80,000	20,000	200,000	11
				74200	Audio Visual&Print Prod. Costs	4,800	5,000	5,000	5,010	19,810	12
				75700	Training, Workshops and Conference	10,000	20,000	20,000	20,000	70,000	13
<b>Sub-total GEF</b>		<b>64,950</b>	<b>173,150</b>	<b>152,150</b>	<b>75,160</b>	<b>465,410</b>					

GEF Component/Atlas Activity	Responsible Party (Atlas I. Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
					<b>Total Outcome 2</b>	<b>64,950</b>	<b>173,150</b>	<b>152,150</b>	<b>75,160</b>	<b>465,410</b>	
<b>COMPONENT/ OUTCOME 3:</b> Documented and communicated/shared knowledge accumulated by the project	<b>MOE</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultants	-	-	-	17,500	17,500	14
				71300	Local Consultants	-	-	15,000	15,000	30,000	15
				71400	Contractual Services – Individ.	7,950	7,950	7,950	7,950	31,800	16
				71600	Travel	-	-	-	5,000	5,000	17
				72100	Contractual services – Comp.	-	5,000	5,000	5,000	15,000	18
				74100	Professional Services: Audits	3,000	3,000	3,000	3,000	12,000	19
				74200	Audio Visual&Print Prod. Costs	-	5,000	5,000	10,000	20,000	20
				75700	Training, Workshops and Conference	-	10,000	10,000	10,000	30,000	21
					<b>Sub-total GEF</b>	<b>10,950</b>	<b>30,950</b>	<b>45,950</b>	<b>73,450</b>	<b>161,300</b>	
					<b>Total Outcome 3</b>	<b>10,950</b>	<b>30,950</b>	<b>45,950</b>	<b>73,450</b>	<b>161,300</b>	
<b>PROJECT MANAGEMENT</b>	<b>MOE</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual Services – Individ.	8,850	8,850	8,850	8,850	35,400	22
				72200	Equipment and Furniture	3,490	2,000	-	-	5,490	23
				72500	Office Supplies	300	300	300	300	1,200	24
				73100	Rental & Maintenance-Premises	4,500	4,500	4,500	4,500	18,000	25
				64397/74596	Services to projects - CO staff' / – GOE for CO"	7,500	7,500	7,500	7,500	30,000	26
					<b>Sub-total GEF</b>	<b>24,640</b>	<b>23,150</b>	<b>21,150</b>	<b>21,150</b>	<b>90,090</b>	
					<b>Total Management</b>	<b>24,640</b>	<b>23,150</b>	<b>21,150</b>	<b>21,150</b>	<b>90,090</b>	
<b>PROJECT TOTAL</b>						<b>157,090</b>	<b>298,800</b>	<b>311,800</b>	<b>223,310</b>	<b>991,000</b>	

**Summary of Funds:**

	Year 1	Year 2	Year 3	Year 4	Total (USD)
GEF	\$157,090	\$298,800	\$311,800	\$223,310	\$991,000
Co-financing – AUC (in-kind)	\$133,500	\$133,500	\$133,500	\$133,500	\$534,000
Co-financing - Government (in-kind)	\$50,000	\$150,000	\$200,000	\$150,000	\$550,000
<b>TOTAL</b>	<b>\$340,590</b>	<b>\$582,300</b>	<b>\$645,300</b>	<b>\$506,810</b>	<b>\$2,075,000</b>

**Budget Notes:**

- 1 International consultant days for component 1 @700 per day
- 2 National Consultants days for component 1 @300 per day
- 3 Project Staff including: 35% of the Project Manager's time allocated to Component 1, plus 30% of the Project Assistant's time.
- 4 Budget provision for local transportation under component 1
- 5 Budget provision for printing training and public awareness material
- 6 Training budget to support training activities under component 1
- 7 International consultant days for component 2 @700 per day
- 8 National Consultants days for component 2 @300 per day
- 9 Project Staff including: 35% of the Project Manager's time allocated to Component 2, plus 45% of the Project Assistant's time.
- 10 Travel cost budget for Component 2
- 11 Budget for equipment + material for Learning Stations in Protected Areas + Budget provision for local transportation under component 2
- 12 Budget provision for printing training and public awareness material
- 13 Training budget to support training activities under component 2
- 14 International consultant days for the Terminal Evaluation @700 per day
- 15 National Consultants days for component 3 @300 per day; including days for the terminal evaluation
- 16 Project Staff including: 20% of the Project Manager's time allocated to Component 3, plus 15% of the Project Assistant's time.
- 17 Travel cost budget for Terminal Evaluation
- 18 Budget provision for local transportation under component 3
- 19 Annual Audit cost
- 20 Budget provision for printing training and public awareness material
- 21 Training budget to support training activities under component 3
- 22 Project Staff: 10% of the Project Manager's time allocated to Project Management, plus 10% of the Project Assistant's time, and plus 100% of an Accountant's time
- 23 Equipment and furniture for the project office
- 24 Office supplies / communication for running the project
- 25 Rental cost for project office
- 26 Direct Project Cost for services rendered by UNDP to the project, according to the Letter of Agreement (Annex I). DPC are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the yearly budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.

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## **XI. LEGAL CONTEXT**

157. This document together with the Country Programme Action Plan (CPAP) signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

158. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

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## **XII. MANDATORY ANNEXES**

- A. Multi-year Work-Plan
- B. Monitoring Plan
- C. Evaluation Plan
- D. Capacity Development Scorecard
- E. Terms of References
- F. UNDP Social and Environmental Screening Template (SESP)
- G. UNDP Project Quality Assurance Report
- H. Capacity Assessment Results: Implementing Partner and HACT Micro-Assessment
- I. Standard Letter of Agreement between UNDP and Government
- J. Guidance from the Rio Conventions
- K. Co-financing Letters

## Annex A: Multi-Year Work-Plan

Task	Responsible Party	Year 1				Year 2				Year 3				Year 4				
		Q1	Q2	Q3	Q4													
Outcome 1: Improved environmental management systems for an effective mainstreaming of MEAs commitments																		
Output 1.1: Policy frameworks and coordination mechanisms among ministries for nationally adopting and managing MEAs within Sustainable Development Goals (SDGs) are established																		
1.1.1: Develop a stakeholder mapping																		
1.1.2: Identify policy and institutional gaps																		
1.1.3: Develop and support the review/consultation process to approve a road map to address these capacity gaps																		
1.1.4: Support the implementation of the road map																		
1.1.5: Identify mechanisms for involving the public especially youth in universities																		
Output 1.2: Staff involved in implementing MEAs in relevant ministries are trained																		
1.2.1: Conduct a training needs analysis																		
1.2.2: Develop training programme(s)																		
1.2.3: Deliver training activities																		
Output 1.3: Multi-disciplinary networks and/or partnerships to include global environmental priorities in education systems are established and tested																		
1.3.1: Review the existing education curriculum in schools and universities and identify gaps																		
1.3.2: Identify methodology and institutional set up for engaging stakeholders																		
1.3.3: Develop and operationalize educational curriculum																		
Outcome 2: Enhanced public awareness and perception of MEAs and its contributions to sustainable development																		
Output 2.1: Awareness-raising workshops on MEAs' contribution to																		

