

**Final Component Description**

**Decentralised Environmental Management**

**Environmental Sector Programme Support**

**Egypt**

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**Ref: No. 104. Egypten. 806**

## COMPONENT DESCRIPTION

### COVER PAGE

	Country	: Egypt
	Sector	: Environment
Title of SPS Document	:	Environmental Sector Programme Support
Title of Component	:	Decentralised Environmental Management (DEM)
National Agency	:	Egyptian Environmental Affairs Agency (EEAA)
	Duration	: 6 Years
	Starting Date	: 1 January 2001
Overall Budget Frame	:	20,74 million DKK (2,79 million USD)

### Description

The programme support to development of decentralised environmental management will be carried out under the DEM programme component, and the component on Environmental Management in the Governorates. The DEM component will, in continuation of the ongoing Organisational Support Programme (OSP), support the EEAA in its efforts to decentralise environmental management, and develop capacity for environmental management at local level in the EEAA local offices, commonly called Regional Branch Offices (RBOs).

The component will focus on strengthening the capacity of the EEAA by developing environmental management and planning capacity and technical expertise of the EEAA, in particular the Central Department of Branches Affairs (CDBA). The component will, in addition to provision of technical assistance to the EEAA, provide support to two RBOs. The component will also address issues related to the liaison between the EEAA, the RBOs and the Environmental Management Units (EMUs) in the Governorates.

The DEM Component will be implemented in a stepwise approach. The first step will include capacity development and training of staff of the Central Department of Branches Affairs and staff in one RBO, initially. The next step will develop the capacity in a second RBO. The criteria for selection of RBOs will include the following: (i) facilities, i.e. laboratories established, administrative and technical staff recruited, (ii) the RBO located in an area, where EMUs exist at least in one of the associated Governorates, and (iii) the RBO is a clear

EEAA priority area for environmental management. The capacity development efforts will benefit from the experiences gained during the initial activities of the component and the experiences gained through the ongoing OSPH project. It is likewise important that the capacity development is closely co-ordinated with other capacity development activities in other RBOs, and that the capacity development draws on experiences gained e.g. in the development of the Greater Cairo RBO.

In order to facilitate such co-ordination of activities and to assist in the capacity development of the staff of the CDBA, a long-term Danida Advisor will be posted in the CDBA in EEAA at the start of the DEM component activities, and will work and co-operate with the OSPH, e.g. on the clarification of the mandate for the RBOs, and development of co-operative links with the EMUs in the Governorates.

In addition to the Danida advisor, long term local consultants and short term expatriate and local technical assistance will be provided, both to the Central Department of Branch Affairs and the concerned RBOs.

Besides technical assistance and training, the component will provide equipment needed to facilitate effective operation and communication between the EEAA and the RBOs. The equipment will i.a. include computer networks, provisions for transport and equipment for field sampling and monitoring for inspection purposes.

The Danida inputs will be phased in allowing for flexibility and responsiveness to the developing situation at EEAA and the RBOs and the capacity of these institutions to absorb the relevant assistance.

The component focuses on capacity development at central and regional level of the Egyptian environmental management system. None of the activities are foreseen to involve any physical disturbance of the environment that might call for an Environmental Assessment.

**Signatures:**

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## **List of Abbreviations**

CAAO	Central Agency for Administration and Organisation
CDBA	Central Department of Branches Affairs
CEO	Chief Executive Officer
CZM	Coastal zone management
DEM	Decentralised Environmental Management
EMU	Environmental Management Unit
EEAA	Egyptian Environmental Affairs Agency
EA	Environmental Assessment
EMG	Environmental Management in the Governorates
GEAP	Governorate Environmental Action Plan
GoE	Government of Egypt
JICA	Japan International Cooperation Agency
LFA	Logical Framework Approach
OSP	Organisational Support Programme
RBO	Regional Branch Office
SEAM	Support for Environmental Administration and Management

## **Executive Summary**

### **Aim of the ESPS**

The overall objective of the ESPS is to contribute to the efforts of the Egyptian government within the environmental sector. In particular to improving environmental conditions, developing environmental management capacity of institutions, and providing frameworks for compliance with environmental regulations. This will be achieved by establishing effective implementation of environmental management and improvement activities at the local level. The EEAA's strategy for regionalisation of its services and functions will be supported. Programmes within the targeted governorates will be supported, including institutional development, environmental remediation of hotspots, knowledge creation, awareness raising, and technology transfer. Assistance under the ESPS will be provided through a number of programme components each of which targets a specific element of a clearly expressed Government of Egypt priority.

