Arab Republic of Egypt

TERMINAL EVALUATION REPORT

Project Title: Supporting the 27th Session of the Conference of the Parties (COP27) to the UNFCCC

Project Number: 00142316/00130610

Implementing Partner: UNDP

Start Date: 20 May 2021 **End Date:** 31 December 2024

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List of Acronyms and Abbreviations

ACF	African Climate Foundation
AGN	African Group of Negotiators
AOSIS	Alliance of Small Island States
BUE	British University in Egypt
CCCPA	Cairo International Centre for Conflict Resolution, Peacekeeping, and Peacebuilding
CECG	Climate Emergency Collaboration Group
COP	Conference of the Parties
COP27	27th Conference of the Parties, UNFCCC
CPD	Country Programme Document
CSOs	civil society organizations
EU	European Union
FPI	Foreign Policy Instruments
GoE	Government of Egypt
HRBA	Human rights-based approach
IFIs	International Financial Institutions
KIIs	Key Informant Interviews
LDCs	Least Developed Countries
LDF	Loss and Damage Fund
LNOB	Leave No One Behind
MoE	Ministry of Environment
MoFA	Ministry of Foreign Affairs
NDCs	Nationally Determined Contributions
SDGs	Sustainable Development Goals
TE	Terminal Evaluation
TOC	Theory of Change
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

Executive Summary

Intervention Overview

The COP27 Project, implemented between 2022 and 2024, supported Egypt's presidency of the 27th Conference of the Parties (COP27) under the United Nations Framework Convention on Climate Change (UNFCCC). With funding from international donors, including the EU Foreign Policy Instruments (FPI), African Climate Foundation (ACF), Denmark, Switzerland, and the Climate Emergency Collaboration Group (CECG), the project aimed to strengthen Egypt's climate leadership, enhance institutional capacity, and foster global cooperation on climate action.

The project was structured around three key phases:

1. **2022:** Hosting COP27 in Sharm El-Sheikh and ensuring a successful, inclusive conference with tangible outcomes.
2. **2023:** Advancing the outcomes of COP27, operationalizing the Loss and Damage Fund (LDF), and sustaining Egyptian Presidential Initiatives.
3. **2024:** Fully operationalizing the LDF and maintaining momentum on climate security and just transitions through national and regional forums.

Purpose, Audience, and Objectives of the Evaluation

The purpose of this Terminal Evaluation (TE) is to assess the COP27 project's relevance, coherence, effectiveness, efficiency, impact, and sustainability. The evaluation aims to:

- Determine the extent to which the project achieved its intended outcomes.
- Identify lessons learned to inform future UNDP programming and global climate initiatives.
- Provide actionable recommendations to ensure the sustainability of the project's benefits.

The primary audience includes UNDP, the Government of Egypt (GoE), project stakeholders, donors, and partners involved in climate governance and international climate diplomacy.

Scope

- The evaluation will encompass:
- Timeframe: The entire project duration (2022–2024).
- Project Processes: From conceptualization and design to implementation, monitoring, reporting, and evaluation.
- Outputs and Activities: All components and deliverables defined in the project plan.
- Stakeholders: Engagement with project stakeholders at all levels, including government entities, civil society, private sector actors, and beneficiaries.

Evaluation Methodology

The evaluation employed a mixed-methods approach, combining qualitative and quantitative data collection and analysis. Key methods included:

- Document review of project reports, financial records, and knowledge products.
- Semi-structured interviews with key stakeholders, including representatives from UNDP Egypt Country Office, the Ministry of Foreign Affairs (MoFA), the Ministry of Environment (MoE), donors, and the project partners and stakeholders.
- Case studies of specific project activities, such as the operationalization of the Loss and Damage Fund (LDF) and renewable energy initiatives in Sharm El-Sheikh.
- Triangulation of findings to ensure accuracy and reliability.

Key Findings

a. Relevance:

- The project was highly aligned with Egypt's national priorities, UNDP's Country Programme Document (CPD), and the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).
- It supported Egypt's leadership in global climate negotiations and strengthened the country's climate action framework.

b. Effectiveness:

- The project achieved most of its intended outcomes, including the successful hosting of COP27, operationalizing the Loss and Damage Fund (LDF), enhancing institutional capacity, and advancing Egyptian Presidential Initiatives.
- However, certain deliverables, such as knowledge products, lacked documentation, limiting their visibility.

c. Efficiency:

- Financial and technical resources were effectively utilized, with UNDP staff providing critical logistical and strategic support. Nonetheless, the fragmented implementation structure posed challenges for coordination and efficiency.
- Approximately 33% of the project budget remained unspent by December 2023, indicating budget misestimation and the need for more efficient financial management.

d. Impact:

- The project delivered tangible outcomes, including renewable energy installations and sustainable waste management initiatives in Sharm El-Sheikh, contributing to reduced carbon emissions and a greener economy.

- It fostered systemic changes in climate governance, such as enhanced negotiation capacities and strengthened institutional frameworks.

e. Sustainability:

- The project laid a strong foundation for sustained climate action, but challenges remain, including reliance on external funding and retention of expertise within key government institutions.

f. Coherence:

- The project effectively aligned with national and international climate initiatives, leveraging partnerships to amplify its impact. However, fragmented outputs limited its overall visibility and cohesion.

g. Cross-Cutting Issues:

- **Gender Equality**: The project increased women's participation in climate negotiations, rising from an average of 33% in 2022/23 to over 49% in 2024, with targeted support for female negotiators and leadership training.
- **Leave No One Behind (LNOB)**: Enhanced engagement of vulnerable groups, including African negotiators and youth from developing countries, particularly in Loss and Damage discussions.
- **Human Rights**: Integrated climate justice and equitable solutions, engaging civil society organizations (CSOs) and promoting sustainable practices.

Conclusions of Findings

The COP27 project significantly contributed to Egypt's climate leadership and global climate governance. Its alignment with national priorities and the SDGs ensured relevance, while tangible impacts demonstrated its effectiveness. However, gaps in monitoring and evaluation systems, fragmentation of activities, and reliance on external funding presented challenges. The project successfully promoted inclusivity but requires improved impact measurement. Strong political commitment, strategic partnerships, and technical support were critical to the project's success.

Key Lessons Learned and Recommendations

	Lessons Learned	Recommendations
1	The Importance of High-Level Political Commitment	Leverage high-level political commitment by ensuring early alignment with national priorities, securing ministerial engagement,

		and maintaining strong leadership coordination.
2	The Value of Strategic Partnerships	Adopt a cohesive stakeholder engagement strategy to maximize impact and mobilize long-term partnerships.
3	The Importance of Ownership of Project Activities	Integrate co-funding mechanisms to ensure national institutions financially and strategically contribute, while embedding stronger capacity-building efforts.
4	The Need for Robust Monitoring and Evaluation (M&E) Systems	Establish a well-integrated M&E framework for real-time tracking, data collection, and adaptive management mechanisms.
5	Leveraging Technical Expertise Enhances Negotiation Outcomes	Allocate resources for dedicated technical advisory teams to provide continuous expert support in key negotiation areas.
6	Aligning On-the-Ground Actions with Policy-Level Goals	Bridge the gap between high-level climate diplomacy and practical climate solutions to ensure policy discussions translate into actionable projects.
7	Inclusive Engagement Drives Equitable Climate Outcomes	Prioritize inclusivity in design and implementation, ensuring broad participation in climate governance.
8	Sustainability Requires Institutional Capacity Building	Institutionalize capacity-building programs by integrating knowledge-sharing platforms and succession planning to retain expertise.
9	Communication and Visibility are Key to Leadership	Invest in communication and branding strategies, including dedicated pavilions and knowledge-sharing platforms, to enhance visibility and leadership.
10	Regional Leadership Amplifies Impact	Champion regional cooperation using climate diplomacy to advocate for collective progress and build stronger alliances in international negotiations.
11	Scaling Successful Initiatives Multiplies Benefits	Prioritize scaling successful pilot projects by integrating them into national and sectoral strategies for broader systemic change.
12	Integrated Project Structures Prevent Fragmentation	Adopt an integrated and streamlined approach to ensure all project components

		strategically reinforce national climate objectives.
13	Dependence on External Funding Limits Sustainability	Diversify funding sources, foster public-private partnerships, and implement co-funding models to enhance financial resilience and long-term impact.

Project Information Details

Project Number: 00142316/00130610

Implementing Partner: UNDP

Start Date: 20 May 2021 **End Date:** 31 December 2024

Financing Agreements

Donor	Contribution
European Commission	$4,853,000
Government of Switzerland	$201,367
Government of Denmark	$379,385
African Climate Foundation	$594,060
CECG /RPA	$175,000
Total	**$6,202,812**

SECTION I

1. Brief Context and Description of the Project

The project under evaluation focuses on the partnership between the United Nations Development Programme (UNDP) and the Government of Egypt (GoE) to support the successful hosting and legacy of the 27th Conference of the Parties (COP27) to the United Nations Framework Convention on Climate Change (UNFCCC). Held in Sharm El-Sheikh in November 2022, COP27 marked a significant milestone in global climate negotiations and represented a platform for Egypt to assert leadership in addressing critical climate challenges and advancing sustainable development objectives.

The COP27 Project was a three-year initiative (2022–2024) supporting Egypt's leadership in global climate action as the COP27 Presidency. Its objectives evolved over three phases:

- **2022**: Ensuring the successful hosting of COP27 in Sharm El-Sheikh, delivering meaningful outcomes through inclusive negotiations.
- **2023**: Advancing COP27 outcomes by supporting the operationalization of the Loss and Damage Fund (LDF), implementing Egyptian Presidency Initiatives, and facilitating the transition to COP28.
- **2024**: Operationalizing the LDF and sustaining momentum on critical initiatives like climate security and just transitions through forums hosted by Egypt.

Overall, the project reinforced Egypt's role in global climate diplomacy and established a foundation for sustained climate action and collaboration.

1.1. Project Stakeholders

Organization	Role	Responsibilities
COP27 Presidency Team at the Ministry of Foreign Affairs (MoFA), Egypt	Project counterpart	The CoP27 President. Provides the leadership of GoE in preparing for and operating CoP 27. Ensures that efforts are coordinated among relevant ministries and UNDP.
Ministry of Environment (MoE), Egypt	Stakeholder	The CoP27 Ministerial Coordinator and Envoy. Provides technical inputs to the project.
High-Level Supreme Committee	Stakeholder	Composed of Egypt ministries and coordinate their efforts towards the COP.

Development Partners	Project supporter	Participate in consultation for design of support. Contribute technical and financial support. Relay communications through own channels. Participate in the design of the Green Transition Facility.
Regional and thematic grouping	Stakeholder	Participates in pre-negotiations and meetings prior to and during CoP 27 and provide insights and opinions based on their own experiences and future-looking strategies. (incl. Group of 77 and China, African Group of Negotiators (AGN), Alliance of Small Island States (AOSIS), Least Developed Countries Umbrella Group)
Civil society	Stakeholder	Engaged in consultations on initiatives, design of showcased Climate Action activities wherever feasible. (Incl. Nongovernmental, Volunteers and youth organizations).
Ministry of Trade and Industry/ Industry Modernization Center - IMC	Stakeholder	IMC hosts the Egypt PV mechanism, partner for implementation of photovoltaic energy solutions under Activity 3.3.1
Governorate of South Sinai	Stakeholder	Governorate hosts CoP27 and provide the institutional support for activities 3.3.1 and 2.3.2
Cairo International Center for Conflict Resolution and Peacebuilding (CCCPA)	Stakeholder	Partner for implementation of activities under 3.3.4

Nabq Protected Area	Stakeholder	Hosts activities under 3.3.3. in locations that are in proximity of the CoP venue.

1.2. Project Outcome and Outputs

1.2.1. Project Outcome

To contribute to the delivery of a highly successful COP in Egypt and deliver on the outcomes of the conference throughout the COP27 Presidency.

1.2.2. Project Outputs

The project has been designed to address the existing barriers and involves a series of three interdependent outputs which are presented in the table below. The table presents a summary of the key actions for every activity.

The Project's Outputs, Activities, and Key Actions

Output	Activities	Key Actions
Output 1: Strengthening the Government of Egypt's capacity to prepare and host COP27	1.1 Technical capacity of CoP27 Presidency unit	- Training for Egypt COP27 presidency core team on UNFCCC negotiations and moderation. - Communication Advisor and Assistant support for outreach, media, and social media management.
	1.2 Coordination efforts within MoFA	- Temporary support for COP27 Presidency unit (technical staff for reporting, research, and policy notes). - Establishment of a technological platform for virtual consultations.
	1.3 Operational and logistical support	- Logistics support for events, contracting, and coordination. - Visibility efforts including branding, social media content, and event documentation.
	2.1 Egypt engagement strategy	- Recruitment of coordination team for CoP27 engagement.

Output 2: Consultation meetings for regional and thematic groupings		- Development of negotiation positions through dedicated studies.
	2.2 Regional and thematic preparatory meetings	- Hosting regional and global consultation meetings (G77 & China, AGN, AOSIS, LDCs, etc.). - Hosting Heads of Delegation meetings to build consensus before CoP.
	2.3 Egypt's participation in external events	- Support for COP27 presidency engagement in key climate events. - Hosting side events with media engagement to showcase Egypt's initiatives.
Output 3: Advancing climate initiatives and showcasing best practices	3.1 Global initiatives development	- Coordination and technical support for initiatives with states and non-state actors. - Pre-CoP advocacy, communication, and side events on key climate initiatives.
	3.2 Showcasing best practices in mitigation, adaptation, and climate finance	- Curation of climate success stories from Africa and Arab regions. - Media partnerships and event coordination for showcasing initiatives.
	3.3 Enhancing Egypt's climate action and advocacy	- Reducing COP27 carbon footprint through solar PV installations and energy efficiency projects in Sharm El-Sheikh. - Supporting a ban on single-use plastics and medical waste treatment alternatives. - Showcasing Nabq and Ras Mohamed Protected Areas as climate adaptation sites.
	3.4 Strengthening regional climate security knowledge	- Building resilience in Africa and MENA through climate security training.

		- Supporting Aswan Forum activities related to climate-security-development nexus.
	3.5 Documentation and communication	- Production of multimedia content showcasing project achievements and climate initiatives.

1.3. Cross-Cutting Issues

The project intervention was designed to promote inclusivity, equity, and sustainability in climate governance by integrating key cross-cutting issues throughout its design, implementation, monitoring, and evaluation. It aimed to enhance gender equality by increasing women's participation in climate negotiations, ensure conflict to avoid exacerbating tensions, and uphold the Leave No One Behind (LNOB) principle by engaging vulnerable groups, including African negotiators and youth from developing countries. A human rights-based approach (HRBA) was embedded to promote climate justice and equitable solutions, while alignment with the Sustainable Development Goals (SDGs) ensured contributions to gender equality (SDG 5), climate action (SDG 13), and inclusive governance (SDG 16). Through these measures, the intervention sought to strengthen transparent, inclusive, and effective climate negotiations at COP27 and beyond.

1.4. Link with CPD

The COP27 project is closely aligned with the UNDP Egypt Country Programme Document (CPD), which prioritizes strengthening Egypt's institutional capacity to address climate challenges. As a trusted development partner, UNDP played a pivotal role in supporting the Egyptian government in preparing for COP27, ensuring that climate priorities were effectively integrated into the conference agenda.