Task	Responsible Party	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4												
socio-economic development in selected sectors are organized																	
2.1.1: Design learning station(s) for knowledge centers																	
2.1.2: Establish knowledge center(s) in one or two selected Protected Areas for school children																	
2.1.3: Design awareness campaign per sector/focal area																	
2.1.4: Operationalize the learning station(s) including private sector intervention																	
2.1.5: Provide technical assistance to other Protected Areas to replicate and upscale establishment of knowledge centers																	
2.1.6: Develop an institutional set up to ensure sustainable technical and financial operation of knowledge centers																	
2.1.7: Participate to/support the CBD-COP14 to be held in Cairo, Egypt from November 12 to 27, 2018																	
Output 2.2: Training programmes and knowledge materials on how to address global environmental issues targeting various stakeholders are developed and disseminated																	
2.2.1: Conduct a training needs analysis																	
2.2.2: Develop a training programme																	
2.2.3: Deliver training activities on MEAs																	
2.2.4: Develop knowledge materials on MEAs																	
2.2.5: Disseminate these knowledge materials																	
Outcome 3: Documented and communicated/shared knowledge accumulated by the project																	
Output 3.1: Knowledge materials developed and disseminated																	
3.1.1: Produce knowledge materials																	
3.1.2: Disseminate the knowledge material nationally (in universities, youth center and protected areas) and regionally																	
3.1.3: Develop national and regional partnerships																	

## Annex B: Monitoring Plan:

The Project Manager will collect results data according to the following monitoring plan.

Monitoring	Indicators	Description	Frequency	Responsible for data collection	Means of verification/Data Source	Assumptions and Risks
<b>Project objective:</b> To strengthen the participation of Stakeholders in the implementation of MEAs in Egypt	1. An enabling environment aligned with MEAs obligations committed by Egypt	Project will support activities to improve the enabling environment necessary for implementing MEAs in Egypt	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Project achievements</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs</li> </ul>
	2. Effective participation of Stakeholders in implementing MEAs	Seek greater participation of stakeholders in the decision-making for implementation of MEAs	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Effective participation of stakeholders in decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>The project is effective in developing capacities for implementing MEAs</li> </ul>
	3. Number of direct project beneficiaries	To keep track of how many people are directly benefiting from project support	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Reports on project activities</li> </ul>	<ul style="list-style-type: none"> <li>Good participation to effective training and awareness programmes</li> </ul>
	4. Capacity development scorecard rating	To monitor how well capacity is being developed with the support of the project	<ul style="list-style-type: none"> <li>Mid-way in project implementation and at end of project implementation</li> <li>Reported in DO tab of the second and fourth GEF PIRs</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Completed /Updated GEF CCCD Scorecard (in Annex D)</li> </ul>	<ul style="list-style-type: none"> <li>The project is effective in developing capacities necessary for implementing MEAs</li> </ul>
<b>Project Outcome 1:</b> Improved environmental management systems for an effective mainstreaming of MEAs commitments	5. MEAs obligations integrated in related policies, national plans, and strategies	Provide Egypt with adequate policies, plans and strategies to implement MEAs	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Changes in policies and plans</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align policies with obligations under MEAs</li> </ul>
	6. Responsibilities for MEAs obligations assigned to mandates of relevant institutions	Provide Egypt with adequate institutional mandates to implement MEAs	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Changes in official mandates of institutions</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align institutions with obligations under MEAs</li> </ul>
	7. MEAs obligations integrated in related legislation	Provide Egypt with adequate legislation to implement MEAs	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Changes in legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment to align legislation with obligations under MEAs</li> </ul>
	8. Staff of key organizations with	Develop the capacity of staff involved in	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Capacity assessments</li> </ul>	<ul style="list-style-type: none"> <li>The project is effective in developing capacities for</li> </ul>

Monitoring	Indicators	Description	Frequency	Responsible for data collection	Means of verification/Data Source	Assumptions and Risks
	the necessary skills and knowledge to address MEAs obligations	implementing MEAs	<ul style="list-style-type: none"> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>			implementing MEAs
	9. Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	To improve coordination among sectors involved in implementing MEAs	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Existence of inter-sectorial mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Willingness to coordinate and collaborate for an effective participation in implementing MEAs</li> </ul>
<b>Project Outcome 2:</b> Enhanced public awareness and perception of MEAs and its contributions to sustainable development	10. Approved and funded training curriculum on implementation and monitoring of Egypt's commitments to MEAs in school and universities	To train future generations in the importance of MEAs and of their implementation	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Existence and degree of accreditation of training curricula and training material</li> </ul>	<ul style="list-style-type: none"> <li>University(ies) committed to the introduction of new course(s) on MEAs</li> <li>Ministry of Education committed to pilot new curriculum(a) into selected school</li> </ul>
	11. Learning materials for environmental management incorporating implementation of MEAs obligations developed and used for training activities	Make available training modules on MEAs and deliver some training through official training channels	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Existence of training material</li> <li>Feedback from trainees</li> </ul>	<ul style="list-style-type: none"> <li>An effective training programme on MEAs and their obligations being used</li> </ul>
	12. Learning station(s) established in protected area(s) and used	Provide 2 or 3 equipped learning stations in protected areas targeting youth	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Existence of learning stations</li> <li>Feedback from users of these learning stations</li> </ul>	<ul style="list-style-type: none"> <li>MOE-EEAA commitment to support the operationalization of learning stations</li> </ul>
<b>Project Outcome 3:</b> Documented and communicated/shared knowledge accumulated by the project	13. Availability of knowledge materials on MEAs	Package knowledge into information products	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per work plans</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Existence of knowledge material</li> </ul>	<ul style="list-style-type: none"> <li>Government to keep an interest in making more information available to the public on MEAs and their obligations</li> </ul>
	14. Public access and outreach to information on MEAs	Provide public access to this knowledge on MEAs through various media	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in DO tab of the GEF PIR and in IP tab as per</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> </ul>	<ul style="list-style-type: none"> <li>Availability of information on MEAs</li> </ul>	<ul style="list-style-type: none"> <li>Government to keep an interest in making more information available to</li> </ul>