### **Component Design**

The support for development of Decentralised Environmental Management (DEM) will be carried out under both the DEM programme component, targeted at central and regional government level and the component that focuses on Environmental Management in the Governorates (EMG). The DEM component will, in continuation of the ongoing Organisational Support Programme (OSP), support the Egyptian Environmental Affairs Agency (EEAA) in its efforts to decentralise environmental management, and develop capacity for environmental management at local level, in two EEAA Regional Branch Offices (RBOs). If the EEAA continues the current efforts to establish RBOs throughout the country, and if these offices are given a clear mandate for environmental management and enforcement at the local level, the capacity development will focus on RBOs. However, if the current efforts to restructure the Agency should result in a different decentralised structure, the component activities will re-focused accordingly.

The component will focus on strengthening the capacity of the EEAA to decentralise by developing the planning capacity and the technical expertise of the EEAA, in particular the Central Department of Branch Affairs. The component will, in addition to provision of technical assistance to the EEAA, provide support to two RBOs, to be identified. The component will also address issues related to the liaison between the

EEAA, the RBOs and the Environmental Management Units (EMUs) in the Governorates.

The component has been designed on the basis of the objectives outlined in the EEAA document describing Egyptian Environmental Objectives and Policy Directives. Policy Directive # 5 reads:

*Support to institutional capacity building in the Egyptian Environmental Affairs Agency, its regional branch offices and environmental management units in 26 Governorates.*

The overall mandate of the RBOs will be to support local institutions, in particular the Governorates in their environmental management efforts, and ensure cohesion in the environmental management practices throughout the country.

The component will be anchored in the Department of Branches Affairs in EEAA with this department as the primary partner. Additional partners will be the management of the two co-operating RBOs.

The DEM Component will be implemented in a phased approach with sufficient flexibility built into the plan of operation to accommodate the pace and approach, which the EEAA will apply in its efforts to decentralise. Specifically, the Danida inputs in terms of expatriate and local technical assistance and equipment, will be phased in in accordance with the developing situation at the EEAA and the RBOs and the capacity of the institutions to absorb the relevant assistance. The RBO capacity development efforts should be based on experiences gained during the first phase of the component and the experiences gained through the ongoing OSP II project.

In order to facilitate co-ordination of the DEM activities and to assist in the capacity development of the staff of the Central Department of Branches Affairs (CDBA), a long term Danida advisor will be posted as advisor to the head of the department. Further, long term local consultants, and short term international and local technical assistance will be provided to the Central Department of Branches Affairs and the concerned RBOs.



## **Immediate objectives**

The immediate objectives of the component on Decentralised Environmental Management are:

- EEAA capacity for decentralised environmental management strengthened
- Two selected RBOs able to fulfil their mandates according to Law #4/94.

In a short term perspective, the DEM component will have little influence on poverty. Its contribution to poverty alleviation resides mainly in strengthening the central governments capacity and ability to decentralise (deconcentrate) environmental management to regional government institutions, which eventually will facilitate a strengthening of environmental management at regional as well as local level in the country. In the longer term, improved environmental conditions will help improving the general living conditions of people, both in the working places and in the households. Generally, improved environmental conditions tend to benefit poor people first, since the heavily polluting industries are often located in densely populated and poor areas in the big cities. In addition, overexploitation of natural resources tends affect the people having the least access to such resources.

The DEM components influence on gender, resides in the fact that women will benefit from improved conditions around the households, and that improved industrial pollution control and waste management, in particular in the bigger cities, will improve conditions in the residential areas.

Governance understood as (i) the process by which authority is exercised in the management of the economic and social resources for development, and (ii) the capacity of the Government to design, formulate and implement policies and discharge functions, is clearly improved by the DEM component. In particular the governance will be improved in relation to enforcement of Law # 4 at the local level.

The budget for the component covers a six year period from 2001-2006. The component focuses on capacity development in EEAA and in two RBOs. Approx. 40% of the budget has been allocated for equipment and operational costs. The TA input totals 323 man months in the six year period of which 82% is local TA and the remainder, 18%, is international TA.