Building on its comparative advantage in institutional capacity-building, policy advisory services, and multi-stakeholder engagement—core pillars of the CPD—UNDP provided strategic and technical expertise to enhance Egypt's climate governance framework. Additionally, leveraging its experience in supporting other developing countries in hosting UNFCCC conferences, including Peru, Morocco, and Fiji, UNDP helped Egypt navigate the complexities of COP27, reinforcing its leadership on the global climate stage.

Furthermore, the project aligns with UNDP's strategic focus on inclusive development, a fundamental component of the CPD. By ensuring broad participation from civil society, the private sector, and local communities, the initiative fostered a more comprehensive and representative approach to climate action. This inclusive model not only strengthened Egypt's COP27 engagement but also laid the groundwork for long-term climate resilience, in line with UNDP's broader commitment to sustainable and equitable development.

1.5. Assumptions Underpinning the Theory of Change (TOC)

The conclusion that the COP27 project successfully bridged the gap from outputs to long-term impacts is based on several key assumptions:

- **Capacity-building leads to sustained leadership:** It is assumed that training and technical support provided to the COP27 Presidency team translated into stronger negotiation capacities and climate diplomacy beyond COP27.
- **Inclusive negotiations enhance legitimacy and effectiveness:** The assumption is that broader stakeholder engagement contributed to more equitable and widely accepted climate agreements.
- **Showcasing best practices encourages replication:** It is expected that demonstrated green initiatives and sustainable practices will influence policy decisions and inspire further climate action at national and international levels.
- **Institutional strengthening promotes long-term climate governance:** The project assumes that improvements in coordination mechanisms and climate governance structures will have lasting effects beyond COP27.
- **Political commitment and financial support sustain progress:** It is assumed that ongoing political will and investment from national and international stakeholders will continue supporting climate action and institutional reforms initiated during COP27.

2. Objectives, Purpose, Scope, and Key Aspects of the Evaluation

2.1. Objectives

The primary objective of this Terminal Evaluation (TE) is to assess the performance and achievements of the project against its intended results, as outlined in the project's Logical Framework/Results Framework. Specifically, the evaluation aims to:

a. **Measure the achievement of project results** based on evidence, highlighting successes and areas for improvement.
b. **Analyze the factors** that facilitated or hindered the achievement of intended outcomes.
c. **Assess the project's contribution** to the relevant outcomes and outputs of the UNDP Country Programme Document for Egypt and provide actionable recommendations for future programming.
d. **Evaluate cross-cutting issues**, including gender equality, women's empowerment, Leave No One Behind (LNOB), and the human rights-based approach.
e. **Examine the project's impact** in reducing environmental stress and enabling progress toward broader climate goals.
f. **Develop a comprehensive concept note** for a new project initiative based on lessons learned, ensuring continued progress and sustainability.

2.2. Purpose

The Terminal Evaluation (TE) serves as a critical accountability tool to ensure transparency regarding the project's use of resources and its alignment with expected outcomes. It also provides a learning opportunity to:

- Enhance the sustainability of the project's benefits.
- Strengthen UNDP programming practices.
- Inform EU/FPI-funded initiatives by identifying replicable approaches and best practices.

2.3. Scope

The evaluation will encompass:

a. **Timeframe:** The entire project duration (2022–2024).
b. **Project Processes:** From conceptualization and design to implementation, monitoring, reporting, and evaluation.
c. **Outputs and Activities:** All components and deliverables defined in the project plan.
d. **Stakeholders:** Engagement with project stakeholders at all levels, including government entities, civil society, private sector actors, and beneficiaries.

2.4. Main Aspects to be Examined

i. **Relevance:**

- Alignment with national development priorities, UNDP's Strategic Plan, SDGs, and EU/FPI objectives.
- Responsiveness to Egypt's political, legal, and institutional context.

ii. **Effectiveness:**

- Achievement of project objectives and outputs.
- Factors influencing success or challenges in implementation.
- Responsiveness to the needs of diverse stakeholders, including vulnerable groups.

iii. **Efficiency:**

- Use of resources to achieve results in a cost-effective and timely manner.
- Functionality of the project's management and monitoring systems.

iv. **Impact:**

- Contribution to environmental stress reduction.
- Progress toward broader climate action and sustainable development goals.

v. **Sustainability:**

- Long-term benefits of the project for men, women, and vulnerable groups.
- Financial, institutional, and policy frameworks supporting the continuation of project outcomes.

vi. **Coherence:**

- Alignment with UNDP, EU/FPI initiatives, and international standards, ensuring integration with broader climate efforts.
- Contribution of UNDP's role, partnerships, and effectiveness to complementing and aligning with regional and global climate actions.

vii. **Cross-Cutting Issues:**

- Integration of gender equality, LNOB, and human rights throughout the project cycle.

3. Evaluation Approach and Methodology

The evaluation will employ a mixed-methods approach, integrating qualitative and quantitative data collection and analysis to provide a comprehensive, evidence-based assessment of the project's relevance, coherence, effectiveness, efficiency, impact, and sustainability. This participatory and consultative approach will ensure stakeholder engagement and address cross-cutting issues, such as gender equality, human rights, and LNOB.

4. Data-Collection Methods

a. Document Review

- *Sources*: Project documents (e.g., project document, results framework, financing agreements), progress reports, monitoring and evaluation (M&E) data, meeting minutes, and stakeholder communications. The full list of reviewed documents is provided in Annex 5.
- *Rationale*: Provides a foundational understanding of the project's design, implementation, and progress against objectives.
- *Limitations*: Dependence on document quality and availability; gaps in documentation may affect comprehensiveness; mitigated through stakeholder consultations, key informant interviews, and triangulation of data from multiple sources to validate findings.

b. Key Informant Interviews (KIIs)

- *Sources*: Government counterparts, UNDP Egypt country office staff, project implementers, donors, and other stakeholders. The list of interviewed stakeholders is provided in Annex 2.
- *Rationale*: Elicits in-depth insights and contextual understanding of project performance, achievements, and challenges.
- *Limitations*: Potential bias in stakeholder responses; mitigated through triangulation with other data sources.
- *Method:* Interviews were conducted through a combination of online and in-person meetings.

Data Analysis

The report details the analytical procedures used to assess the data collected in response to the COP27 evaluation questions, ensuring a rigorous and transparent approach. A combination of qualitative and quantitative methods was applied, including triangulation techniques to validate findings across diverse stakeholder groups, such as government representatives, international partners, civil society, and vulnerable communities, with particular attention to gender and social inclusion. The appropriateness of these analytical methods is examined in relation to the evaluation objectives, ensuring they effectively capture the outcomes, challenges, and lessons learned from COP27. Additionally, the report acknowledges potential limitations, such as data gaps or inconsistencies, and assesses their possible influence on the interpretation of findings and subsequent recommendations for future climate negotiations and implementation processes.

5. Structure of the Evaluation Report

This evaluation report begins with an Executive Summary, followed by **Section I**, which provides a brief description of the project and outlines the objectives, purpose, scope, and key aspects of the evaluation. The subsequent section details the evaluation methodology and data collection methods.

Section II presents the findings of the evaluation, focusing on the project's relevance, design, effectiveness, efficiency, and sustainability. These findings are followed by the conclusions, recommendations, and lessons learned.

Section III highlights several success stories from the project's activities.

The Annexes section at the end includes the following: Terms of Reference, a list of reviewed documents, a list of project stakeholders interviewed, the Theory of Change (ToC), the Evaluation Matrix, the project's final financial datasheet, and the signed pledge of ethical conduct.

SECTION II

6. Evaluation Findings

Relevance

6.1. To what extent is the project aligned with national priorities, UNDP's Country Programme Document, and SDG goals?

6.1.1. Overall

The COP27 project is strongly aligned with Egypt's national priorities, UNDP's Country Programme Document (CPD), and the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action). The project supported Egypt's presidency of COP27, a globally significant climate event, ensuring Egypt's leadership role in advancing international climate negotiations and strengthening its climate action framework at the national and international levels.

6.1.2. Alignment with Egypt's National Priorities

The Government of Egypt (GoE) identified climate action as a national priority, reflected in the country's National Climate Change Strategy[1] and Nationally Determined Contributions[2] (NDCs). Hosting COP27 provided Egypt with a platform to position itself as a leader in climate diplomacy, particularly for African and developing countries. The project aligned with Egypt's focus on low-carbon transitions and climate resilience, with tangible support from the Supreme Committee on COP27, chaired by the Prime Minister, and leadership from the Minister of Foreign Affairs and the Minister of Environment.

The COP27 project directly supported Egypt's national climate agenda by helping the government prepare for negotiations, engage with key stakeholders, and showcase the country's readiness for climate action. This aligns with Egypt's ambitions to reduce environmental stress, accelerate energy transitions, and adapt to climate change impacts, particularly in vulnerable sectors such as water and agriculture.

6.1.3. Alignment with UNDP's Country Programme Document (CPD)

The project is also aligned with the UNDP Egypt Country Programme Document (CPD), which focuses on strengthening Egypt's institutional capacity to respond to climate challenges.

[1] Ministry of Environment. (2022). *Egypt National Climate Change Strategy (NCCS) 2050*
[2] Ministry of Environment. (2023). *Egypt Second Updated Nationally Determined Contributions (NDCs)*

It is directly linked to several outcomes outlined in the CPD, particularly those related to climate resilience, institutional capacity strengthening, and inclusive governance. Specifically, the project contributes to:

1. **Outcome 1:** Strengthening Egypt's institutional frameworks and capacity to mitigate and adapt to climate change, ensuring that national policies and strategies are aligned with global climate commitments, including the Paris Agreement.
2. **Outcome 2:** Enhancing multi-stakeholder engagement and governance mechanisms to facilitate climate action, fostering collaboration among government institutions, civil society, private sector actors, and local communities to ensure an inclusive and participatory approach to climate policymaking.
3. **Outcome 3:** Promoting sustainable development pathways by integrating climate resilience into national and sectoral planning, thereby enhancing Egypt's ability to access climate finance and implement transformative climate solutions.

By aligning with these CPD outcomes, the project strengthened Egypt's institutional capacity to lead COP27 effectively, leveraging UNDP's expertise in policy advisory services, technical assistance, and multi-stakeholder engagement. Additionally, it supported Egypt in advancing its climate diplomacy and securing commitments that contribute to long-term sustainable development and climate resilience.

6.1.4. Alignment with the Sustainable Development Goals (SDGs)

The COP27 project directly contributes to several SDGs, particularly:

- SDG 5: Gender Equality

The project promoted inclusive climate action, ensuring women's participation in decision-making, integrating gender-responsive policies, and addressing the disproportionate impacts of climate change on women.

- SDG 7: Affordable and Clean Energy

The project promoted energy transitions by encouraging investments in renewable energy and nature-based solutions across Egypt and the MENA region.

- SDG 13: Climate Action

The project's core objective was to strengthen climate action through policy development, stakeholder engagement, and capacity building. By supporting the Government of Egypt in hosting COP27, the project facilitated global climate negotiations and commitments to reduce carbon emissions and increase climate resilience.

Additionally, the project aligns with SDG 17 (Partnerships for the Goals) by fostering multi-stakeholder partnerships, including with international donors, financial institutions, civil society organizations, and government agencies to achieve climate-related goals.

6.1.5. Key Contributions to National and Global Climate Action

The project's alignment with national priorities, UNDP's CPD, and SDGs is reflected in its contributions to the following critical areas:

6.1.5.1. Building Institutional Capacity

The project supported Egypt in strengthening its institutional framework for climate governance through collaboration with line ministries and the National Climate Change Council. This ensures that Egypt's climate action framework remains resilient and capable of achieving long-term goals.

6.1.5.2. Promoting Inclusive Climate Diplomacy

UNDP's support for outreach and engagement with key constituencies (e.g., African Group of Negotiators, Alliance of Small Island States) helped promote inclusive and transparent global negotiations during COP27.

6.1.5.3. Fostering Regional and Global Cooperation

The project positioned Egypt as a regional climate diplomacy leader by fostering African and MENA cooperation through high-level dialogues, partnerships with organizations like the AU and League of Arab States, and South-South collaboration. It strengthened regional alignment on climate finance, adaptation, and loss and damage, while Egypt's leadership in UNFCCC negotiations and the Loss and Damage Fund (LDF) reinforced its role in global climate governance.

6.2. Was the project design appropriate to address identified barriers and needs?

6.2.1. Overall

The design of the UNDP-supported COP27 project was highly appropriate in addressing the barriers and needs identified by the Government of Egypt (GoE) in hosting the 27th Conference of the Parties (COP27). The project leveraged UNDP's comparative advantage as a trusted development partner with extensive experience in climate action and global convenings, particularly in developing countries. It was well-aligned with Egypt's national climate priorities and international commitments, effectively addressing critical gaps in institutional capacity, stakeholder engagement, and technical preparation for the event.

However, some project partners expressed concerns that the primary objective was to support Egypt's COP27 presidency, questioning the relevance of and justification for post-COP27 activities unless they were clearly linked to follow-on efforts.

6.2.2. Addressing Institutional Barriers and Building Capacity

One of the key barriers identified[3] was limited institutional capacity to handle the complex logistical, technical, and diplomatic aspects of hosting a major global climate conference. The Government of Egypt (GoE) required technical and strategic support to ensure the successful delivery of COP27, particularly in managing multilateral negotiations, coordinating across line ministries, and engaging a broad network of national and international stakeholders.

The project design addressed these needs by providing institutional support to key government entities, including the Ministry of Foreign Affairs and the Ministry of Environment (MoE), through the creation of a high-level Supreme Committee chaired by the Prime Minister. This structure ensured the coordination of climate-related efforts across ministries and the inclusion of relevant national stakeholders in the preparatory process. Additionally, the project design capitalized on UNDP's existing relationships with government partners, particularly through its longstanding collaboration on climate policy and capacity-building initiatives.

Capacity building was a core component of the project's approach to addressing institutional limitations, ensuring that key stakeholders had the necessary skills, knowledge, and resources to effectively manage COP27's complex demands. The project implemented targeted training programs, technical workshops, and knowledge-sharing sessions for government officials, negotiators, and technical experts to enhance their capacity in multilateral climate diplomacy, negotiation strategies, and policy coordination. This included specialized training for Egyptian representatives participating in UNFCCC negotiations, equipping them with the expertise needed to advocate for national and regional climate priorities. Through these efforts, the project not only strengthened Egypt's institutional readiness for COP27 but also built long-term national capacity to engage effectively in future international climate processes.

6.2.3. Facilitating Stakeholder Engagement

A significant challenge for Egypt in hosting COP27 was the need to engage a wide range of stakeholders, including governments, civil society, the private sector, and international financial institutions (IFIs), to ensure an inclusive and transparent process. The project addressed this barrier by supporting outreach efforts at both the national and sub-national levels and by engaging key constituencies such as the African Group of Negotiators (AGN), Alliance of Small Island States (AOSIS), and Least Developed Countries (LDCs).

6.2.4. Theory of Change (ToC)

[3] These barriers were identified and documented in the project document, drawing primarily from Egypt's National Capacity Self-Assessment (NCSA) Process (2005-2007). This assessment highlighted critical challenges to effective climate action, particularly gaps in public participation and stakeholder engagement in implementing Multilateral Environmental Agreements (MEAs). These findings were further validated during the formulation of the Sustainable Development Strategy: Egypt Vision 2030, reinforcing the need for enhanced institutional capacity, policy coherence, and multi-stakeholder collaboration to advance Egypt's climate governance framework.