Monitoring	Indicators	Description	Frequency	Responsible for data collection	Means of verification/Data Source	Assumptions and Risks
	and their implementation in Egypt		work plans		<ul style="list-style-type: none"> <li>Cited material in media and other channels</li> </ul>	the public on MEAs and their obligations
<b>Terminal GEF Tracking Tool</b>	<i>See indicator #4</i>					
<b>Environmental and Social risks and management plans, as relevant.</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Reported in the GEF PIR</li> </ul>	<ul style="list-style-type: none"> <li>PM and MOE</li> <li>UNDP CO</li> </ul>	<ul style="list-style-type: none"> <li>Updated SESP</li> </ul>	<ul style="list-style-type: none"> <li>Risks are managed/monitored and mitigated when needed</li> </ul>

**Annex C: Evaluation Plan**

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc...)	Budget for translation
Terminal Evaluation	Feb/2021	Aug/2021	Yes	USD 17,500	USD 5,000	
<b>Total evaluation budget</b>				USD 22,500		

## Annex D: Capacity Development Scorecard

Project Name: Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions

Project Cycle Phase: Project Preparation (PPG) Date: March 2017

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0	2	Legal and regulatory framework in place but public awareness and education remains critical for full recognition and engagement	Develop education and awareness programmes targeting stakeholders, the project will contribute to increasing the legitimacy of lead environmental organizations. Staff in these organizations will have a greater capacity to coordinate environmental activities including the implementation of the MEA obligations.	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	1	Only few co-managements exist and more are needed to increase collaboration among agencies.	Develop bilateral and multilateral partnerships with various stakeholders for mainstreaming global environmental issues into the education curriculum for undergraduate and graduate studies as well as in school curricula.	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	The participation of stakeholders in decision-making regarding the management of the environment is limited in Egypt.	Engaging large number of stakeholders to gain awareness of MEAs, their contribution toward the SDGs, as well as understanding the overall benefits of proper management of the global environment and its linkages to national environmental	2. Enhanced public awareness and perception of MEAs and its contributions to sustainable development
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	making processes				challenges.	
<b>CR 2: Capacities to generate, access and use information and knowledge</b>						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	Stakeholders and the public know about global environmental issues, particularly climate change and its impacts on Egypt. However, with limited awareness, stakeholders do not know how to participate.	The project will particularly address this aspect through training of relevant stakeholders and seeking greater participation of stakeholders in environmental decision-making.	2: Enhanced public awareness and perception of MEAs and its contributions to sustainable development
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	Environmental data is collected and stored by several governmental and non-governmental organizations. However nationally, the environmental body of knowledge is not completely coherent and fully accessible by the public, including by decision-makers and policy-makers.	Knowledge accumulated by the project will be properly documented and shared/communicated throughout Egypt and in the region, including the dissemination of lessons learned and experiences to support the replication and scaling-up of project results.	3. Documented and communicated/shared knowledge accumulated by the project
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Some environmental education activities have been implemented, often supported by externally funded projects. However, no national environmental education programme is in place in Egypt.	Develop partnerships with various stakeholders for mainstreaming global environmental issues into the education curriculum for undergraduate and graduate studies as well as in school curricula.	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	programmes exist and are being delivered					
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	2	Environmental research is being done in Egypt; however, research findings are not fully aligned with policy development needs.		No direct contribution from the project to improve this capacity.
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	Traditional knowledge is recognized and some of it is collected but not fully used in decisions related to the management of natural resources.		No direct contribution from the project to improve this capacity.
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
<b>CR 3: Capacities for strategy, policy and legislation development</b>						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	There are environmental thematic plans and strategies in place in Egypt such as the NBSAP (biodiversity) and the NAP (land degradation) but there is no overarching environmental policy up-to-date. However, there is a national sustainable development strategy (Vision	Training of staff involved in planning the implementation of MEAs, to strengthen national plans.	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	not implemented/used					
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2		2030) encompassing the environment (the ninth pillar) and including the objective to implement MEAs in Egypt. The current challenge is to implement this vision.		
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	There are environmental policies and legislation in place in Egypt but there is a need to revise/upgrade some of these instruments, including the need to strengthen inter-sectorial coordination mechanisms and the need to take into account MEAs obligations committed by Egypt.	Strengthen the enabling environment to better formulate policies and legislation for the implementation of MEAs	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	2	Environmental information exists but it is not readily available/used by policy-makers and decision-makers.		No direct contribution from the project to improve this capacity.
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
<b>CR 4: Capacities for management and implementation</b>						

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	Due to limited government financial resources, the resource requirements for the environment sector cannot be totally met to properly manage the environment in Egypt.		No direct contribution from the project to improve this capacity.
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	2	Technical skills are available but their availability still depends much on external project funding.	Staff involved in the implementation of MEAs in relevant organizations will be trained on MEAs and their obligations.	1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
<b>CR 5: Capacities to monitor and evaluate</b>						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	2	Limited monitoring of projects and programmes is happening besides monitoring mandated on donor funded projects and programmes. However, this information is not really communicated/collected into the national body of knowledge on environment.		No direct contribution from the project to improve this capacity.
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results is being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	accurately and is used by the implementation team to learn and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	2	The majority of externally funded projects have evaluation plans. These evaluations are mainly performed internally, by the executing agency and by the funding agencies. But the sharing of these results is limited, thus lessons-learned are not fully shared with other projects, limiting “learning by experience”.		No direct contribution from the project to improve this capacity.
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
	<b>Total Score:</b>		<b>26/45</b>			

## Annex E: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project. With the exception of the international consultants that will be recruited for the independent evaluation of the project, the project consultants should ideally be Egyptian nationals. However, experts from the region may be recruited in the event that a suitable national consultant could not be found. Rates will be based on UNDP Egypt standards for the recruitment of regional consultants, but ideally at a rate that is not significantly greater than that of the national consultant rates in order for the project to remain cost-effective.

### Background

From 2005 to 2007, the Egyptian Environmental Affairs Agency (EEAA), with the financial support of the Global Environment Facility (GEF), led a process to conduct a “*National Capacity Self-Assessment (NCSA 2007)*”. This process included a stocktaking exercise, thematic assessments (climate change, biodiversity and land degradation), crosscutting assessments, capacity gaps prioritization and an action plan to address the capacity needs. This process identified capacity constraints preventing government institutions to address the existing environmental challenges and several cross-cutting capacity gaps emerged from this process. They particularly included three capacity gaps that will be directly addressed by the project: public participation; public education and training programmes.

Egypt has made significant progress in strengthening its environmental policy and programming framework since the completion of its NCSA. It established a national sustainable development committee in 2006; it passed a new Constitution in 2014 providing a policy framework for a new economic system to achieve sustainable development; and it promulgated its “*Sustainable Development Strategy: Egypt Vision 2030*” in 2015. However, despite these achievements made, Egypt has not fully addressed the NCSA priority recommendations.

This project is a direct respond to these priorities. It also responds specifically to cross-cutting capacity development obligations called for under MEAs. It is in line with the GEF-6 CCCD 2nd objective which aims: “*to strengthen consultative and management structures and mechanisms*”. By developing the capacity of government entities and increasing the participation of stakeholders in implementing MEAs, the project will address some critical decision- and policy-making gaps. It will develop the capacity of stakeholders to better use environmental information for better decision/policy making, including strengthening consultative mechanisms from the local level (e.g., private sector round-tables and local community and village meetings) to the national level (technical committees).

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

## **Project Objective**

The objective of the project is “*to strengthen the participation of Stakeholders in the implementation of MEAs in Egypt*”. The project will engage a large number of government officials, universities and NGOs to build partnerships to ensure mutual knowledge transfer and learning. This partnership approach will help strengthen the institutional and systemic capacities of Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits.

## **Project Strategy**

The project will build upon the national coordination mechanism established during the first CCCD/CB2 project (2008-2011), and will work closely with the GEF unit in EEAA and the Planning and Technical Support Unit in the Desert Research Center (DRC) to outreach large number of related national environment initiatives. Additionally, the project will support the Designated National Authority for the Green Climate Fund (Ministry of Environment) and will advocate for mainstreaming land degradation and biodiversity conservation into climate change projects as relevant.

The project is about increasing the participation of stakeholders in implementing MEAs’ obligations committed by the government of Egypt. It will focus most of its resources in addressing several key barriers identified in the “*Sustainable Development Strategy: Egypt Vision 2030*”, including the failure to adopt an integrated and participatory approach that ensures integration of social and environmental dimensions into the economic dimension; the lack of integration of civil society into the efforts of protecting biological diversity; the poor community participation in preserving the environment and inadequate environmental awareness and the fact that multiple agencies are responsible for the implementation of plans without proper coordination. Without effective public participation - especially among youth, media and vulnerable groups - there will be little impact on the attitude and behavior of future generations towards global environmental issues; it will also hinder the success of the government to fulfill its commitments, including its international commitments through MEAs.

The main innovation of this project is to strengthen the participation of stakeholders and the coordination among all state and non-state actors at the junction between thematically-based initiatives and the national environmental management instruments in place in Egypt. It is a crosscutting approach recognizing that for a sustainable preservation and conservation of the environment, it is necessary to address crosscutting capacity gaps. By addressing the existing capacity constraints, it is anticipated that the implementation of MEAs in Egypt will be less treated as “externalities” and more integrated in national environmental management instruments with ultimately a more sustainable management of the environment in Egypt and the contribution to global environment benefits.

At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain MEAs objectives and obligations. Stakeholders involved in the implementation of MEAs in Egypt will have greater skills and knowledge about MEAs and their obligations and will be more engaged in the planning, implementation and monitoring processes of MEAs. Organizations will have better procedures and mechanism to provide an enabling environment for implementing MEAs. The expected results are that the environmental management instruments in place in Egypt will better take into account obligations committed by Egypt. It will include planning processes and policy making that will be more participatory and a better linkage between the proper management of the environment in Egypt and the

global environment as well as the socio-economic development of the country and its contribution toward sustainable development.

## **Project Outcomes**

Overall, the project will achieve its objective by strengthening capacities at the systemic, organizational, and individual level, each of which will be targeted to strengthen Egypt's efforts to mainstream global environmental priorities into the planning and management frameworks for preserving and conserving the environment. This objective will be achieved through three expected outcomes:

- Outcome 1: Improved environmental management systems for an effective mainstreaming of MEAs commitments
- Outcome 2: Enhanced public awareness and perception of MEAs and its contributions to sustainable development
- Outcome 3: Documented and communicated/shared knowledge accumulated by the project

### **A. Project Board (PB)**

The **Project Board** is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Coordinator (PC), including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards<sup>8</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition.

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board is consulted by the Project Coordinator for decisions when project tolerances have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

### **Specific responsibilities of the Project Board**

#### *Running a project:*

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<sup>8</sup>UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05:

- a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.
- b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply. The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate without intervention from the Project Board. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Board.

- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Director
- Provide guidance and agree on possible measures/management actions to address specific risks
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner
- Review each completed project stage and approve progress to the next
- Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes through revisions

#### *Closing the project*

- Assure that all Project deliverables have been produced satisfactorily
- Review and approve the final project report, including lessons learnt
- Make recommendations for follow on actions to be submitted to the Outcome Board
- Commission project evaluation
- Notify operational completion of the project to the Project Board

### **B. National Project Director (NPD)**

The CEO of EEAA of the Ministry of Environment must appoint an NPD for this UNDP-GEF-supported project. The **National Project Director** supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The NPD is the party that represents the Government's *ownership* and *authority* over the project. The NPD also represents the government's *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the CEO EEAA of the Ministry of Environment, as the representative of the Implementing Partner, will designate the NPD from among its staff at not lower than the middle level. The NPD will be supported by a full-time Project Manager.

#### **Duties and Responsibilities of the National Project Director**

The **NPD** will have the following duties and responsibilities:

- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources;

- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the project are made available;
- Supervise the work of the Project Manager and ensure that the project manager is empowered to effectively manage the project and other project staff to perform their duties effectively;
- Select and arrange, in close collaboration with UNDP, for the appointment of the Project Manager (in cases where the project manager has not yet been appointed) and sign project contracts;
- Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

### Remuneration and entitlements

The NPD will not receive monetary compensation from project funds for the discharge of his/her functions.

### **C. Project Manager (PM)**

A **Project Manager** will be recruited to oversee the project implementation on a full-time basis under the guidance of the Project Board, and with the support of UNDP Egypt. He/she will be recruited for the duration of the project full-time. In addition to overseeing the implementation of the project's capacity development activities, the Project Manager will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

- Serve as the focal point for the implementation of all project activities under the three components of the project;
- Support key project stakeholders in identifying, developing and implementing strategies to mainstream Egypt's global environment commitments into national policies, strategies and legislation;
- Lead the review of existing institutions, policies and legislation and the development of a roadmap to address capacity gaps in these areas;
- Collaborate with the Ministry of Education to mainstream MEAs in school curriculum;
- Lead collaborative design and execution of innovative proposals to develop training programmes and knowledge materials on how to address global environmental issues;
- Identify and mobilize key strategic partnerships to include environmental priorities in education systems;
- Collaborate with the Nature Conservation Sector for the development of knowledge centers in protected areas and ensure they are operational using the knowledge materials developed with the support of the project and targeting school children;
- Collaborate with MOE to support the preparation of the CBD/COP14 taking place in Egypt in 2018;
- Lead the development of information products highlighting achievements of the project;
- Oversee the day-to-day monitoring of project implementation;

- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board;
- Prepare all required progress and management reports, e.g., APR and project initiation report;
- Support all meetings of the Project Board;
- Maintain effective communication with project partners and stakeholders to disseminate project results, as well as to facilitate input from stakeholder representatives as project partners;
- Support the independent terminal evaluation;
- Ensure full compliance with the UNDP and GEF branding policy.