The evaluation assessed whether the initiative effectively bridged the gap between initial interventions (outputs), enhanced capacities and engagement (outcomes), and long-term climate resilience and governance improvements (impacts). The findings indicate the following:

- **Successful Capacity-Building:** The project significantly improved the COP27 Presidency's ability to lead climate negotiations, with trained personnel demonstrating strong leadership and coordination during and after the event.
- **Inclusive and Effective Climate Diplomacy:** Stakeholder engagement efforts facilitated greater inclusivity, leading to more equitable and transparent climate discussions. Regional and thematic consultations strengthened consensus-building among negotiating parties.
- **Sustainability of Green Initiatives:** Demonstrated best practices in mitigation and adaptation were widely acknowledged, with several initiatives adopted by stakeholders for replication beyond COP27.
- **Challenges and Lessons Learned:** While the project made significant strides, continued efforts in institutionalizing climate governance mechanisms and securing long-term financing for sustainability initiatives are required.

Coherence

6.3. How well does the project align with other related initiatives and partnerships?

6.3.1. Overall

The Terminal Evaluation (TE) highlights that the COP27 project was effectively aligned with related national, regional, and global initiatives and partnerships. The project's success was significantly influenced by its integration with Egypt's national climate strategies, UNDP's global initiatives, and international climate diplomacy efforts. This alignment ensured that the project contributed to Egypt's climate leadership during COP27 while promoting broader climate action across the region.

6.3.2. Alignment with National Initiatives

The project closely aligned with Egypt's National Climate Change Strategy, which the Government of Egypt (GoE) launched in 2022. As the host of COP27, Egypt aimed to position itself as a regional leader in climate action, and the project directly supported this goal by facilitating multi-stakeholder engagement, both nationally and internationally. The project mobilized a high-level Supreme Committee chaired by the Prime Minister, ensuring cross-ministerial collaboration, and engaged with the National Climate Change Council, which focused on technical climate policy. This alignment strengthened Egypt's institutional capacity to coordinate COP27 preparations and achieve positive outcomes during the negotiations.

The involvement of Egypt's Ministry of Foreign Affairs (MoFA) and Ministry of Environment (MoE), key figures in leading the COP27 presidency, further demonstrates how the project complemented national efforts to achieve inclusive, transparent climate negotiations. These

efforts included convening international constituencies such as the Group of 7, African Group of Negotiators (AGN), and the Alliance of Small Island States (AOSIS), ensuring that Egypt played a leadership role in global climate diplomacy.

6.3.3. Alignment with International Partnerships

The project also aligned with international climate partnerships by engaging regional and global stakeholders to build momentum for COP27. UNDP's outreach extended to governments at national and sub-national levels, civil society, private sector actors, and International Financial Institutions (IFIs) to promote inclusive participation in COP27 negotiations. This broad engagement was essential to achieving renewed commitments and scaled-up investments from member states, particularly from middle-income countries and emerging economies.

The project's alignment with international donors, including the EU Foreign Policy Instruments (FPI), African Climate Foundation, Government of Denmark, Government of Switzerland, and the Climate Emergency Collaboration Group, highlights the project's ability to leverage external funding to achieve its objectives. These partnerships ensured the project had the necessary financial resources to support Egypt's presidency of COP27 and maximize its impact.

Effectiveness

6.4. To what extent has the project achieved its intended outcomes and outputs?

The COP27 project overall has successfully achieved its intended outcomes and outputs, despite some gaps, such as the lack of documentation for certain deliverables like knowledge products. The project effectively supported Egypt's COP27 Presidency and its broader role in advancing global climate action, leaving a lasting impact on climate diplomacy and the implementation of the Paris Agreement.

6.4.1. Key Achievements

6.4.1.1. Hosting COP27 and Advancing Negotiations

- Egypt successfully hosted COP27 in Sharm El-Sheikh, bringing together nearly 200 country parties in a neutral and conducive space to advance international climate negotiations.
- The conference emphasized translating pledges into implementation, with a focus on renewable energy, climate adaptation, and climate security.
- The event was framed as an "African COP," ensuring African positions and challenges were central to negotiations through forums like the African Group of Negotiators (AGN).

6.4.1.2. Strengthening Technical Capacity and Stakeholder Engagement

- The project mobilized a significant network of climate experts and organizations to provide technical inputs for negotiations.

- It facilitated inclusive consultations with regional and thematic groupings, such as the Group of 77 and China, AOSIS, and Least Developed Countries, fostering a transparent and collaborative process.

6.4.1.3. Operationalizing Key Initiatives

- In 2023, the project supported the operationalization of the Loss and Damage Fund (LDF), hosting the First and Fourth Meetings of the Transitional Committee in Egypt.
- Presidential initiatives launched at COP27, such as the AWARe initiative on water, gained momentum and were sustained through strategic engagements.

6.4.1.4. Sustaining Momentum Beyond COP27

Throughout 2024, the project ensured the operationalization of the LDF, while maintaining focus on critical areas like climate security and just transitions, showcased at forums hosted by Egypt.

6.4.2. Challenges and Gaps

While the project achieved its major objectives, some deliverables—such as knowledge products—were not well-documented, limiting the visibility of certain outputs. This indicates a need for improved tracking and reporting mechanisms to ensure all deliverables are accessible and measurable.

6.5. What factors have contributed to or hindered the achievement of results?

6.5.1. Factors that Contributed to the Achievement of COP27 Project Results

The successful execution of the COP27 project can be attributed to several key factors that played a critical role in advancing Egypt's leadership in global climate diplomacy and ensuring that the event achieved its intended outcomes. These factors include strong government commitment, UNDP's support, effective partnerships and funding, and capacity-building activities that collectively strengthened Egypt's negotiating position and ability to engage stakeholders at all levels.

6.5.1.1. Strong Government Commitment

The high-level political commitment of the Government of Egypt (GoE) was a major contributor to the success of the COP27 project. Egypt's leadership, as host and President of COP27, demonstrated a clear commitment to advancing climate action by convening global stakeholders in an inclusive and transparent negotiation process. The creation of a Supreme Committee chaired by the Prime Minister, along with the involvement of key ministries, such as the Ministry of Foreign Affairs and the Ministry of Environment, ensured that the project received institutional backing at the highest levels.

This strong political will played a pivotal role in strengthening Egypt's climate diplomacy and showcasing its leadership on the international stage. Egypt's efforts to facilitate dialogue among diverse stakeholders—including government representatives, private sector actors, and civil society—helped build momentum toward achieving renewed commitments and concrete outcomes during the negotiations.

Impact:

- Strengthened Egypt's global leadership in climate negotiations.
- Enhanced the credibility and visibility of Egypt's role in promoting climate action.

6.5.1.2. UNDP's Technical and Strategic Support

The UNDP Egypt Country Office played a pivotal role in ensuring the success of the COP27 project by providing technical, logistical, and strategic support throughout its lifecycle. Leveraging its global network and extensive experience with previous UNFCCC COPs, particularly in developing countries, UNDP acted as a trusted partner to the Government of Egypt (GoE), ensuring the project's effective design and implementation.

Key Contributions:

a. Logistical Coordination and Facilitation

UNDP provided comprehensive logistical support to the GoE and the Ministry of Foreign Affairs (MoFA) for events leading up to and following COP27. This included:

- Procurement, contracting, and organizing events.
- Managing travel and accommodation arrangements for delegations and stakeholders.
- Handling urgent travel requests, last-minute changes in bookings, and event adjustments.

b. Policy Advice and Alignment with Best Practices

UNDP offered critical policy guidance to ensure Egypt's climate agenda was aligned with international best practices and reflected the priorities of developing countries.

c. Capacity Building for Negotiating Teams

UNDP supported the preparation of capacity-building initiatives to ensure Egypt's negotiating teams were well-equipped for the complex technical discussions at COP27.

d. Navigating Operational Challenges

The UNDP project team managed frequent and open communication with procurement and administrative teams to process requests and spending in compliance with UNDP rules and regulations, even addressing exceptions and waivers where necessary.

Impact on Project Success

- Streamlined Implementation: By efficiently handling logistical and administrative demands, UNDP minimized disruptions and ensured the smooth execution of project activities.
- Enhanced Negotiating Capacity: UNDP's hands-on support empowered Egypt's negotiating teams to effectively advocate for developing countries' priorities during COP27.
- Responsive and Adaptive Support: UNDP's responsiveness to urgent needs and flexibility in addressing procedural challenges significantly contributed to the project's overall success.

6.5.1.3. Effective Partnerships and Funding Support

The project benefited significantly from strong partnerships and financial contributions provided by a diverse group of donors, including the EU Foreign Policy Instruments (FPI), African Climate Foundation, Government of Denmark, Government of Switzerland, and the Climate Emergency Collaboration Group. These strategic partnerships not only ensured that the project had sufficient funding to achieve its objectives but also allowed Egypt to engage a broader network of regional and international stakeholders.

The availability of financial resources enabled the project to carry out key activities, such as stakeholder engagement, capacity-building sessions, and knowledge-sharing initiatives. The partnerships established during the project also strengthened Egypt's position as a regional leader in climate action by fostering long-term collaboration with various development partners.

Impact:

- Ensured sufficient funding to cover a wide range of project activities, including outreach, capacity-building, and knowledge-sharing.
- Facilitated engagement with key stakeholders, including governments, international organizations, youth, civil society, and the private sector.

6.5.1.4. Capacity Building

One of the project's most significant achievements was the capacity-building efforts aimed at strengthening Egypt's institutional capacity to engage effectively in climate negotiations. The complexity of climate discussions during COP27, COP28, and COP29 required the negotiating teams to be well-prepared and equipped with the necessary tools to address critical issues, such as loss and damage, climate finance, and energy transitions.

The project provided training sessions to ensure that Egypt's representatives were ready to participate in discussions and policy-making processes. These capacity-building efforts have had a lasting impact, contributing to Egypt's readiness to implement climate policies and initiatives post-COP27.

Impact:

- Strengthened institutional capacity for climate action in Egypt.

- Enhanced preparedness for future climate negotiations and policy implementation.

6.5.2. Factors Hindering the Achievement of COP27 Project Results

6.5.2.1. Lack of Technical Backstopping and Support

One of the key factors that may have hindered the full achievement of the COP27 project's objectives was the lack of sufficient technical backstopping and support for Egypt's negotiating teams. Climate negotiations are highly complex and multifaceted, involving technical, political, and legal discussions that require specialized expertise to navigate effectively. The absence of targeted technical support during critical negotiation tracks may have impacted Egypt's ability to achieve consensus on key issues and maximize the project's impact on the ground.

The complexity of climate negotiations, particularly on contentious issues such as Loss and Damage (L&D) and climate finance, necessitated dedicated technical advisory teams to provide in-depth analysis, research, and policy briefs to the negotiating team. However, the project was unable to fully scale up the technical support required to address these issues comprehensively. For instance, while the project did hire one expert to support the LDF negotiations, additional experts could have provided more robust support across different negotiation tracks. This limited the project's ability to produce detailed technical reports and policy briefs, which are crucial for strengthening negotiating positions and shaping outcomes in international forums.

The lack of technical backstopping also impacted the quality of inputs into the negotiation process, which may have diluted the overall impact of the project on the ground. Without targeted and sustained technical advisory support, negotiators may have faced challenges in navigating the intricacies of the UNFCCC process, resulting in missed opportunities to advance Egypt's climate agenda during COP27, COP28, and COP29.

Furthermore, the resource constraints affected the project's ability to provide on-demand technical support during key moments of the negotiation process. This limitation may have reduced the negotiating team's capacity to respond to emerging issues, prepare comprehensive policy notes, and engage effectively in side discussions with international partners and stakeholders. The inability to scale up technical expertise during critical phases of the project highlights the need for stronger capacity-building measures and dedicated technical teams for future climate-related initiatives.

In summary, the lack of sufficient technical backstopping and the resource constraints within the project may have hindered Egypt's ability to fully achieve its negotiation goals at COP27 and beyond. Ensuring adequate technical support in future projects will be essential for enhancing negotiation outcomes, strengthening policy positions, and maximizing the long-term impacts of Egypt's climate diplomacy efforts.

6.5.2.2. Fragmentation of Outputs and Activities weakened the COP27 Project's Impact on the Ground

One of the significant weaknesses of the COP27 project was the fragmentation of outputs and activities, which ultimately diluted the project's impact on the ground. While the project's design was comprehensive, covering multiple outputs and activities across technical capacity building, stakeholder engagement, and on-the-ground climate action, these efforts lacked cohesion and strategic integration, reducing the overall effectiveness in achieving a strengthened impact.

I. Disconnected Outputs and Activities

The project included three main outputs, each with its own set of activities, ranging from capacity building for the COP27 Presidency to consultation meetings and on-the-ground climate action initiatives in Sharm El-Sheikh. However, these outputs were executed as stand-alone efforts, without a clear mechanism to link them strategically for greater impact.
For example:

- Output 1 focused on strengthening the COP27 Presidency's capacity, including training the core team and providing logistical support.
- Output 2 emphasized regional and thematic consultations, ensuring coordinated engagement of countries in climate negotiations.
- Output 3 targeted on-the-ground climate action and showcasing best practices from Egypt and the Global South.

While each of these outputs addressed important areas, they were implemented in silos without sufficient coordination or alignment to create a unified, impactful narrative for Egypt's COP27 leadership. The lack of a holistic approach to integrate these activities into a cohesive framework diminished the project's overall visibility and effectiveness.

II. Limited Integration between Policy-Level and on-the-Ground Actions

The project attempted to address both policy-level engagement (through Outputs 1 and 2) and on-the-ground climate action (through Output 3). However, the disconnect between these two levels weakened the project's ability to demonstrate real-world impact. For example:

- The policy-level outputs involved building Egypt's capacity to lead global climate negotiations and facilitating consultations with regional and thematic groups.
- Meanwhile, the on-the-ground initiatives focused on greening Sharm El-Sheikh, reducing the city's carbon footprint, and showcasing Egypt's climate achievements.

The lack of alignment between these two levels created a gap between high-level climate diplomacy and practical climate solutions on the ground. The project missed an opportunity to link Egypt's policy leadership with tangible climate actions, which could have enhanced Egypt's credibility and influence during COP27.

III. Duplication of Efforts and Inefficient Use of Resources

The fragmented approach also led to duplication of efforts and inefficient use of resources. For example:

- Multiple activities under different outputs involved logistical coordination, communication support, and consultation meetings, but these were managed separately rather than through a centralized system.
- Knowledge products and technical reports were produced in various forms across different outputs, but there was no mechanism to consolidate and leverage these resources to enhance the project's overall visibility and impact.

As a result, the project spread its resources thin across multiple activities without achieving a unified, impactful outcome. A more integrated and streamlined approach could have maximized the efficiency and effectiveness of the project's efforts.

IV. Missed Opportunities for Amplifying Egypt's Leadership

The fragmentation of activities also meant that the project missed opportunities to amplify Egypt's leadership on the global stage. The project successfully delivered capacity-building activities, regional consultations, and climate action initiatives, but these efforts were not communicated or showcased in a cohesive way during COP27 or beyond. For example:

- The on-the-ground initiatives in Sharm El-Sheikh, such as the installation of solar power systems and the ban on single-use plastics, could have been better linked to Egypt's climate diplomacy efforts to demonstrate Egypt's commitment to sustainability.
- The success stories from Egypt and other developing countries were curated and showcased, but these efforts were not effectively connected to policy discussions to advocate for the interests of the Global South.