The **Project Manager** will have a post-graduate degree in a field related to environment or natural resources, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. In addition, the **Project Manager** should also have the following qualifications:

- Previous experience in communicating with ministries, private sector, NGOs, etc.
- Self-starting, independent and responsible personality;
- Demonstrated ability to manage and motivate people in a complex environment and achieve set goals under time pressure;
- Proven ability to think strategically, express ideas clearly and concisely, work both independently and in teams, and demonstrate self-confidence combined with sensitivity to gender and culture.
- Strong resource mobilization, communication and negotiation skills;
- Previous project management experience with international development agencies is an asset
- Knowledge of change management and institutions at national and local levels would be an advantage;
- Fluency in Arabic with good command of English an asset; Excellent writing and advocacy skills;
- Computer proficiency (MS Office package, Internet).

#### **D. Project Administrative and Technical Assistant**

The **Project Assistant** will provide full-time support to the **Project Manager** in the carrying out of his/her duties, which will include:

- Assist the **Project Manager** in the implementation of project activities;
- Assume secondary responsibility for daily project management, including substantive matters, technical assistance and co-ordination for outcomes of the project
- Ensure all logistical arrangements for the implementation of project activities are carried out smoothly;
- Support the coordination of project partners in implementing project activities;
- Assist in guiding the technical work of consultants and subcontractors and oversee compliance with the agreed work plan;
- Provide technical and logistical support to the preparation of the CBD/COP14 taking place in Egypt in 2018;
- Assist in carrying out regular, announced and unannounced inspections of all sites and project-funded activities;
- Follow up on field work in the protected areas;
- Liaise with UNDP, relevant government agencies, and all project partners, including donor

- organizations and NGOs for effective coordination of all project activities;
- Follow up and review deliverables with national and international consultants
- Organize and coordinate arrangements for workshops and trainings;
- Coordinate the production of knowledge materials;
- Organizational and logistical issues related to project execution per UNDP guidelines and procedures;
- Record keeping of project documents, including financial in accordance with audit requirements;
- Prepare project work plans and budget revisions under supervision of the PM and in collaboration with the UNDP Country Office;
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports;
- Report to the *Project Manager* on a regular basis;
- Identification and resolution of logistical and organizational problems, under the guidance of the *Project Manager*.

The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

### **C. Project Accountant**

- Assist the PM and NPD in project budget monitoring and project budget revision.
- Set up accounting system, including reporting forms and filling system for the project, in accordance with the project document and the NIM procedures;
- Maintain petty cash transactions. This includes writing of receipts, preparation of payment request form, receipt and disbursement of cash and clearance of advances;
- Prepare project financial reports and submit to PC and NPD for clearance and furnish to UNDP as required;
- Enter financial transactions into the computerised project accounting system;
- Reconcile all balance sheet accounts and keep a file of all completed reconciliation;
- Check and ensure that all expenditures of projects are in accordance with NEX procedures. This includes ensuring receipts to be obtained for all payments;
- Check budget lines to ensure that all transactions are booked to the correct budget lines;
- Ensure documentation relating to payments are duly approved by the PM and NPD;
- Bring any actual or potential problems to the attention of the PM;
- To continuously improve system & procedures to enhance internal controls to satisfy audit requirements.
- Maintain the inventory file to support purchases of all equipment/assets.
- Undertake other relevant matters assigned by the PM.

### **Technical Working Groups**

The **Technical Working Groups** will be constituted by a diverse set of national experts and other key stakeholders with comparative knowledge and/or experience on a wide range of MEAs issues related to the project. Three such groups will be constituted – one for each of the three Rio Conventions.

Membership of these groups can be rotating in order that each meeting of the group contains as complete as possible the breadth of stakeholder views and expertise. These groups will convene to review and validate the technical analyses prepared by the individual consultants, and serve as a form of peer review group. They should meet as a group in order to be more effective in discussing and exchange views of the particular issues to be discussed. Each working group should contain at least 12 stakeholder members and represent all key stakeholder groups, including the academia, NGOs, and civil society. Outside of the technical workshop groups, other experts and stakeholders should be encouraged to provide input and peer review input of analyses and recommendations prepared under the project.

The Technical Working Groups will also meet collectively to reconcile the different perspectives from the three Rio Conventions with a view to producing a consolidated set of recommendations. The consolidated Technical Workshop Groups are to be considered as the stakeholder validation workshops for each of the key deliverables under the project, such as the technical analyses, training programmes, partnership agreements, etc.

#### **International Capacity Development Specialist**

This specialist will be retained – if needed - on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular, the preparation of technical analyses and capacity assessments as well as capacity development action plans, as appropriate. These services will be provided over the course of the four-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery. The detailed TORs will be developed during project implementation.

#### **International Evaluation Consultant**

The **international evaluation consultant** will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF Regional Coordination Unit, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

## Annex F: UNDP Social and Environmental Screening (SESP) Review

### Environmental and Social Review Criteria

<b>Project Information</b>	
1. Project Title	Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions - Egypt
2. Project Number	5498
3. Location (Global/Region/Country)	Egypt

### **Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

#### **QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?**

##### **Briefly describe in the space below how the project mainstreams the human-rights based approach**

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

During the project formulation, consultation sessions and meetings have been conducted with a wide range of key stakeholders to exchange experience and knowledge and to assess the baseline of the project, including an understanding as holistic as possible of the challenges and barriers related to the implementation of MEAs in Egypt. It also included stakeholder workshops to review and validate the project strategy. It is anticipated that these consultations, cooperation and coordination efforts during the formulation of the project will prove to be effective in generating efficient and effective stakeholder engagement during project implementation; notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. Such consultations also assure that the interest of potentially marginalized individuals and groups are taken into account in the implementation. The approach for stakeholder engagement is consistent with a human rights-based approach to development programming.

##### **Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

Gender equality was taken into account in the formulation of the project, which includes tracking key indicators, such as the balance of women participants in capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 50% of all training and capacity building in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits. This gender inclusive project – which is aligned with the “rolling” UNDAF 2013-2017 – will foster gender equality in

environmental management and women's empowerment and participation in environmental management. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions. The project document makes specific reference to three GEF requirements for mainstreaming gender issues in projects:

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

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

Additionally, the Project benefited from expert advice on gender issues in Egypt from the Gender Unit at EEAA. This Gender Unit will also work closely with the project to promote women participation in planning, implementing and monitoring project activities.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

This project is a response to the UNDP-GEF-funded National Capacity Self-Assessment (NCSA) project that was concluded in 2007, which identified three key capacity gaps public participation; public education; and training programmes. The project is well aligned with the UNDAF 2013-2017 and also with national priorities, particularly those in the *"Sustainable Development Strategy: Egypt Vision 2030"*. The uniqueness of this project is the fact that no other projects are addressing the capacity needs identified in the NCSA. This project will address the need to coordinate and harmonize the implementation of MEAs by ensuring that an adequate enabling environment is in place and conducive to the implementation of MEAs and mainstreaming MEAs obligations into the national development process in Egypt. The project will target the development of capacities at the individual and organizational level, strengthening technical skills to implement MEAs. The project will also support activities to strengthen the coordination between key sectors to address biodiversity, climate change and land degradation issues at systemic and institutional levels with a particular emphasis on the implementation of MEAs obligations. The mainstreaming of environmental sustainability will take place through the learning-by-doing workshops, environmental awareness activities, and the negotiated integration and linkage of appropriate coordination mechanisms at both the national level and the local level.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>															
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>															
No potential social and environmental risks identified.																			
<b>QUESTION 4: What is the overall Project risk categorization?</b>																			
<table border="1"> <thead> <tr> <th colspan="2">Select one (see <a href="#">SESP</a> for guidance)</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><i>Low Risk</i></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Minimal environmental and social risks related to this project have been identified. These risks - limited in scale – will be mitigated through best practices, mitigation measures incorporated into project design, and engagement of stakeholder.</td> </tr> <tr> <td style="text-align: center;"><i>Moderate Risk</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td style="text-align: center;"><i>High Risk</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> </tbody> </table>					Select one (see <a href="#">SESP</a> for guidance)		Comments	<i>Low Risk</i>	<input checked="" type="checkbox"/>	Minimal environmental and social risks related to this project have been identified. These risks - limited in scale – will be mitigated through best practices, mitigation measures incorporated into project design, and engagement of stakeholder.	<i>Moderate Risk</i>	<input type="checkbox"/>		<i>High Risk</i>	<input type="checkbox"/>				
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<i>High Risk</i>	<input type="checkbox"/>																		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>																			
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	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	None required
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	None required
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	None required
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	None required
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	None required

**Final Sign-off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor <i>Mohamed Bayuni</i>	<i>14/5/2017</i>	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>9</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women’s Empowerment</b>	
1. Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No

<sup>9</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>10</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads,	No

<sup>10</sup>In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	buildings)?	
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>11</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of	No

<sup>11</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	natural resources on lands and territories claimed by indigenous peoples?	
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## Annex G: UNDP Project Quality Assurance Report

PROJECT MONITORING QA ASSESSMENT GUIDANCE				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGH (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least three criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least three criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
STRATEGIC				Rating Score
<p><b>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> The project has a theory of change <u>backed by credible evidence</u> specifying how the project will contribute to higher level change through the programme outcome’s theory of change. The project document clearly describes why the project’s strategy is the best approach at this point in time.</li> <li>• <b>3:</b> The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome’s theory of change, but this <u>backed by relatively limited evidence</u>. The project document clearly describes why the project’s strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change describing how the project intends to contribute to development results, but it is <u>not supported by evidence nor linked to higher level results</u> through the programme outcome’s theory of change. There is some discussion in the project document that describes why the project’s strategy is the best approach at this point in time.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome’s theory of change. The project document does not clearly specify why the project’s strategy is the best approach at this point in time.</li> <li>• <b>0:</b> The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project’s strategy is the best approach at this point in time.</li> </ul> <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p>				
<p><b>Evidence</b></p> <p>The project document outlines how the project strategy, e.g., the extensive learning-by-doing, projects, adaptive collaborative management approach to implementation, and demonstrating innovative methods, will facilitate larger scale and long-term changes. See the Theory of Change section. In the GEF theory of change framework, broader adoption of the outcomes achieved by GEF projects is critical for the GEF to achieve long-term global environmental benefits. The project aims to remove the barriers identified in the NCSA in order that Egypt can better coordinate and make more informed decisions related to the implementation of MEAs and impacting positively the global environment. The evidence supporting this “theory of change” is embedded in the GEF programming frameworks for CCD, UNDP’s strategic programming on low-emission and climate resilient development strategies, the emerging work on green growth indicators and the post-2015 Sustainable Development Goals. This project is a continuation of a process of capacity building initiatives undertaken in Egypt with the support of other development partners. A key change is for institutional mandates to be modified to catalyze improved cooperation and collaboration between and among government and non-state stakeholders in implementing MEAs.</p>				

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

<p><b>2. Is the project aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project's RRF includes at least one SP output indicator.</li> <li>• <b>3:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project's RRF includes at least one SP output indicator.</li> <li>• <b>2:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant.</li> <li>• <b>1:</b> While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the RRF.</li> <li>• <b>0:</b> The project does not respond to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan</li> </ul>	<p>Rating Score</p>
<p><b>Evidence</b></p>	
<p><b>RELEVANT</b></p>	
<p><b>3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., Project Steering Committee.)</li> <li>• <b>3:</b> The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism.</li> <li>• <b>2:</b> The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making.</li> <li>• <b>1:</b> The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project.</li> <li>• <b>0:</b> The project has not specified any target group/area that is the intended beneficiary of the project's results.</li> </ul> <p>*Note: Management Action must be taken for scores of 0 or 1</p>	<p>Rating Score</p>
<p><b>Evidence</b></p>	
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>3:</b> The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach</li> </ul>	<p>Rating Score</p>

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

used by the project over alternatives.

- **1:** There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence.
- **0:** There is no evidence that knowledge and lessons learned have informed the project design.

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

### Evidence

#### 5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women?

Rating  
Score

- **4:** Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate
- **3:** Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate
- **2:** Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have not been explicitly addressed in the design of gender-specific measure/outputs and indicators.
- **1:** The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have not been identified and gender-specific intervention has not been considered.
- **0:** No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.

### Evidence

#### 6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):

Rating  
Score

- **4:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.
- **3:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.
- **2:** Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been explicitly considered.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been considered.
- **0:** No analysis has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project.

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

### Evidence

## MANAGEMENT & MONITORING

#### 7. Does the project have a strong results framework?(select from options 0-4 that best reflects this project):

Rating  
Score

- **4:** The project's selection of outputs and activities are an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

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

- **3:** The project's selection of outputs and activities are an appropriate level and are consistent with the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators.
- **2:** The project's selection of outputs and activities are at an appropriate level, but do not reference the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators.
- **1:** The project's selection of outputs and activities are not at an appropriate level. Outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used.
- **0:** The project's selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change.