By failing to integrate these outputs, the project lost an opportunity to strengthen Egypt's narrative as a climate leader that bridges the gap between policy and action.

V. Impact on Stakeholder Engagement and Visibility

The fragmented approach also impacted the project's stakeholder engagement and visibility. The project aimed to engage a wide range of stakeholders, including governments, civil society, and the private sector. However, the lack of a unified engagement strategy reduced the effectiveness of these efforts. For instance:

- The project organized regional and thematic meetings, but these were conducted as discrete events, rather than as part of a broader engagement strategy that could have built momentum toward COP27.
- Similarly, side events and advocacy efforts during COP27 were scattered across various themes, without a cohesive narrative that tied them back to Egypt's climate priorities.

The lack of a coordinated approach limited the project's ability to build lasting partnerships and leverage stakeholder support for Egypt's climate agenda beyond COP27.

Missed Opportunity: Absence of an Egypt Pavilion at COP29 in Baku

The COP27 project missed a strategic opportunity to support the Government of Egypt (GoE) in securing a dedicated Egypt Pavilion at COP29 in Baku. This pavilion could have served as a platform to showcase Egypt's climate change activities, efforts, and achievements since COP27, particularly those linked to the COP27 project. The absence of such a space limited Egypt's ability to highlight its leadership role in climate action and strengthen its presence on the global stage.

Efficiency

6.6. Were resources (financial, human, technical) used effectively to achieve results?

The COP27 project utilized its resources—financial, human, and technical—effectively to achieve its intended outcomes, ensuring a smooth and impactful implementation of activities. The combined efforts of the UNDP Egypt Country Office, along with the adequacy of financial resources, were instrumental in driving the project's success.

6.6.1. Financial Resources

6.6.1.1. The financial resources allocated to the project were adequate and commensurate with its activities and deliverables. These funds were used to support a wide range of initiatives, including:

- Organizing logistics for COP27 events, pre-COP consultations, and post-COP initiatives.
- Supporting the Loss and Damage Fund negotiations, including hosting Transitional Committee meetings.
- Financing capacity-building activities for Egypt's negotiating teams and supporting stakeholder participation.

6.6.1.2. The availability of sufficient financial resources allowed for the execution of all planned activities without major delays or compromises. However, the fact that approximately 33% of the project budget remained unspent by the original closing date in December 2023 indicates inaccurate budget estimation and the need for more efficient financial planning and resource utilization. The no-cost extension was primarily driven by overbudgeting from the outset, highlighting the importance of improved financial forecasting and adaptive budget management in future projects.

6.6.2. Human Resources

The UNDP Egypt Country Office played a pivotal role in leveraging its staff capacity to support the project.

- UNDP staff provided extensive logistical support, including travel arrangements, event coordination, and procurement.
- The team demonstrated responsiveness to urgent requests, managed last-minute adjustments, and addressed operational challenges, such as securing waivers and exceptions to ensure compliance with UNDP regulations.

This internal capacity allowed the project to operate efficiently, even under tight timelines, minimizing reliance on external resources and reducing administrative overhead.

6.6.3. Technical Resources

The project effectively utilized its technical expertise to achieve results:

- At the project design stage, UNDP provided policy advice and technical support to align Egypt's climate agenda with international best practices.
- Expert consultations and capacity-building sessions strengthened the negotiating capabilities of Egypt's COP27 teams, ensuring meaningful contributions to global climate negotiations.

6.7. Were the project's M&E systems adequate to support effective management and reporting?

The Monitoring and Evaluation (M&E) systems of the COP27 project faced several challenges that limited their effectiveness in fully supporting project management and reporting. While efforts were made to track progress and outcomes, the evaluator concluded that the M&E systems could have been more robust and aligned with the project's complexity and scope.

6.7.1. Challenges Affecting M&E Effectiveness

6.7.1.1. Fragmented and Diverse Activities

The project encompassed a wide range of diverse and fragmented activities implemented across multiple areas, including:

- Logistical coordination for COP27.
- Capacity-building initiatives.
- Supporting negotiations on the Loss and Damage Fund.
- Partnering with various stakeholders, such as ministries, civil society, and international organizations.

This fragmentation made it difficult to establish a centralized and cohesive M&E framework capable of effectively capturing progress and ensuring streamlined reporting.

6.7.1.2. Implementation Structure

- The project's implementation relied heavily on the UNDP Egypt Office teams and team leaders, rather than a dedicated project management team. While these teams successfully delivered many outputs, this approach was not conducive to having a centralized and robust M&E system. Instead, the M&E processes were diffused across different teams, creating inconsistencies in data collection, tracking, and reporting.
- The project's organizational structure includes a Project Board, comprising the Ministry of Foreign Affairs (MoFA), project partners, and UNDP, which was established to provide overall guidance and supervision of the project. However, evidence indicates that the Board has convened only once, in April 2024, primarily to approve the no-cost extension of the project. More frequent Board meetings would have facilitated proactive decision-making, improved coordination, and timely resolution of implementation challenges, thereby enhancing the project's effectiveness and efficiency.

Impact

6.8. What are the tangible impacts of the project on reducing environmental stress and advancing a greener economy?

The COP27 project made significant contributions to reducing environmental stress and advancing a greener economy in Egypt, particularly in the host city of Sharm El-Sheikh. Its focus on renewable energy adoption, energy efficiency, and sustainable waste management delivered tangible outcomes that supported carbon footprint reduction and sustainable development.

6.8.1. Key Achievements

6.8.1.1. Renewable Energy and Energy Efficiency

- Solar Power Deployment: A solar power station, photovoltaic (PV) systems in key government buildings, and a PV car shed at the Sharm Museum were established, reducing reliance on fossil fuels and lowering greenhouse gas emissions.
- Energy Efficiency Measures: Enhanced energy efficiency in infrastructure contributed to reducing energy consumption, promoting sustainable urban development.

6.8.1.2. Energy-Efficient Medical Waste Management

- Autoclave Unit: An autoclave unit for medical waste treatment was installed at Sharm El-Sheikh's main hospital, providing a sustainable alternative to incineration.
- Scalability: This initiative serves as a replicable model for other hospitals under rehabilitation by the Healthcare Authority, promoting cleaner healthcare waste management practices across Egypt.

6.8.1.3. Sustainability Leadership and Awareness

The project highlighted Egypt's leadership in sustainable practices, showcasing replicable solutions to national and international stakeholders, and encouraging broader adoption of green practices.

6.8.2. Tangible Impacts

- Reduced Carbon Emissions: Solar energy systems and energy efficiency measures significantly lowered the city's carbon footprint.
- Improved Waste Management: The autoclave unit introduced a cleaner, energy-efficient method for medical waste disposal, reducing harmful emissions and setting a precedent for sustainable waste management in healthcare.
- Catalyzed Green Economy: The initiatives served as a foundation for scaling renewable energy and sustainability practices in Egypt, aligning with national and global climate goals.

6.9. Has the project contributed to enhanced capacities or systemic changes for climate action?

The COP27 Project played a pivotal role in building capacities and driving systemic changes to support climate action at both national and international levels. By leveraging technical expertise, fostering partnerships, and implementing targeted initiatives, the project left a lasting impact on Egypt's climate governance framework and broader global climate diplomacy efforts.

6.9.1. Key Contributions to Enhanced Capacities

6.9.1.1. Capacity Building for Negotiators

- The project conducted training sessions for negotiators, equipping them with the skills to engage in complex UNFCCC negotiations.
- It facilitated a deeper understanding of key negotiation tracks, such as Loss and Damage, climate finance, and adaptation, strengthening Egypt's role in international climate diplomacy.
- The inclusion of African negotiators further ensured capacity development across the region, supporting the priorities of developing nations.

6.9.1.2. Operationalizing the Loss and Damage Fund (LDF)

- The project was instrumental in kickstarting negotiations on the Loss and Damage Fund through the organization of key meetings for the Transitional Committee.
- This marked a systemic shift in global climate finance discussions, emphasizing equity and support for vulnerable countries.

6.9.1.3. Institutional Strengthening

- Through collaborations with ministries like the Ministry of Foreign Affairs, the project supported the strengthening of institutional frameworks to coordinate climate action effectively.
- By aligning Egypt's climate agenda with international best practices, it ensured systemic improvements in policy design and implementation.

6.9.1.4. On-the-Ground Climate Action

- Initiatives like the installation of solar power systems and the autoclave for medical waste management in Sharm El-Sheikh showcased tangible climate solutions, contributing to reduced emissions and sustainable practices.
- These projects served as replicable models for integrating renewable energy and energy efficiency into urban and healthcare systems.

6.9.2. Systemic Changes for Climate Action

6.9.2.1. Enhanced Climate Diplomacy

Egypt's COP27 Presidency fostered inclusive negotiations, bringing nearly 200 countries together in a neutral and transparent platform. This strengthened Egypt's leadership in global climate governance and facilitated systemic progress on contentious issues like Loss and Damage and just transitions.

6.9.2.2. Sustainability Integration Across Sectors

- By promoting renewable energy adoption, energy efficiency, and sustainable practices, the project embedded climate resilience into key sectors such as urban planning and healthcare.
- These systemic changes align with Egypt's National Climate Change Strategy and the broader SDG 13 (Climate Action).

6.9.2.3. Momentum for African and Global Climate Initiatives

- The project prioritized African perspectives through platforms like the African Group of Negotiators, ensuring systemic changes in how developing countries engage in climate discussions.
- Initiatives like the AWARe initiative on water and climate security dialogues advanced regional collaboration and provided a blueprint for future climate action.

Sustainability

6.10. To what extent are the project's outcomes and benefits likely to be sustained?

The COP27 Project has laid a strong foundation for sustained climate action through its impactful outcomes. Its success is supported by institutional commitment, tangible on-the-ground initiatives, and capacity-building efforts, but challenges remain.

6.10.1. Factors Supporting Sustainability

6.10.1.1. Institutional Commitment

- Strong government leadership, backed by Egypt's National Climate Change Strategy, ensures continued support for initiatives such as the Loss and Damage Fund and the AWARe initiative.
- Institutional frameworks provide a roadmap for maintaining momentum in climate action.

6.10.1.2. Tangible Impacts

- Renewable energy projects, such as solar power installations and energy-efficient medical waste management systems, have created replicable models for sustainability in Egypt.
- These initiatives contribute directly to reducing carbon emissions and advancing the green economy.

6.10.1.3. Capacity Building

Training programs for negotiators and regional collaboration have enhanced institutional and regional capacities, strengthening Egypt's ability to lead future climate negotiations.

6.10.1.4. Global Leadership

Egypt's successful hosting of COP27 elevated its profile in global climate diplomacy, fostering credibility and encouraging further partnerships.

6.10.2. Challenges to Sustainability

6.10.2.1. Dependence on External Funding

Many outcomes rely on donor support, raising questions about long-term financial sustainability. To enhance resilience and ensure continued impact, project beneficiaries should contribute through co-financing mechanisms, fostering greater ownership and reducing dependency on external funding.

6.10.2.2. Fragmentation of Activities

The diversity of activities implemented across multiple stakeholders poses challenges for maintaining cohesion and focus.

6.10.2.3. Retention of Expertise

Ensuring the retention of skilled personnel and the institutionalization of best practices is critical for sustained success. This is particularly relevant for the staff of the Department of Environment and Climate Change at the Ministry of Foreign Affairs (MoFA), who are often posted to diplomatic missions after a few years, potentially impacting continuity and institutional knowledge.

6.10.2.4. Local Ownership

Sustainability examines whether the project's outcomes will continue beyond its duration. Interviews with some project partners and stakeholders indicated weak ownership of certain activities, raising concerns about the project's long-term impact. To enhance sustainability, co-funding mechanisms and greater local leadership should be integrated, ensuring national stakeholders have both a financial and strategic stake in the project.

6.10.2.5. Global and Regional Dynamics

Sustaining initiatives like the Loss and Damage Fund depends on ongoing international cooperation, which can be influenced by shifting global priorities.

Cross-Cutting Issues

6.11. To what extent were cross-cutting issues (gender, LNOB, human rights) integrated in design, implementation, and results?

The COP27 project demonstrated varying degrees of integration of cross-cutting issues, including gender equality, Leave No One Behind (LNOB), and human rights, in its design, implementation, and outcomes. These elements were incorporated to ensure inclusivity, equitable participation, and alignment with sustainable development goals, particularly SDG 5 (Gender Equality) and SDG 16 (Peace, Justice, and Strong Institutions).

6.11.1. Gender Equality

6.11.1.1. Design

- The project included a deliberate focus on gender equality, aiming to empower women in climate negotiations and decision-making processes.
- Specific activities, such as supporting female climate negotiators from Africa and Egypt, reflected this commitment.

6.11.1.2. Implementation

- Seven female negotiators were included in the EGYouth4Climate Delegation at COP28, marking a significant milestone for women's participation in global climate governance.
- Training sessions and capacity-building initiatives were accessible to female participants, encouraging greater representation in technical and leadership roles. The proportion of female participants engaged in the project's activities, events, and negotiations was approximately 33% throughout the project's duration, rising to over 49% in 2023.

6.11.1.3. Results

- The project contributed to increasing the visibility and participation of women in climate negotiations, setting a precedent for gender inclusion in future climate-related initiatives.
- However, more comprehensive tracking and reporting of gender-specific outcomes would have enhanced the understanding of its impact.

6.11. 2. Leave No One Behind (LNOB)

6.11.2.1. Design

- The project sought to include vulnerable and underrepresented groups, aligning with the LNOB principle by ensuring diverse participation in climate discussions and initiatives.

6.11.2.2. Implementation

- African negotiators, particularly from Least Developed Countries (LDCs) and the African Group of Negotiators (AGN), were actively supported to engage in negotiations on critical issues such as Loss and Damage and climate finance.
- Youth participation, particularly from developing countries, was emphasized through the COP Simulation Programme, allowing for voices from marginalized regions to influence climate policies.

6.11.2.3. Results

- The project successfully amplified the perspectives of vulnerable nations and groups, especially during the discussions on the Loss and Damage Fund, which directly addresses the needs of countries most affected by climate change.
- While the project enhanced inclusivity, further documentation of LNOB-specific impacts would strengthen its overall assessment.

6.11.3. Human Rights

6.11.3.1. Design

- Human rights principles were indirectly integrated into the project through its focus on equitable climate solutions and addressing climate justice.

- The emphasis on the Loss and Damage Fund and climate security highlighted the link between human rights and climate resilience.

6.11.3.2. Implementation

- Activities included supporting the participation of civil society organizations (CSOs), ensuring that human rights perspectives were represented in climate discussions.
- Efforts to promote sustainable practices, such as renewable energy adoption and waste management, contributed to safeguarding environmental and public health rights.

6.11.3.3. Results

- The project helped advance the global agenda on climate justice, with Egypt taking a leadership role in advocating for the rights of vulnerable communities impacted by climate change.
- However, the integration of explicit human rights frameworks and indicators could have been more robust.

7. Summary and Conclusions of the Findings

Relevance

The COP27 project was highly relevant, aligning strongly with Egypt's national priorities, UNDP's Country Programme Document (CPD), and the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action). It supported Egypt's presidency of COP27, enabling the country to lead global climate negotiations, advocate for African and developing countries, and implement national climate goals. Through institutional support, stakeholder engagement, and partnerships, the project successfully positioned Egypt as a regional and global climate leader.