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

### Evidence

**8. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?**

Yes  
(2)

No  
(0)

**9. Is the project's governance mechanism clearly defined in the project document, including planned composition of the Project Steering Committee?**

Rating  
Score

- **4:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (esp. all members of the Project Steering Committee), and full terms of reference of the Project Steering Committee has been attached to the project document. A conversation has been held with each board member on their role and responsibilities, and all members agree on the terms of reference.
- **3:** The project's governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (esp. all members of the Project Steering Committee). While full terms of reference of the Project Steering Committee may not be attached, the project document describes the responsibilities of the Project Steering Committee, project director/manager and quality assurance roles.
- **2:** The project's governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but individuals have not yet been specified. The project document lists the most important responsibilities of the Project Steering Committee, project director/manager and quality assurance roles, but full terms of reference are not included.
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism.
- **0:** The governance mechanism is not clearly defined in the project document

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

### Evidence

**10. Have the project risks been identified with clear plans stated to manage and mitigate each risk?(select from options 0-4 that best reflects this project):**

Rating  
Score

- **4:** Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk.
- **3:** Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks.
- **2:** Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks.
- **1:** Some risks identified in the initial project risk log, but no clear risk mitigation measures identified.
- **0:** Risks not clearly identified. No initial project risk log included with the project document.

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

\*Note: Management Action must be taken for scores of 0 or 1

### Evidence

### EFFICIENT

11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.	Yes (2)	No (0)
12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (2)	No (0)
13. Is the budget justified and supported with valid estimates?	Yes (2)	No (0)
14. Is the Country Office fully recovering its costs involved with project implementation?	Yes (2)	No (0)

### EFFECTIVE

15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project):	Rating Score
<ul style="list-style-type: none"> <li><b>4:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context.</li> <li><b>3:</b> The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context.</li> <li><b>2:</b> The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context.</li> <li><b>1:</b> The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered.</li> <li><b>0:</b> The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered.</li> </ul>	N/A
*Note: Management Action or strong management justification must be given for scores of 0 or 1	

### Evidence

This project will be executing through the National Implementation Modality (NIM) by UNDP Country Office (as the GEF Agency). The choice of modality is based on agreement between the Government of Egypt and UNDP.

16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?	Yes (2)	No (0)
17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (2)	No (0)
18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3).	Rating Score	
<ul style="list-style-type: none"> <li><b>4:</b> The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><b>3:</b> The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><b>2:</b> The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><b>1:</b> The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li><b>0:</b> The project budget reflects no financial investments contributing to gender equality</li> </ul>		

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

**Evidence**

**19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project):**

- **4:** The project has a realistic multi-year work plan and multi-year budget at the activity level to ensure outputs are delivered on time and within the allotted resources.
- **3:** The project has a multi-year work plan at the activity level and multi-year budget at the output level.
- **2:** The project has a multi-year work plan and a multi-year budget at the output level.
- **1:** The project has an output level multi-year work plan, but not a multi-year budget
- **0:** The project does not yet have a multi-year work plan.

Rating  
Score

**Evidence**

### SOCIAL & ENVIRONMENTAL STANDARDS

**20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project):**

- **4:** Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project rationale, strategies and results framework.
- **3:** Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project strategies and the results framework.
- **2:** Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) although project activities are not part of a consistent strategy.
- **1:** Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture)
- **0:** The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control over resources and social and environmental benefits (e.g., security, health, water, and culture)

Rating  
Score

\*Note: Management Action or strong management justification must be given for scores of 0 or 1

**Evidence**

**21. Did the project apply a human rights based approach?**

- **4:** Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget.
- **3:** Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.
- **2:** Limited evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.
- **1:** No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse

Rating  
Score

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

impacts on enjoyment of human rights were considered.

- **0:** No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered.

\*Note: Management action or strong management justification must be given for scores of 0 or 1

### Evidence

**22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?**

Rating  
Score

- **4:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget.
- **3:** Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget.
- **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget.
- **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered.
- **0:** No evidence that potential adverse environmental impacts have been considered.

Note: Management action or strong management justification must be given for scores of 0 or 1

### Evidence

**23. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?**

Yes No

N/A

## SUSTAINABILITY & NATIONAL OWNERSHIP

**24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):**

Rating  
Score

- **4:** National partners have full ownership of the project and led the process of the development of the project.
- **3:** The project has been developed jointly by UNDP and national partners, with equal effort.
- **2:** The project has been developed by UNDP in close consultation with national partners.
- **1:** The project has been developed by UNDP with limited engagement with national partners.
- **0:** The project has been developed by UNDP with no engagement with national partners.

### Evidence

**25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**

Rating  
Score

- **4:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed.
- **3:** A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy.
- **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- **1:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy developments are planned.
- **0:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.

## PROJECT MONITORING QA ASSESSMENT GUIDANCE

Evidence

26. Is there is a clear plan for how the project will use national systems, and national systems will be used to the extent possible?

Yes  
(2)

No  
(0)

27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?

Yes  
(2)

No  
(0)

**Annex H: Capacity Assessment Results: Implementing Partner and HACT Micro-Assessment**

Attached as a separate file

## Annex I: Letter of Agreement between UNDP and Egyptian Environmental Affairs Agency

United Nations Development Programme



### STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND EGYPTIAN ENVIRONMENTAL AFFAIRS AGENCY, EGYPT FOR THE PROVISION OF SUPPORT SERVICES

*Under project "Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions"* (Award ID 00091903/Output ID 00096879/PIMS ID 5498)

Sir,

1. Reference is made to consultations between officials of the Egyptian Environmental Affairs Agency (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:
  - (a) Identification and/or recruitment of project and programme personnel;
  - (b) Identification and facilitation of training activities;
  - (c) Procurement of goods and services;
  - (d) Financial support services
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Egypt dated 1987 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

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Signed on behalf of UNDP  
Randa Aboul-Hosn  
Country Director

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For the National Implementing Agency:  
Egyptian Environmental Affairs Agency

Attachment 1

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services for the “*Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions Project*” (Award ID 00091903/Output ID 00096879/PIMS ID 5498) as described below.
2. In accordance with the provisions of the letter of agreement signed on [insert date of agreement] and the project document, the UNDP country office shall provide support services for the Project as described below.
3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Services related to procurement (including but not limited to): Procurement of goods Procurement of services <ul style="list-style-type: none"> <li>○ Consultant recruitment</li> <li>○ Advertising</li> <li>○ Short-listing &amp; selection</li> <li>○ Contract issuance</li> </ul>	Throughout project implementation when applicable	As per the pro-forma costs: <ul style="list-style-type: none"> <li>○ 62 days over 48 months of GS5 Procurement Assistant: \$ 5,273.50</li> <li>○ 18 days over 48 months of NOB Procurement Manager: \$ 4,589.6</li> </ul>	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)
Services related to finance (including but not limited to): <ul style="list-style-type: none"> <li>○ Payments</li> </ul>	Ongoing throughout implementation when applicable	As per the pro-forma costs: <ul style="list-style-type: none"> <li>○ 183 days over 48 months of GS5 Finance Associate: \$ 15,565.30</li> <li>○ 18 days over 48 months of NOB Finance Manager: \$ 4,589.6</li> </ul>	As above
<b>Total</b>		<b>US\$ 30,000</b>	

According to the GEF policy, DPCs can only be charged based on actual or transaction based costs

## Annex J: Guidance from the Rio Conventions

The Government is committed to achieving shared obligations under the three Rio Conventions and the proposed project will further advance the country's capacities to meet these environmental goals. The Table below identifies key articles that call for Parties to develop their national capacities as part of the Rio Conventions. Specifically, the project will strengthen the participation of Stakeholders in the implementation of MEAs in Egypt. It will engage a large number of government officials, universities and NGOs to build partnerships to ensure mutual knowledge transfer and learning. This partnership approach will help strengthen the institutional and systemic capacities of Egypt to improve the management of the environment in Egypt, including a greater contribution toward global environmental benefits. At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain MEAs objectives and obligations. Stakeholders involved in the implementation of MEAs in Egypt will have greater skills and knowledge about MEAs and their obligations and will be more engaged in the planning, implementation and monitoring processes of MEAs.