Appropriateness of Project Design

The project design effectively addressed barriers such as limited institutional capacity and stakeholder engagement. It provided technical and strategic support to key ministries, ensuring coordination and preparedness for complex climate negotiations. The involvement of diverse stakeholders at national and international levels enhanced the project's inclusivity and transparency.

Coherence

The project demonstrated strong coherence with related initiatives, such as Egypt's National Climate Change Strategy, UNDP's global programs, and international climate diplomacy efforts. Its alignment with initiatives like the African Group of Negotiators (AGN) and partnerships with global donors facilitated broader engagement and strengthened Egypt's leadership in climate action.

Effectiveness

The project largely achieved its intended outcomes, including hosting a successful COP27, operationalizing the Loss and Damage Fund, and advancing key initiatives like renewable energy and climate security. While tangible impacts were evident, gaps such as insufficient documentation of knowledge products and fragmented implementation reduced overall visibility and impact.

Efficiency

The project effectively utilized financial, human, and technical resources. UNDP Egypt played a critical role in logistical coordination, technical support, and policy advisory services. Adequate financial resources ensured the implementation of planned activities, but resource allocation could have been more cohesive to avoid duplication and fragmentation.

Impact

The project contributed significantly to reducing environmental stress and advancing a greener economy. Initiatives like solar energy systems, energy efficiency measures, and sustainable medical waste management in Sharm El-Sheikh showcased tangible environmental and economic benefits. These efforts positioned Egypt as a model for sustainable practices.

Capacity Building and Systemic Changes

The COP27 project enhanced institutional capacities, particularly through negotiator training and operational support for the Loss and Damage Fund (LDF). It catalyzed systemic changes in climate governance, ensuring Egypt's readiness for future climate negotiations and reinforcing its leadership in global climate diplomacy.

Sustainability

The project's outcomes and benefits are likely to be sustained due to strong government commitment, tangible on-the-ground impacts, and enhanced institutional capacities. However, challenges such as dependence on external funding, fragmented activities, and retention of expertise could affect long-term sustainability.

Integration of Cross-Cutting Issues

The project demonstrated efforts to integrate gender equality, LNOB principles, and human rights into its design and implementation. Initiatives such as supporting female negotiators and promoting climate justice reflected these principles, but more robust frameworks for tracking and reporting cross-cutting impacts would strengthen future initiatives.

8. Lessons Learned and Recommendations

The following table presents the lessons learned from the COP27 project and the corresponding recommendations, providing insights into key challenges, successes, and actionable steps to enhance the effectiveness, sustainability, and impact of future climate initiatives.

8.1. The Importance of High-Level Political Commitment

- **Lesson Learned:** Strong government commitment, demonstrated by the leadership of the Government of Egypt (GoE) was critical to the success of COP27. Political backing ensured institutional support and momentum for climate diplomacy and action.
- **Recommendation:** Future projects should leverage high-level political commitment by ensuring early alignment with national priorities, securing ministerial engagement, and maintaining strong leadership coordination to drive climate initiatives effectively.

8.2. The Value of Strategic Partnerships

- **Lesson Learned:** The project benefited significantly from partnerships with international donors, development partners, and civil society, which provided financial, technical, and logistical support.
- **Recommendation**: Future initiatives should adopt a cohesive stakeholder engagement strategy, ensuring structured and coordinated collaboration between government entities, civil society, and the private sector to maximize impact and mobilize long-term partnerships.

8.3. The Importance of Ownership of Project Activities

- **Lesson Learned:** While ownership by national stakeholders was crucial for sustaining project outcomes, limited engagement in some areas weakened long-term impact. Co-funding mechanisms and continuous capacity-building are necessary to strengthen local ownership.
- **Recommendation:** Future projects should integrate co-funding mechanisms, ensuring that national institutions financially and strategically contribute to project implementation. Stronger capacity-building efforts should also be embedded to empower local stakeholders.

8.4. The Need for Robust Monitoring and Evaluation (M&E) Systems

- **Lesson Learned:** The absence of a centralized M&E system made it challenging to track and report on project outcomes effectively including those related to gender, LNOB, and human rights.

- **Recommendation:** Future projects should establish a well-integrated M&E framework, ensuring real-time tracking, data collection, and adaptive management mechanisms to improve accountability and performance measurement.

8.5. Leveraging Technical Expertise Enhances Negotiation Outcomes

- **Lesson Learned:** The lack of technical backstopping during critical negotiations highlighted the need for targeted advisory support to strengthen Egypt's negotiating positions.
- **Recommendation:** Future projects should allocate resources to establish dedicated technical advisory teams, ensuring continuous expert support in key areas such as Loss and Damage Fund (LDF), climate finance, and energy transitions.

8.6. Aligning On-the-Ground Actions with Policy-Level Goals

- **Lesson Learned:** Disconnects between policy engagement and tangible, on-the-ground initiatives limited the project's ability to demonstrate cohesive impacts.
- **Recommendation:** Future initiatives should focus on bridging the gap between high-level climate diplomacy and practical climate solutions, ensuring that policy discussions translate into visible, actionable projects that reinforce Egypt's leadership.

8.7. Inclusive Engagement Drives Equitable Climate Outcomes

- **Lesson Learned:** Inclusive efforts, particularly in engaging women, youth, and vulnerable groups, enhanced Egypt's credibility as a climate leader.
- **Recommendation:** Future projects should prioritize inclusivity in design and implementation, ensuring broad participation in climate governance through structured engagement with marginalized groups.

8.8. Sustainability Requires Institutional Capacity Building

- **Lesson Learned:** Capacity-building efforts strengthened institutional frameworks, but challenges such as staff rotations and reliance on external funding hindered long-term continuity.
- **Recommendation:** Future projects should institutionalize capacity-building programs by integrating knowledge-sharing platforms and succession planning to retain expertise within key government institutions.

8.9. Communication and Visibility are Key to Leadership

- **Lesson Learned:** The absence of an Egypt Pavilion at COP29 was a missed opportunity to showcase national achievements and reinforce Egypt's global climate leadership.
- **Recommendation:** Future initiatives should invest in communication and branding strategies, including dedicated pavilions and knowledge-sharing platforms, to enhance visibility and leadership in climate negotiations.

8.10. Regional Leadership Amplifies Impact

- **Lesson Learned:** Egypt's regional focus on African and developing country priorities strengthened its climate diplomacy.
- **Recommendation:** Future projects should champion regional cooperation, using climate diplomacy to advocate for collective progress and build stronger alliances in international negotiations.

8.11. Scaling Successful Initiatives Multiplies Benefits

- **Lesson Learned:** While on-the-ground initiatives demonstrated impact, they lacked a strategy for scaling up nationwide.
- **Recommendation:** Future projects should prioritize scaling successful pilot projects, ensuring their integration into national and sectoral strategies for broader systemic change.

8.12. Integrated Project Structures Prevent Fragmentation

- **Lesson Learned:** Fragmentation in project outputs diluted overall impact and created inefficiencies in resource use.
- **Recommendation:** Future projects should adopt an integrated and streamlined approach, ensuring that all project components are strategically connected to reinforce national climate objectives.

8.13. Dependence on External Funding Limits Sustainability

- **Lesson Learned:** Heavy reliance on donor funding posed risks to long-term sustainability.
- **Recommendation:** Future projects should diversify funding sources, foster public-private partnerships, and implement co-funding models to enhance financial resilience and long-term impact.

SECTION III

Success Stories

Success Story 1: Supporting Egypt's Leadership in Establishing the Climate Loss and Damage Fund (LDF) at COP27

At COP27 in Sharm El-Sheikh, Egypt, a historic breakthrough was achieved with the establishment of the Climate Loss and Damage Fund, a mechanism aimed at providing financial support to vulnerable countries affected by climate change. Egypt, as the host and COP27 Presidency, played a pivotal role in facilitating negotiations and bridging divides, ensuring that developing countries' concerns were prioritized.

The COP27 project was instrumental in supporting Egyptian negotiators through targeted technical assistance. This included the recruitment of a Loss and Damage expert, capacity-building sessions to strengthen the negotiating team, consultations with regional groups like the African Group of Negotiators (AGN), and communication and advocacy support to amplify Egypt's climate justice narrative.

Despite strong resistance from developed countries, Egyptian negotiators succeeded in brokering consensus on the fund's creation—a turning point in global climate diplomacy. The fund's establishment signals a global commitment to address climate-induced losses in vulnerable countries, marking Egypt's leadership in advancing climate justice and reinforcing its role as a key player in climate negotiations.



Success Story 2: The 4th Edition of the Aswan Forum – A Flagship COP27 Activity

The 4th Edition of the Aswan Forum for Sustainable Peace and Development, held in July 2024, emerged as a flagship activity under the COP27 project, organized by the Cairo International Centre for Conflict Resolution, Peacekeeping, and Peacebuilding (CCCPA). The Forum, titled *"Africa in a Changing World: Re-Envisioning Global Governance for Peace and Development,"* provided a platform to amplify African perspectives on global governance reform, peace, and development.

A COP27 Legacy Initiative

As a critical component of the COP27 project, the Forum integrated climate action discussions into broader themes of peace and governance. Building on outcomes from COP27, such as the Climate Responses for Sustaining Peace (CRSP) initiative and the Loss and Damage Fund, the Forum emphasized the climate-security-development nexus, advancing Africa's leadership in these critical areas.

Key contributions included

- Bridging Climate Action and Governance: Highlighting the interconnected challenges of climate change, peace, and development.
- Engaging Diverse Stakeholders: Bringing together leaders from governments, international organizations, and civil society to collaborate on sustainable solutions.
- Fostering Youth Innovation: Promoting the role of African youth in driving innovative solutions for peacebuilding and development.

Outcomes and Impact

The Forum:

- Reinforced Africa's leadership in global governance reform, emphasizing the continent's ability to shape solutions for sustainable peace and development.
- Provided actionable recommendations for advancing the Common African Position (CAP) on climate, peace, and security.
- Strengthened partnerships among African and international stakeholders, ensuring collaboration on shared priorities.





Success Story 3: Building the Capacities of African Climate Negotiators through the COP27 Project

The COP27 project played a crucial role in enhancing the capacities of African climate negotiators, ensuring strong representation of African priorities in global climate discussions. Through comprehensive training programs and strategic support, the project equipped participants with the tools needed to advocate effectively for regional and national interests.

Capacity-Building Initiatives

In November 2023, a training session in Cairo brought together 60 participants, including representatives from African nations, Egyptian ministries, and the African Union. Coordinated by UNDP, UNFCCC, and partners like IRENA and OECD, the training:

- Enhanced understanding of UNFCCC processes and key negotiation issues for COP28.
- Strengthened skills in formulating regional strategies and advancing African priorities.
- Provided financial support to ensure the inclusion of diverse participants.

Strategic Engagement and Collaboration

The project also:

- Supported African ministerial engagement through events like the African Ministerial Conference on the Environment (AMCEN) in Dakar in 2022.
- Enabled African experts and negotiators to participate in key forums, fostering collaboration and ensuring balanced representation in pre-COP discussions.

Impact and Legacy

The COP27 project's capacity-building efforts ensured that African negotiators were well-prepared to engage effectively at COP28 and beyond. By providing essential training and fostering regional collaboration, the project strengthened Africa's role in global climate governance, amplifying its voice in shaping sustainable solutions for the continent and the world.

Success Story 4: Empowering Youth Through the COP27 Project

The COP27 Project played a pivotal role in fostering youth engagement and building capacity in climate governance through initiatives like the COP Simulation Programme and support for youth delegations at global climate conferences.

<u>Key achievements include:</u>

- COP Simulation Programme: Launched by the British University in Egypt (BUE) and UNDP Egypt, the programme empowered students to simulate COP negotiations. It engaged 160 participants from 40 countries at COP29 in Baku, with youth presenting policy declarations to global leaders.
- EGYouth4Climate Delegation: Supported by the Ministry of Youth and Sports, this delegation featured seven young Egyptian women negotiators, marking the Ministry's first youth delegation at COP28, emphasizing gender equality.
- Civil Society Representation: Representatives from two CSOs also participated in COP28, highlighting diverse inclusion.

The project bridged policy discussions with real-world climate action, strengthened international collaboration, and set a lasting precedent for inclusive climate leadership.





Success Story 5: Egypt's Climate Leadership at COP27 – A Model for Sustainable Development. From Vision to Action: Transforming Sharm El-Sheikh into a Green City

As the host of COP27, Egypt seized the opportunity to demonstrate its commitment to sustainability, turning Sharm El-Sheikh into a living model of green innovation, renewable energy, and environmental protection. Through ambitious initiatives in clean energy, plastic waste reduction, sustainable medical waste management, and biodiversity conservation, Egypt set new benchmarks for climate action -inspiring both national and international audiences to embrace sustainable development pathways.

Harnessing Solar Power: Sharm El-Sheikh's Renewable Energy Revolution

One of the most visible successes of the COP27 project was the transformation of Sharm El-Sheikh into a hub for renewable energy innovation. The installation of a 1MW solar power station at the Convention Center, along with additional solar energy projects at government buildings, hotels, and key infrastructure sites, collectively generated over 4MW of clean energy. As part of the Green Sharm Initiative, 841 solar-powered LED streetlights were installed, illuminating the city with renewable energy.

These visible green investments showcased Egypt's leadership in the clean energy transition, providing a real-world example of how emerging economies can integrate renewables into their infrastructure. The project not only reduced emissions but also paved the way for future renewable energy expansion across Egypt, with assessments underway to replicate these solutions in other regions.

A Plastic-Free Future: Leading by Example

In a bold move towards environmental sustainability, Sharm El-Sheikh became the first Egyptian city to ban single-use plastics ahead of COP27. This milestone was amplified through a nationwide advocacy campaign, engaging communities through:

- A five-week car parade under the slogan "Sharm is going plastic bag free"
- School outreach programs to educate youth on plastic waste reduction
- Ten cleanup drives (five on land and five in water)
- Interactive workshops with traders, officials, and hoteliers
- Distribution of 2,000 reusable bags to promote sustainable alternatives

Egypt's plastic-free commitment extended beyond COP27, with the country taking an active role in international discussions on plastic pollution, including at the Fifth Session of the Intergovernmental Negotiating Committee (INC-5) in Busan, South Korea. Egypt's advocacy for a binding global treaty on plastic pollution reinforced its position as a climate leader in the Global South.

Sustainable Medical Waste Management: A Breakthrough in Green Healthcare

Egypt's commitment to environmentally responsible waste management extended to the healthcare sector, where a state-of-the-art energy-efficient autoclave was installed at Sharm El-Sheikh's main hospital. This provided a sustainable alternative to traditional medical waste incineration, significantly reducing emissions while ensuring safe waste disposal.

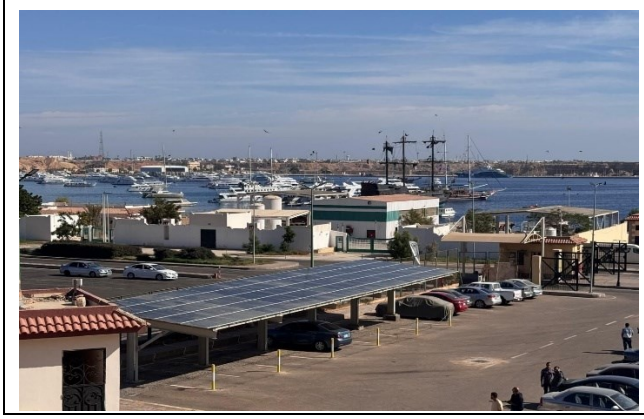
Recognizing its success, Egypt's Healthcare Authority is now exploring the replication of this initiative across other hospitals, ensuring that green solutions become an integral part of Egypt's healthcare infrastructure.