These capacities include strengthening five categories of capacity development: a) stakeholder engagement (as legitimate owners of comparative expertise, experience and knowledge); b) organizational capacities (as key operational entities and processes that guide transparent and valid use of knowledge for predictable outputs); c) environmental governance (as targeted rules and decision-making procedures that will ensure responsible and accountable actions); d) information management and knowledge (which is its actual creation, access, and use to catalyze a more holistic analysis and strategizing of local actions to meet global environmental objectives); and e) monitoring and evaluation (which is the strengthening feedback and adaptive systems for planning resiliency and managing the global environment through sustainable national actions). These capacity development outcomes will be monitored through the Capacity Development Scorecard (Annex D) (Bellamy & Hill, 2010).

This project demonstrates the matrix approach of cross-cutting capacity development, wherein the targeted set of activities focus on strengthening monitoring and implementation activities, and yet the four other types of capacities will also be strengthened (though sub-ordinated to monitoring and evaluation) in order to ensure the legitimacy, relevancy, and institutional sustainability of project outcomes.

**Table: Capacity development requirements of the Rio Conventions**

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	CCD
<b>Stakeholder Engagement</b>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19

<b>Type of Capacity</b>	<b>Convention Requirements</b>	<b>UNFCCC</b>	<b>UNCBD</b>	<b>CCD</b>
<b><i>Organizational Capacities</i></b>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<b><i>Environmental Governance</i></b>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<b><i>Information Management and Knowledge</i></b>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16
<b><i>Monitoring and Evaluation</i></b>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	N/A

## Annex K: Co-financing Letters



الجامعة الأمريكية بالقاهرة

To: Ms Randa Aboul-Hosn  
Country Director  
UNDP Egypt

20. April 2017

In reference to the ongoing discussions on cooperation between UNDP and the Center for Sustainable Development in the American University in Cairo (AUC) on enhancing knowledge on global environmental issues among Egyptian university and school students, I have the pleasure to inform you that the Center for Sustainable Development in the AUC will start a new project entitled "The School of 2030: Education for Sustainable Development in Bolaq (EduCamp III)" with a total budget of 497,000 Euro. The project will focus on establishment of edu-entertainment facilities for teaching purposes for two schools in Cairo. It is worth to note that the AUC has a long experience and wealth of knowledge in establishing science clubs and edu-entertainment tools for school students in Egypt.

The project objective should be in line with the UNDP-GEF Project entitled "Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions" which will introduce edu-entertainment facilities in knowledge centers in Egyptian Protected Areas for school students. In this respect, the Center for Sustainable Development will be glad to share the designs of the edu-entertainment tools that will be developed under the current project as well as those which were developed under the previous initiatives to contribute to the establishment of the knowledge centers in the protected areas. The terms of this contribution should be further discussed and agreed in a separate contract.

AUC Avenue • P.O. Box 74 • New Cairo 11635, Egypt • tel 20.2.2615.3071 • fax 20.2.2795.7565  
طريق الجامعة الأمريكية • ص ب ٧٤ • القاهرة الجديدة ١١٦٣٥ • ج.م.ع • تليفون ٢٠٢ ٢٦١٥ ٣٠٧١ • فاكس ٢٠٢ ٢٧٩٥ ٧٥٦٥

Meanwhile, I would like to highlight that the AUC School of Science is in the process of establishing a Global Health and Human Ecology Center that will support verifying the linkages between health aspects and environmental degradation including both local and global environmental issues. In this respect, the Department will establish new faculty positions which to support introducing subjects related to global environmental issues as well as Cross Cutting multidisciplinary global challenges within the undergraduate and graduate curriculums and would welcome the UNDP-GEF project support in developing the courses relevant to the global environmental issues.

I am looking forward to coordinated and synergized efforts during implementation of our projects to support achieving our common objective

Sincerely,

Hani Sewilam



Professor & Founding Director,  
The Center for Sustainable Development



Arab Republic of Egypt  
Cabinet of Ministers  
Ministry Of environment  
Egyptian Environmental Affairs Agency

جمهورية مصر العربية  
رئاسة مجلس الوزراء  
وزارة البيئة  
جهاز شئون البيئة

**Randa Aboul-Hosn**  
Country Director  
UNDP/ Egypt

Cairo, April 24<sup>th</sup>, 2017

**Subject:** Co- funding letter for GEF/UNDP Project “Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions”

**Dear Ms. Aboul-Hosn,**

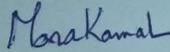
I have the pleasure to confirm that the Government of Egypt has allocated the equivalent to USD 0.5 m that will be disbursed through the UNDP-Project entitled: “**Strengthen the Financial Sustainability of Protected Areas in Egypt**” for upgrade of the two protected areas in the vicinity of Cairo namely Wadi Degla and Petrified Forest to enhance capacity for receiving visitors including establishment of knowledge centers for school students to increase awareness on environmental issues including biodiversity and climate change. This activity will be implemented in full coordination with the GEF project entitled: “Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions” as the two projects share the same objectives.

In addition, the Ministry of Environment has established a Sustainable Development Unit in the Minister’s office since 2015. The unit is responsible to liaise with the Ministry of Planning, Follow up and Administrative Reform in the implementation of Environment Pillar in “National Sustainable Development Strategy: Egypt Vision 2030”. In this context, the contribution of the Ministry of Environment in the above mentioned project will be 50,000 USD as in-kind contribution. This would include staff time, operational cost of the unit, awareness and capacity building activities, convening meetings and workshops related to the inter sectorial coordination mechanism with line ministries and national stakeholders.

Looking forward to our cooperation in the implementation of this project.

Sincerely Yours,

**Dr. Mona Kamal**  
Chief Executive officer



٢٥٢٥٦٤٩٠ : فاكس : ٢٥٢٥٦٤٥٢ : ت : الرقم البريدى ١١٧٢٨ القاهرة - خلف فندق سوفيتل المعادى - طريق مصر حلوان الزراعى  
30, Misr Helwan El-Zyrae Rd., Maadi - Cairo Egypt. P.O. 11728 Tel. : 25256452 - Fax : 25256490