Conserving Egypt's Natural Ecosystems: A Legacy for Future Generations

Egypt's biodiversity conservation efforts were also a highlight of COP27, demonstrating how environmental protection and community empowerment can go hand in hand.

- Ras Mohamed Nature Reserve: Supported by UNDP and the Global Environmental Facility (GEF), the reserve's sustainability was strengthened with a new Visitors' Centre and training for 2,400 local women in traditional crafts—creating new economic opportunities while preserving cultural heritage.
- Nabq Protected Area: The project rehabilitated mangrove ecosystems and transformed the visitor center into a research hub. Support to local Tarabin and Mazayna tribes included off-grid solar power stations for 51 homes and a solar-powered water desalination unit, providing clean drinking water to remote communities.
- Abu Galum Protectorate: UNDP supported marine monitoring programs, infrastructure development, and renovations of local cafes, ensuring eco-tourism and conservation efforts benefit both nature and local livelihoods.

By investing in community-driven conservation, Egypt demonstrated how climate action can simultaneously protect biodiversity, enhance resilience, and support economic development.





ANNEXES

Annex 1: Terms of reference (TORs) for Terminal Evaluation (TE)

Annex 2: List of project stakeholders interviewed

Annex 3: The Evaluation Matrix

Annex 4: The Theory of Change (ToC),

Annex 5: List of reviewed documents

Annex 6: Project's final financial datasheet,

Annex 7: Signed pledge of ethical conduct.

Annex 1

TORs for the Terminal Evaluation

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 7 October 2024

Country Office: UNDP Egypt

Description of the assignment: Terminal Evaluation Consultant

Project Name: Supporting the 27th session of the Conference of the Parties (COP27) to the UNFCCC

Post Level: National Consultant

Period of assignment/services: 2 months

No. of working days: 20 working days

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1. Background and context

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. UNDP is on the ground in about 170 countries and territories, working with national counterparts on solutions to global and national development challenges, and achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks.

The Government of the Arab Republic of Egypt (GoE) hosted the 27th Conference of the Parties (CoP27) of the United Nations Framework Convention on Climate Change (UNFCCC). COP27 took place from 7 to 18 November, 2022 in Sharm El-Sheikh, Egypt.

As the CoP27 President, Egypt brought together nearly 200 country parties in a neutral and conducive space to advance the international negotiations on climate change. Throughout 2022, the Government of Egypt (GOE) convened all relevant constituencies (including but not limited to the following: Group of 7 and China, African Group of Negotiators (AGN), Alliance of Small Island States (AOSIS), Least Developed Countries, Umbrella Group, and the European Union), to build momentum for a successful, inclusive, and transparent process. Egypt was also

one of the nations expected to submit a revised National Climate Change Strategy and Nationally Determined Contribution (NDC) in 2022.

As a trusted development partner to Egypt, the United Nations Development Programme (UNDP) Egypt Country Office was committed to supporting the Egyptian CoP Presidency. This included providing technical and strategic advisory support on political and technical issues, partnerships across government, and supporting legacy programming. UNDP also supported outreach with key constituencies and partners within governments at national and sub-national levels, coalitions, civil society, private sector, International Financial Institutions (IFIs), and others. This was critical to ensuring a more inclusive CoP. In parallel to COP27 support, UNDP developed regional and global initiatives around transitions, including a proposed Green Transition Facility that supported Sustainable Green Transformations across the MENA region, by promoting climate-resilient development, accelerating energy transitions, and developing nature-based solutions. The Facility was co-created with key partners over 2022.

The Minister of Foreign Affairs is the COP27 President, and the Minister of Environment is the COP27 Ministerial Coordinator and Envoy. A high-level Supreme Committee, chaired by the Prime Minister, brought together all line ministries, complementing the National Climate Change Council which focused on technical issues.

Preparing for the CoP required mobilizing a significant network of the highest-level climate change experts and organisations to ensure the quality of inputs into negotiations among both national and international stakeholders on a wide variety of areas of climate change challenges. It was also critical for the host country to ensure participation of the member states through presential and virtual communication during the period of CoP.

GoE has sought the United Nations Development Programme's (UNDP) support to increase the predictability and visibility of CoP 27, prepare negotiations, build momentum, and guarantee positive outcomes in collaboration with a wide range of both national and international stakeholders. These activities dovetail with UNFCCC Secretariat support and the coordinated offer by the United Nations system.

To ensure the achievement of critical outcomes, renewed commitments and scaled-up investment from the member states, including from middle income countries and emerging economies, the conference was needed to be well prepared, including strong global initiatives engagement with all geographical and thematic groups, private sector and civil society, and showcase potential and readiness for low carbon transitions as well as climate change resilience in developing countries, including in Africa, MENA, in Egypt and in the host city of Sharm El-Sheikh.

The project is funded by the EU/Foreign Policy Instruments (FPI) under the Foreign Policy Needs (FPN) instrument, the African Climate Foundation, the Government of Denmark , the Government of Switzerland, and the Climate Emergency Collaboration Group.

UNDP Comparative advantage

The structural transformations and resilience building necessary for Climate Action are central pillars of UNDP Strategic Plan 2022-2025, particularly aligning with SDG 7 and SDG 13. UNDP brought to bear its global network and experience, supported through global and regional initiatives, including the Climate Promise project that helped countries reach the goals they set in their National Determined Contributions. UNDP also applied lessons learned from successful support to previous UNFCCC CoPs, particularly when organized by developing countries (e.g., Peru, Morocco, Fiji), with direct EU contribution. In Egypt specifically, UNDP supported the country host BioCoP14 in 2018 and also the African Group of Negotiators during UNFCCC Subsidiary bodies meeting in June 2021. The proposed activities align with UNDP support to GoE on Egypt Climate Change policy (Climate Change National strategy launched in May 2022).

UNDP builds on successful multi-year engagements in Egypt for institutional capacity development and market transformation incentives in support of renewable energy, climate change adaptation and climate security and relevant partnerships with Ministries of Foreign Affairs, Environment Water and Irrigation, International Cooperation. UNDP also leverages its large network with civil society in Egypt and long experience of engaging community-based and non-governmental organizations in the design and implementation of activities. Operationally, UNDP benefit from dedicated and tested contracting modalities with non-governmental organizations in Egypt, for example the Small Grant Programmes, Low value grants, and Innovation challenge grants.

Mainstreaming Gender

The empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. As per the UNSDCF, 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. The project ensures equal opportunities for men and women in acquiring project positions as well as ensuring participation of at any stage of the project implementation. Attention will be paid for example in gender balance in participation to training, consultations, negotiations, launches, etc. supported by this project.

Project impact

Egypt’s natural resources and its urban environments are managed in an inclusive, sustainable and productive manner to mitigate environmental hazards and reap the benefits of a greener economy and society.

Project outcome

To contribute to the delivery of a highly successful CoP in Egypt and deliver on the outcomes of the conference throughout the COP27 Presidency.

Project outputs

The project has been designed to address the existing barriers described in the previous section and involves a series of three interdependent outputs which are detailed in the Results

Framework and described below. Together, the project will contribute to creating the enabling environment for the GoE to deliver a highly successful CoP in Egypt.

1. **Output 1: The Government of Egypt's capacity to prepare and host COP and hold presidency until COP28 is supported throughout 2022, during CoP27 and into 2023 to deliver strong build up towards the CoP27 as well as quality conducive COP27 and COP27 presidency, and transition to COP28**

2. **Output 2: Consultations meetings for regional groupings or thematic groupings are supported for inclusive negotiations ahead of subsidiary committees' meetings and ahead of the CoP27 and in transitioning to COP28, including post-COP28 engagements, operationalisation of LDF and ensuring strong climate linkages in important global forums**

3. **Output 3: Multidisciplinary initiatives for climate action are advanced, best practices from Africa and other regions are curated and showcased, and Egypt achievements are enhanced for demonstration toward a green CoP27, a green host country and a green host city.**

2. Evaluation purpose, scope, and objectives

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

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework.

Scope and objectives of the evaluation should detail and include:

- Assess the achievement of project results supported by evidence
- Explore the key factors that have contributed to the achieving or not achieving of the intended results
- Assess the contribution of the project results towards the relevant outcome and output of the Country Programme Document for Egypt and recommendations on the way forwards
- Assess the relevant cross cutting including LNOB, gender equality, women empowerment and human rights
- Assess impact of the project in terms of its contribution to, or enabled progress toward reduced environmental stress

- Develop a comprehensive concept note for a new project initiative based on the outcomes and lessons learned from the current project.

The TE will be conducted according to the guidance, rules and procedures established by UNDP.

The evaluation will cover the whole project duration (2022- 2024), all outputs and activities and processes (conceptualisation, design, implementation, monitoring, reporting and evaluation of results) and will engage all project stakeholders.

3. Evaluation criteria and key guiding questions

The project evaluation questions are grouped according to the OECD-DAC evaluation criteria: (a) relevance; (b) coherence; (c) effectiveness; (d) efficiency; (e) impact and (f) sustainability:

Relevance:

- Was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?
- To what extent have the actions corresponded to: i) the objectives and priorities of EU/FPI; ii) the overarching EU strategies and policy priorities on climate change and iii) to the policies, capacities and needs of the project beneficiaries, stakeholders, and partners?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent does the project contribute to gender equality, the empowerment of women, LNOB and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Coherence:

- To what extent is the project consistent and synergistic with other relevant interventions carried out by UNDP and EU/FPI, as well as with relevant international norms and standards?
- What is/was UNDP's comparative advantage within the wider, complex, systemic context it is embedded in? Why?
- To what extent have the actions been sufficiently complementary, aligned, and coordinated with i) partner country approaches and initiatives; and ii) other actions by EU, EU MS and other development partners in the region?

Effectiveness

- To what extent did the project achieve its intended objectives and contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, EU/ FPI and national development priorities?
- What factors have contributed to achieving, or not, intended project's outputs and outcomes?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other groups) and changing partner priorities?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent were resources used to address inequalities in general, and gender issues in particular?
- To what extent have the UNDP project implementation strategy and execution been efficient, timely and cost-effective?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Impact

- To what extent have the actions achieved (or are in the process of achieving) their objectives and to what extent have they contributed towards achieving the broader objectives of UNDP and EU/FPI at large?

Sustainability

- To what extent will targeted men, women, people with disabilities and vulnerable people benefit from the project interventions in the long-term? To what extent has the project promoted positive changes in gender equality and the empowerment of women?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent have the results of the actions persisted or are they likely to persist after action completion?

In addition, the following criteria will be also explored:

UNDP/EU added value

- To what extent have the actions added value compared to what was funded through other UNDP and EU financial sources and by other development partners?

Cross-cutting issues

- To what extent have cross-cutting issues (e.g. gender sensitivity, gender mainstreaming, conflict sensitivity/Do No Harm, SDGs, human rights based approach (HRBA) and Leave No One Behind, etc.) been applied throughout the action cycle (design, implementation, monitoring, evaluation) of the actions?

Answers to the evaluation questions need to be comprehensive and based on evidence. The elements of criteria analysis needs to address the OECD Guidance (Applying Evaluation Criteria Thoughtfully).

4. Methodology

Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation manager, implementing partners and male and female direct beneficiaries. Suggested methodological tools and approaches may include:

- **Document review:** To review documents such as
  - Project document
  - Financing agreements
  - Project progress reports
  - Annual workplans
  - Highlights of project board meetings
  - Technical/financial monitoring reports
  - Monitoring information

- **Interviews and meetings**
  - With key stakeholders (men and women) such as key government counterparts, donors (listed below):
    - Ministry of Foreign Affairs
    - Ministry of Environment

        - Ministry of Planning and Economic Development
        - Ministry of Youth and Sports
        - Ministry of Social Solidarity
        - British University in Egypt
        - Cairo International Centre for Conflict Resolution, Peacekeeping and Peace Building
        - Delegation of the European to Egypt
        - The Government of Denmark
        - The Government of Switzerland
        - The African Climate Foundation
        - The Climate Emergency Collaboration Fund
        - UNFCCC Team
        - South Sinai governorate
        - Industrial Modernization Centre
        - Foreign Policy Instruments (FPI) MENA team in Beirut
        - Green Sharm Project
    - **Semi-structured interviews,** based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability and cross- cutting issues.
    - Other data collection methods as needed (e.g quantitative methods like surveys/ questionnaires…, or qualitative methods like group discussions, etc)
- **Field visits** One day trip to Sharm El-Sheikh can be organized for the evaluator to validate outputs on the ground.
- **Collecting** relevant information through meetings, consultative sessions, field visits, etc. Obtain other contextual information also as required.
- **Data review and analysis:** The mixed methods of data gathering will be matched with appropriate analytical approaches including qualitative and quantitative analysis and triangulation to ensure a comprehensive and coherent understanding of the data generated by the evaluation
- **Drafting** the evaluation report and making a presentation of findings and recommendations to UNDP.
- **Finalizing** the report with comments and inputs from various stakeholders and partners

The approach and methodology should be well presented and contain information on the data collection methods and tools and data analysis techniques/type of analysis expected to be used by the evaluation team. It is required to present the overall approach and detail how the approach will help addressing the evaluation objective and answer the evaluation questions. All analysis must be based on facts, evidence, and data. Citation to evidence is required in the reports (e.g using footnotes) and in alignment to the UNEG ethical guidelines. Findings should be specific, concise and supported by quantitative and/or qualitative information that is reliable and valid. The findings of the evaluation should lead to the elaboration of specific, practical, achievable recommendations that should be directed to the intended users. A complete evaluation matrix shall be developed in the inception report, including the

suggested evaluation question, along with an outline of the expected Evaluation Report. In regards of stakeholders engagement, the evaluator needs to map the stakeholder and provide the sampling approach ensuring content representation.

The evaluation team must use gender-based methodology and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are included in the final evaluation report including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups. The approach needs to be detailed in the methodology section.

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

5. Evaluation products (deliverables)

- **Evaluation inception report (10-15 pages):** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Evaluation debriefings:** Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- **Draft evaluation:** A length of 40 to 50 pages including executive summary is suggested.
- **Evaluation report audit trail:** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report:** The report will be in English and no more than 50 pages in length. Annexes may be added. The Final report will include the evaluation methodology, a brief executive summary, lessons learned and recommendations
- **Evaluation brief and other knowledge products** : the evaluator is expected to prepare a 4-pages knowledge product summarizing the findings and lessons learned to enhance the use of the evaluations results
- **Concept note for a new project initiative** based on the outcomes and lessons learned from the current project. The concept note should include the project rationale, objectives, expected impact, and a preliminary outline of key activities and indicative budget, aligning with donor priorities and organizational strategic goals.
- **Feedback on Deliverables:** All deliverables are subject to UNDP's approval before considered final. Feedback will be provided within ten working days of submission, and the Consultant is expected to consider comments and submit revised versions promptly.

The reports must be well written in English language and edited properly before submission. The standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and UNEG quality checklist and ensure all the quality criteria are met in the evaluation report. It is suggested that the evaluator quality assures his draft evaluation report against the quality check list as part of quality assurance before submitting to UNDP. Please note that all evaluation reports commissioned by UNDP go through a Meta-evaluation quality assessment process by UNDP Independent Evaluation Office (IEO) through a pool of expert quality assessment reviewers after the finalization and submission of the final report. This is important for the organization to ensure the quality and utility of the final evaluation product.

6. Evaluation consultant and required competencies

The evaluation will be undertaken by one national evaluator with extensive experience as per the following:

- **Required qualifications:**
  - At least Master's degree in environmental studies, public policy, public administration or other closely related field; Demonstrated experience in leading evaluation studies in the above mentioned field(s); Good command of standard evaluation methods and approach
- **Technical competencies:** team leadership skills and experience, technical knowledge in climate adaptation, with specifics relevant to the focus of the evaluation, data collection, data analysis and analytical report writing.
- **Technical knowledge and experience:** Familiar with Multi-lateral Environmental Agreements (MEAs); relevant experience with results-based management evaluation methodologies; experience applying SMART indicators and reconstructing or validating baseline scenarios; demonstrated understanding of issues related to gender and capacity development; experience in gender responsive evaluation and analysis; Project evaluation/review experience within United Nations system will be considered an asset.

- **Language skills required:** Fluency in written and spoken English. Excellent English reports writing skills.

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be

solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

Important to note:

1) Evaluators will recuse themselves from evaluating: (i) any project, program, or activity that they worked on or had line responsibility for the work on, including preparation, appraisal, administration, and completion reporting, or that they had a personal influence or financial stake in, in a previous capacity; or (ii) an entity that they had a significant decision making, financial management or approval responsibility for or personal influence or financial stake in, or in which their future employment is a significant possibility.
2) Evaluators will similarly recuse themselves when there is such involvement in a project, program, activity, or entity on the part of immediate family members. They should inform the CO management of any such potential conflict of interest, or potential perception of conflict of interest, before evaluator assignments are finalized.
3) If a former staff member or consultant is being considered for a consulting assignment in an CO evaluation, particular care will be exercised by the concerned professional staff to ensure that the concerned person was not involved, directly or indirectly, in the subject of the evaluation during his/her past term as staff or consultant of the CO.

8. Implementation arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Egypt country office and will in this regard designate an evaluation manager and focal point.

The Commissioning Unit will contract the consultant and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. The project team will not participate in the meetings with the stakeholders.

The evaluation manager will convene an evaluation reference group comprising of technical experts from UNDP and the implementing partners. This reference group will review the inception report and the draft review report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.

The consultant will report directly to the designated evaluation manager and focal point and work closely with the CO team. The consultant may be required to travel to the targeted areas for the purpose the evaluation. The consultants will use their own laptops and cell phones.

An updated stakeholder list with contact details (phone and email) will be provided to the consultants. The final report will be approved by the evaluation commissioner. UNDP will develop a management response to the evaluation within 2 weeks of report finalization.

The Evaluation Consultant is expected to:

- Have/bring their laptops and other relevant software/equipment.
- Use their own mobile and personal email address during the consultancy period, including when in-country.
- Make their own travel arrangements to fly to and in-country.
- Fulfil the contractual arrangements under the TOR.
- Develop the evaluation inception report, including an evaluation matrix and a gender responsive methodology, in line with the TOR, UNEG norms and standards and ethical guidelines.
- Conduct data collection and field visits according to the TOR and inception report.
- Produce draft reports adhering to UNDP evaluation templates, UNDP Evaluation guidelines including the required quality criteria and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations.
- Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail. Record own feedback in the audit trail including those of the members of the team, the evaluation manager, the commissioning programme unit, and key stakeholders.

9. Time frame for the evaluation process

The evaluation will take place over a period of 2 months. The tentative schedule follows:

a. **Preparation Phase**
UNDP will provide the expert with a maximum number of relevant documents – such as projects documents, internal progress reports and interim/annual reports for donors, previous mid-term evaluation. The expert will study the documents as a preparation for evaluation of the project.

b. **Assessment Phase**
The expert will work at UNDP's premises and will conduct interviews with stakeholders, counterparts, and beneficiaries to learn about achievements and challenges and assess the impact of activities. Field visit to serve the evaluation purpose

c. **Reporting Phase**

The expert will provide an initial draft report to UNDP one week after finalizing assessment phase. Comments will be provided within 10 working days.

Key Activities / Deliverables

- Desk review
- Briefings of evaluator
- Finalizing the evaluation design and methods and preparing the detailed inception report
- In-country data collection and analysis (visits to the field, interviews, questionnaires)
- Preparing the draft report
- Stakeholder meeting and review of the draft report (for quality assurance)
- Incorporating comments and finalizing the evaluation report
- Finalizing the concept note

In addition, the evaluator may be expected to support UNDP efforts in knowledge sharing and dissemination.

Schedule

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the consultant	-	At the time of contract signing	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	Within one week of contract signing	Home-based	Evaluation consultant
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing		Evaluation consultant
Comments and approval of inception report	-	Within one week of submission of the inception report	UNDP	Evaluation manager
Phase Two: Data-collection mission				

Consultations and field visits and in-depth interviews	5 days	Within three weeks of contract signing	In country With field visits	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc. as per the stakeholders mapping exercise by the consultant. The consultant to undertake.
Debriefing to UNDP and key stakeholders	1 day	Within four weeks of contract signing	In country	Evaluation consultant
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)	5 days	Within two weeks of the completion of the field mission	Home-based	Evaluation consultant
Draft report and concept note submission	-	Within two weeks of the completion of the field mission		Evaluation consultant
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks of submission of the draft evaluation report	UNDP	Evaluation manager and evaluation reference group
Debriefing with UNDP	1 day	Within one week of receipt of comments	Remotely UNDP	UNDP, evaluation reference group, stakeholder, and evaluation consultant

Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	3 days	Within one week of final debriefing	Home-based	Evaluation consultant
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing	Home-based	Evaluation consultant
Submission of the final Concept Note to UNDP country office	-	Within one week of final debriefing	Home-based	Evaluation consultant
Estimated total days for the evaluation	**20**			

10. Application submission process and criteria for selection

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

(i) Explaining why they are the most suitable for the work

(ii) Provide a brief methodology on how you will approach and conduct the work

2. Financial proposal

3. Personal CV including past experience in similar projects and at least 3 reference**s**

4. If awarded, the IC should submit medical proof covering the period of assignment. In case the applicant is not medically insured, kindly include the medical plan fees covering the assignment period in the financial offer as it will be reimbursed by UNDP.

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

Individual consultants will be evaluated based on the following methodology:

Technical Proposal (70%):

Criteria	Weight
Relevant experience	30
Proposed methodology, its appropriateness to the assignment, and timeliness of the implementation plan	50
Sample of previous relevant assignment	20
Total	**100**

Financial Proposal (30%)

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.

Applicants receiving a score less than 70% will be technically disqualified.

TERMS OF PAYMENT

* 30% upon submission of Inception Report
* 30% upon submission of Draft Evaluation Report
* 40% upon submission of Final Report, Executive Summary, and Presentation

Annex 2

List of Stakeholders Interviewed

Entity	Contact Person	Position
European Commission Service for Foreign Policy Instruments (FPI) MENA		Programme Manager European Commission Service for Foreign Policy Instruments (FPI) Regional Team MENA (EEAS-BEIRUT)
Delegation of the European Union to Egypt		Head of EU Cooperation in Egypt
The Government of Denmark		Energy Sector Counsellor Embassy of Denmark, Cairo
The Government of Switzerland		National Programme Officer Office for International Cooperation Embassy of Switzerland
The African Climate Foundation		Senior Programme Officer Advocacy & Outreach
Ministry of Foreign Affairs (MoFA)		Assistant Minister for Environment and Climate Change
		Egypt's Ambassador to Austria and Permanent Representative to the International Organizations in Vienna
		Director, Climate Department
		Climate Department
Ministry of Environment (MoE)		Assistant Minister of Environment
Ministry of Planning and Economic Development		Assistant Minister for strategic partnership
Ministry of Youth and Sports		
British University in Egypt (BUE)		Director of Strategy Development

		University Advisor on SDGs
Cairo International Centre for Conflict Resolution, Peacekeeping and Peace Building (CCCPA)		Finance and Procurement Manager
		Head of Administration and Finance
Egyptian Healthcare Authority		
		Supervisor, Sustainability & Green Hospitals
Industrial Modernization Centre (IMC)		
UNDP Egypt Office		
Management		Resident Representative
		Deputy Resident Representative
Environment		Team Leader
Inclusive Growth and Innovation		Team Leader
Biodiversity		Team Leader
Policy and Partnerships		Team Leader
Communication		Communication Officer
COP Project		Project Management Coordinator
Operations		Head of Operations
Procurement & ICT		Head of Proc & ICT
Administration		Head of Administration
		Operations Associate
		Administrative Associate

Annex 3

Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Indicators	Data Sources	Methods
Relevance	1. To what extent is the project aligned with national priorities, UNDP's Country Programme Document, and SDG goals?	- Degree of alignment with national and global policies. - Stakeholder perceptions of project relevance.	- Project document and reports. - Stakeholder interviews.	- Document review. - KIIs with government, UNDP, donors. - Thematic analysis.
	2. Was the project design appropriate to address identified barriers and needs?	- Presence of a clear problem statement and ToC. - Stakeholder views on design adequacy.	- Project design documents. - Stakeholder interviews/FGDs.	- Document review. - KIIs and FGDs with stakeholders.
Coherence	3. How well does the project align with other related initiatives and partnerships?	- Complementarity and synergy with existing programs. - Evidence of collaboration and partnerships.	- Project reports. - Interviews with partners and donors.	- Document review. - KIIs with partners and stakeholders. - Network mapping analysis.
Effectiveness	4. To what extent has the project achieved its intended outcomes and outputs?	- Progress against indicators in the results framework. - Stakeholder perceptions of achieved results.	- Results framework. - Progress reports.	- Document review. - KIIs with beneficiaries and stakeholders.
	5. What factors have contributed to or hindered the achievement of results?	- Identification of enabling or constraining factors. - Stakeholder reflections on barriers and opportunities.	- Stakeholder interviews. - Monitoring data. - Reports.	- KIIs with stakeholders. - Data triangulation. - Thematic analysis.

Efficiency	6. Were resources (financial, human, technical) used effectively to achieve results?	- Timeliness of implementation. - Ratio of budget spent to outputs delivered. - Stakeholder views on resource utilization.	- Financial and progress reports. - Stakeholder interviews.	- Document review. - KIIs with implementing agencies. - Efficiency analysis.
	7. Were the project's M&E systems adequate to support effective management and reporting?	- Presence and quality of M&E tools and reports. - Use of M&E data for decision-making.	- M&E reports. - Stakeholder interviews.	- Document review. - KIIs with UNDP and implementing agencies. - Data quality assessment.
Impact	8. What are the tangible impacts of the project on reducing environmental stress and advancing a greener economy?	- Evidence of changes in environmental indicators. - Stakeholder perceptions of long-term impact. - Concrete examples of sustainable practices adopted.	- Reports on environmental indicators. - Beneficiary interviews.	- Document review. - KIIs with government and beneficiaries. - Field visits.
	9. Has the project contributed to enhanced capacities or systemic changes for climate action?	- Evidence of institutional capacity development. - Adoption of sustainable practices or policies.	- Stakeholder interviews. - Reports on institutional changes.	- KIIs with stakeholders. - Thematic analysis. - Field validation.
Sustainability	10. To what extent are the project's outcomes and	- Existence of plans for continuation of initiatives.	- Project reports. - Interviews with stakeholders.	- KIIs - Document review. - Sustainability analysis.

	benefits likely to be sustained?	- Stakeholder perceptions of sustainability. - Evidence of financial or policy support.		
Cross-Cutting Issues	11. To what extent were cross-cutting issues (gender, LNOB, human rights) integrated in design, implementation, and results?	- Representation of women and marginalized groups. - Stakeholder perceptions on inclusivity. - Use of disaggregated data in monitoring and reporting.	- Monitoring data. - Stakeholder interviews	- Document review. - KIIs

Annex 4

Theory of Change (TOC)

Assumptions Underpinning the Theory of Change (TOC)

The conclusion that the COP27 project successfully bridged the gap from outputs to long-term impacts is based on several key assumptions:

- **Capacity-building leads to sustained leadership:** It is assumed that training and technical support provided to the COP27 Presidency team translated into stronger negotiation capacities and climate diplomacy beyond COP27.
- **Inclusive negotiations enhance legitimacy and effectiveness:** The assumption is that broader stakeholder engagement contributed to more equitable and widely accepted climate agreements.
- **Showcasing best practices encourages replication:** It is expected that demonstrated green initiatives and sustainable practices will influence policy decisions and inspire further climate action at national and international levels.
- **Institutional strengthening promotes long-term climate governance:** The project assumes that improvements in coordination mechanisms and climate governance structures will have lasting effects beyond COP27.
- **Political commitment and financial support sustain progress:** It is assumed that ongoing political will and investment from national and international stakeholders will continue supporting climate action and institutional reforms initiated during COP27.

TOC: Progression from Outputs to Outcomes and Impacts

The Theory of Change for the COP27 project outlines a structured progression from immediate outputs to broader, long-term impacts, ensuring that project interventions lead to sustainable and inclusive climate action. This progression is built upon key causal pathways and assumptions that guide the project's relevance and effectiveness

1. **Outputs:** The project focused on three key areas:
    - **Capacity-Building:** Strengthening the technical and institutional capacities of the Government of Egypt's COP27 Presidency team to effectively lead negotiations and coordinate climate diplomacy efforts.
    - **Inclusive Negotiations:** Facilitating stakeholder engagement, including diverse regional and thematic groups, to ensure transparent, inclusive, and equitable climate negotiations.
    - **Green Initiatives:** Showcasing best practices in mitigation, adaptation, and climate finance, while promoting sustainability measures such as reducing COP27's carbon footprint and integrating renewable energy solutions.
2. **Outcomes:** These outputs were designed to contribute to the following outcomes:
    - **Effective COP27 Presidency:** Enhanced leadership and coordination enabled Egypt to host a well-organized, participatory, and impactful climate conference.

- **Stronger Regional and Thematic Climate Engagement:** The project fostered collaboration among key stakeholders, supporting the advancement of global climate discussions.
- **Demonstration of Sustainable Practices:** Green initiatives and climate-friendly solutions served as replicable models for future climate conferences and policy-making processes.

3. **Impacts:** The long-term impact of the COP27 project is envisioned as:
   - **Sustainable and Inclusive Natural Resource Management:** Strengthened climate governance mechanisms, increased resilience, and enhanced implementation of climate adaptation and mitigation strategies.
   - **Global Climate Leadership:** Egypt's role as a leading voice in climate diplomacy, reinforcing commitments to the Paris Agreement and other international frameworks.

Annex 5
Reviewed Documents

- Project document, including addendum for no-cost extension
- Financing agreements
- Project progress reports, narrative reports, and presentations
- Annual work plans
- Websites of project stakeholders
- Case studies and activity reports
- Summaries and highlights of project board meetings
- Technical and financial monitoring reports
- Expert technical reports
- Monitoring and evaluation data and information
- UNDP Country Programme Document (CPD) for Egypt (2023–2027)
- Ministry of Environment (2022). Egypt National Climate Change Strategy (NCCS) 2050
- Ministry of Environment (2023). Egypt Second Updated Nationally Determined Contributions (NDCs).
- Ministry of Environment (2007). Egypt's National Capacity Self-Assessment (NCSA) Process (2005-2007): Egypt's National Strategy & Action Plan, GEF/UNDP.
- Ministry of Planning & Economic Development (2023). Egypt Vision 2030, the National Agenda for Sustainable Development, Updated Vision 2030

Annex 6

Project Final Financial Datasheet

OUTPUTS	ACTIVITIES	Budget (Addendum II)	2022 Delivery	2023 Delivery	2024 Delivery	Total	Available balance
Budget heading 1/ Output 1: CAPACITY - The GoE's capacity to prepare and host COP and hold presidency until COP28 is supported throughout 2022, during COP27 and into 2023 to deliver strong build up towards the CoP27 as well as quality conducive CoP27 and COP27 presidency and transition to COP28	***1.1 Technical capacity of GoE CoP27 Presidency unit***	**111,829**	47,730	68,457	330	**116,517**	(4,688)
	1.2 Coordination and telecommunication Capacity	**78,708**	54,792	23,916	-	**78,708**	0
	1.3 Operational support and logistical coordination for CoP27 period	**178,625**	174,407	4,218	-	**178,625**	0
SubTotal for Output 1		**369,162**	**276,929**	**96,591**	**330**	**373,850**	**(4,688)**

Budget heading 2 / Output 2: ENGAGEMENT ***Consultation meetings for regional groupings or thematic groupings are supported for inclusive negotiations ahead of subsidiary committees meetings and ahead of the COP27 and in transitioning to COP28, including post-COP28 engagements, operationalization of the LDF and ensuring strong climate linkages in important global forums***	***2.1 Egypt COP diplomatic engagement strategy supported***	**31,163**	31,163	(71,340)	-	**(40,177)**	71,340
	2.2 Regional preparatory meetings hosted in Egypt	**920,737**	274,070	441,623	247,260	**962,953**	(42,216)
	2.3 Egypt active participation to relevant external events during its presidency of COP27 is supported, including efforts to advance COP27 initiatives, including side events during pre-COP27 and pre-COP28 events, eg. Berlin Energy Transition Dialogue, and post COP28 events of relevance	**447,464**	54,166	186,222	149,190	**389,578**	57,886
SubTotal for Output 2		**1,399,364**	**359,399**	**556,505**	**396,450**	**1,312,354**	**87,010**
Budget heading 3 / Output 3: INITIATIVES, SUCCESS STORIES AND SHOWCASED PROJECTS ***Multidisciplinary initiatives for climate action are advanced, best practices from Africa and other regions are curated and showcased, and Egypt's achievements are enhanced for demonstration toward a green COP27, a green host country and green host city.***	***3.1 Global initiatives supported and launched at CoP27.***	**527,902**	197,711	180,689	169,051	**547,451**	(19,549)
	3.2 Climate action best practices mobilized and showcased	**155,391**	99,939	5,451	56,867	**162,257**	(6,866)

	***3.3** Egypt achievements in climate action accelerated and showcased*	**2,648,785**	993,728	720,336	884,206	**2,598,270**	50,515
SubTotal for Output 3		**3,332,078**	**1,291,378**	**906,476**	**1,110,124**	**3,307,978**	**24,100**
Budget heading 4 / Project management	**UNDP CO Support Services Required for Implementation of the project (see Annex I for further details)**	**684,018**	11,572	291,473	379,907	**682,952**	1,066
SubTotal Project Management		**684,018**	**11,572**	**291,473**	**379,907**	**682,952**	**1,066**
Total Programmable amount (Total direct costs)		**5,784,622**	**1,939,278**	**1,851,045**	**1,886,811**	**5,677,134**	**107,488**
General Management Service Fees (GMS) (Remuneration costs) (7%: EU, 8%: Denmark, Switzerland, ACF, CECG)		**418,190**	**140,347**	**135,691**	**131,718**	**407,756**	**10,434**
TOTAL		**6,202,812**	**2,079,625**	**1,986,736**	**2,018,529**	**6,084,890**	**117,923**
		100%	**34%**	**32%**	**33%**	**98%**	**2%**

Annex 7

United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

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

Name of Consultant:

Name of Consultancy Organization (where relevant):

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

Signed at (Cairo, Egypt) on (November 2, 2024)

Signature: 

Management Response

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Supporting the 27th Session of conference of the parties (COP) to the UNFCC c

Completed on 31 Mar, 2025

EVALUATION PLAN	PLANNED END DATE	EVALUATION TYPE	MANAGEMENT RESPONSE	EVALUATION BUDGET
2023-2027, Egypt	Mar 2025	Project	Yes	$5,000

Evaluation Information

Supporting the 27th Session of conference of the parties (COP) to the UNFCC c

EVALUATION TITLE

Supporting the 27th Session of conference of the parties (COP) to the UNFCC c

QUANTUM PROJECT NUMBER	00130610, 00130602	MANAGEMENT RESPONSE	Yes
PLAN PERIOD	2023-2027	QUALITY ASSESSMENT	No
STATUS	Completed	JOINT PROGRAMME	No
TYPE	Project	JOINT EVALUATION	No
PLAN DATE	31 Mar, 2025	GEF EVALUATION	No
COMPLETION DATE	31 Mar, 2025	STAKEHOLDERS	UNDP, EU, Switzerland, Denmark, GOE
BUDGET	$5,000		
EXPENDITURE	$5,000		

SOURCE OF FUNDING	Project bduget	COUNTRIES	Egypt

Comments

Please note that the COP evaluation is pending meeting with the main Project donor, the EU. We have been reaching out to them trying to get an appointment for the evaluator, but they were on leaves during Christmas and New Year's, and they currently seem super busy.

We do not want to finalize the report without their inputs; accordingly, I believe we need to push the evaluation end date

Corporate Outcome and Output

Output 5.2 Transition to renewable energy accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery

SDG Goals

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

SDG Targets

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

Signature Solution

1: Energy

Evaluation Team Members

Name	Title	Nationality
Mohamed Bayoumi	Assistant Resident Representative	Egypt

Documents

Terms of Reference

Document	Language	Size	Status	Downloads
73277519_Final -EVALUATION Individual Contract Procurement Notice - 3 SEP.pdf	English	667.27 KB	Posted	7

Evaluation Report

Document	Language	Size	Status	Downloads
COP27_Terminal_Evaluation_FINAL.pdf	English	1.42 MB	Posted	26

Recommendations

01 Future projects should leverage high-level political commitment by ensuring early alignment with national priorities, securing ministerial engagement, and maintaining strong leadership coordination to drive climate initiatives effectively.

02 Future initiatives should adopt a cohesive stakeholder engagement strategy, ensuring structured and coordinated collaboration between government entities, civil society, and the private sector to maximize impact and mobilize long-term partnerships.

03 Future projects should integrate co-funding mechanisms, ensuring that national institutions financially and strategically contribute to project implementation. Stronger capacity-building efforts should also be embedded to empower local stakeholders.

04 Future projects should establish a well-integrated M&E framework, ensuring real-time tracking, data collection, and adaptive management mechanisms to improve accountability and performance measurement.

05 Future projects should allocate resources to establish dedicated technical advisory teams, ensuring continuous expert support in key areas such as Loss and Damage Fund (LDF), climate finance, and energy transitions.

06 Future initiatives should focus on bridging the gap between high-level climate diplomacy and practical climate solutions, ensuring that policy discussions translate into visible, actionable projects that reinforce Egypt's leadership.

07 Future projects should prioritize inclusivity in design and implementation, ensuring broad participation in climate governance through structured engagement with marginalized groups.

08 Future projects should institutionalize capacity-building programs by integrating knowledge-sharing platforms and succession planning to retain expertise within key government institutions.

09 Future initiatives should invest in communication and branding strategies, including dedicated pavilions and knowledge-sharing platforms, to enhance visibility and leadership in climate negotiations.

10 Future projects should champion regional cooperation, using climate diplomacy to advocate for collective progress and build stronger alliances in international negotiations.

11 Future projects should prioritize scaling successful pilot projects, ensuring their integration into national and sectoral strategies for broader systemic change.

12 Future projects should adopt an integrated and streamlined approach, ensuring that all project components are strategically connected to reinforce national climate objectives.

13 Future projects should diversify funding sources, foster public-private partnerships, and implement co-funding models to enhance financial resilience and long-term impact.

Management Response

01

Recommendations

Future projects should leverage high-level political commitment by ensuring early alignment with national priorities, securing ministerial engagement, and maintaining strong leadership coordination to drive climate initiatives effectively.

Management Response Added: 1 Oct, 2025

Management agrees with this recommendation. Future project design will ensure early alignment with national priorities through close consultation with the Ministry of Environment and other key ministries. Political buy-in will be sought from inception, and inter-ministerial coordination mechanisms will be strengthened to maintain leadership engagement throughout implementation.

Key Action	Responsible	DueDate	Status	Comments	Documents
This will be considered in new projects to ensure early alignment with national priorities and political commitment (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

02

Recommendations

Future initiatives should adopt a cohesive stakeholder engagement strategy, ensuring structured and coordinated collaboration between government entities, civil society, and the private sector to maximize impact and mobilize long-term partnerships.

Management Response Added: 1 Oct, 2025

Management agrees. A comprehensive stakeholder engagement plan will be integrated into the project design phase, defining clear roles, coordination mechanisms, and communication channels among government, civil society, academia, and private sector partners.

Key Action	Responsible	DueDate	Status	Comments	Documents
Future projects will be planned in a way that ensures structured collaboration with government, civil society, and private sector actors. (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

03

Recommendations

Future projects should integrate co-funding mechanisms, ensuring that national institutions financially and strategically contribute to project implementation. Stronger capacity-building efforts should also be embedded to empower local stakeholders.

Management Response Added: 1 Oct, 2025

Management agrees. Future projects will explore co-financing models and ensure national ownership by mobilizing both financial and in-kind contributions from partner institutions. Capacity-building will remain a core component to enhance sustainability and local empowerment.

Key Action	Responsible	DueDate	Status	Comments	Documents
Co-funding mechanisms and targeted capacity-building support for local stakeholders will be considered in the design of new projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

04

Recommendations

Future projects should establish a well-integrated M&E framework, ensuring real-time tracking, data collection, and adaptive management mechanisms to improve accountability and performance measurement.

Management Response Added: 1 Oct, 2025

Management agrees. Future projects will strengthen M&E frameworks by incorporating digital monitoring tools, real-time data systems, and regular learning loops to inform adaptive management and enhance accountability.

Key Action	Responsible	DueDate	Status	Comments	Documents
Future projects will incorporate improved monitoring and adaptive management tools, ensuring the inclusion of gender and human rights considerations. (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

05

Recommendations

Future projects should allocate resources to establish dedicated technical advisory teams, ensuring continuous expert support in key areas such as Loss and Damage Fund (LDF), climate finance, and energy transitions.

Management Response Added: 1 Oct, 2025

Management agrees. Dedicated technical expertise will be embedded within project teams, ensuring specialized advisory support in climate finance, energy transition, and emerging areas such as Loss and Damage.

Key Action	Responsible	DueDate	Status	Comments	Documents
Noted and will be considered in new climate projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

06

Recommendations

Future initiatives should focus on bridging the gap between high-level climate diplomacy and practical climate solutions, ensuring that policy discussions translate into visible, actionable projects that reinforce Egypt's leadership.

Management Response Added: 1 Oct, 2025

The management recognizes the significance of this recommendation. Future programming will focus on translating diplomatic commitments into tangible interventions through pilot projects and national implementation frameworks, reinforcing Egypt's leadership in climate action.

Key Action	Responsible	DueDate	Status	Comments	Documents
Future relevant climate projects will consider translating high-level climate diplomacy dialogues into actionable projects to the extent possible (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

07

Recommendations

Future projects should prioritize inclusivity in design and implementation, ensuring broad participation in climate governance through structured engagement with marginalized groups.

Management Response Added: 1 Oct, 2025

Management agrees. Projects will integrate inclusive approaches to ensure gender equality, youth engagement, and participation of vulnerable and marginalized groups in both planning and implementation stages.

Key Action	Responsible	DueDate	Status	Comments	Documents
Noted and will be prioritized in the design and implementation of future climate-related projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

08

Recommendations

Future projects should institutionalize capacity-building programs by integrating knowledge-sharing platforms and succession planning to retain expertise within key government institutions.

Management Response Added: 1 Oct, 2025

The management fully agrees with the recommendation and recognizes the importance of it. This is already prioritized by the management in other projects, whether ongoing or planned ones.

Key Action	Responsible	DueDate	Status	Comments	Documents
Noted and will be integrated in future projects to the extent possible (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

09

Recommendations

Future initiatives should invest in communication and branding strategies, including dedicated pavilions and knowledge-sharing platforms, to enhance visibility and leadership in climate negotiations.

Management Response Added: 1 Oct, 2025

The management accepted that communication is an important element in UNDP new projects

Key Action	Responsible	DueDate	Status	Comments	Documents
Noted. Communication activities will be strengthened in new projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

10

Recommendations

Future projects should champion regional cooperation, using climate diplomacy to advocate for collective progress and build stronger alliances in international negotiations.

Management Response Added: 1 Oct, 2025

The management agrees with this recommendation, however, actions in this regard do not lie within the UNDP given the political complexities associated

Key Action	Responsible	DueDate	Status	Comments	Documents
Noted and will be taken into account in future similar projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

11

Recommendations

Future projects should prioritize scaling successful pilot projects, ensuring their integration into national and sectoral strategies for broader systemic change.

Management Response Added: 1 Oct, 2025

The management fully agrees with this recommendation and it is already being considered in other initiatives . Future interventions will include an explicit scaling-up strategy, ensuring that proven models are integrated into national plans and replicated across sectors.

Key Action	Responsible	DueDate	Status	Comments	Documents
Relevant future projects will have a strategy for scaling up successful pilots to ensure sustainability and nationwide implementation beyond the project's implementation period (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

12

Recommendations

Future projects should adopt an integrated and streamlined approach, ensuring that all project components are strategically connected to reinforce national climate objectives.

Management Response Added: 1 Oct, 2025

The management accepts this recommendation. Results-based approach will guide project design to ensure full alignment of outputs and outcomes with Egypt’s national climate strategy and NDC commitments.

Key Action	Responsible	DueDate	Status	Comments	Documents
This will be highly considered in the design of future projects (Added: 1 Oct, 2025) (Last Updated On: 1 Oct, 2025)	UNDP	Sep 2025	Completed	N/A	-

13

Recommendations

Future projects should diversify funding sources, foster public-private partnerships, and implement co-funding models to enhance financial resilience and long-term impact.

Management Response Added: 1 Oct, 2025

The management fully agrees with this recommendation and it is already being considered in other projects . Resource mobilization strategies will focus on diversifying funding streams, including private sector engagement, climate finance facilities, and innovative co-funding mechanisms to ensure financial sustainability.

Key Action	Responsible	DueDate	Status	Comments	Documents
This will be ensured in future projects to avoid risks associated with the sustainability of donor funding and ensure resilience (Added: 1 Oct, 2025) (Last Updated On: 26 Oct, 2025)	UNDP	Sep 2025	Completed	N/A HISTORY KEY ACTION DETAIL UPDATED TO [THIS WILL BE ENSURED IN FUTURE PROJECTS TO AVOID RISKS ASSOCIATED WITH THE SUSTAINABILITY OF DONOR FUNDING AND ENSURE RESILIENCE] N/A [previous comments: N/A] 26 OCT, 2025 - NOURA ABOUELNASR	-