## **1. INTRODUCTION**

### **1.1 Background**

Article 2 of Law 4/94 on environment, allows following issuance of a Ministerial Decree, to establish EEAA Regional Branch Offices (RBO) in areas effected by industrial pollution. After signing of the Ministerial Decree No. 187/1995 it was decided to establish eight RBOs: Greater Cairo and Fayoum, Alexandria, Eastern Delta (Mansoura), Central Delta (Tanta), Canal Zone (Suez), Southern Upper Egypt (Aswan), Northern Upper Egypt (Assiut), and the Red Sea (Hurghada). The Greater Cairo and Fayoum Regional Branch Office was officially established in August 1996. The RBO laboratory facilities in Alexandria, Suez, Tanta, and Mansourah are currently under establishment, whereas the last three RBOs, according to JICA will be established within the coming two years.

In connection with development of local capacity for environmental management, a network of laboratories is being established with the assistance of JICA. These laboratories will be attached administratively to the RBOs, and will serve both the RBOs and the Governorates.

Environmental legislation in Egypt will have to be enforced at the appropriate local level. The RBOs are, under supervision and guidance of the EEAA, expected to assist the Governorate Environmental Management Units (EMU) in enforcing Law 4/94.

A number of attempts have been made to clarify the role and functions of the various institutions involved in decentralised environmental management in Egypt. A comprehensive study has been prepared by OSP, on request of the EEAA. The report has been approved by the Board of the EEAA and gives a number of suggestions on the scope of work and mandate for the involved institutions.

Within the framework of the Environmental SPS Programme, the DEM programme component will support capacity development in the field of decentralised environmental management. The support should be regarded as a continuation of the ongoing Organisational Support Programme (OSP). In

the second phase of the OSP (OSP II), a number of capacity development activities in relation to decentralised environmental management, in particular in relation to the RBOs have been scheduled. The DEM component is scheduled to start in January 2001, to ensure an overlap of six month with OSP II.

Together with the component of Environmental Management in the Governorates, the DEM component supports the Government of Egypt's policy towards decentralisation of environmental management. It should be noted that the component activities do not rule out support to alternative activities in relation to decentralised environmental management, e.g. support to environmental management in industrial cities, municipalities etc. as indicated in the EEAA Policy Directives.

## **1.2 Status of Component Development**

As revealed during the first formulation mission, the EEAA is (still) not adequately organised to plan and coordinate environmental management at decentralised level. The EEAA needs to develop its capacity for extension and supervision of enforcement of coherent environmental management principles and practices at the local level. Further, the present arrangements and division of labour between the EEAA and the Governorates in relation to enforcement of Law # 4 need to be clarified and agreed upon between the Governorates and the Ministry of Environment.

Also in respect of the RBOs, the more specific role of these institutions still remains to be clarified. This process is currently under way in EEAA, with support from OSP II. During this process, the current set up in the EEAA to support decentralised environmental management will be reconsidered, and the role of the Central Department of Branches Affairs will be assessed and defined.

The Branches Affairs Office in EEAA, who should be the liaison between EEAA and the Governorates remains weak and understaffed. The office is staffed with 3 persons, including the Department Manager. The need for more staff will become more acute, as more RBOs are established. The ongoing

OSPPI project is engaged in defining the future mandate of the office, including describing the functions vis-à-vis the RBOs and the EMUs in the Governorates.

The EEAA efforts to decentralise environmental management will not remove the responsibility of EEAA to ensure coherent environmental management at the Governorate level. In addition EEAA will have to make sure that the RBOs are able to extend services to the Governorates, when it comes to EA reviews, inspections etc. The RBOs will have to be technically guided by the EEAA to be able to carry out such functions. In order to carry out these functions and to extend future rules and regulations to the local level, the EEAA should not only build up liaison procedures vis-à-vis the RBOs, but also a number of management functions. The EEAA is fully aware of this fact, and there are currently efforts to link environmental management functions and technical offices in the EEAA closer to the Central Department of Branch Affairs. At the same time considerations are going on internally in the EEAA on how to strengthen the Department to be able to carry out this comprehensive and important task.

The establishment of Greater Cairo RBO has faced some constraints during the first years of operation and it is important to learn from these experiences when building up the coming RBOs. The constraints were often associated with the difficulties in establishing coherent and efficient environmental management systems, involving both the EEAA Headquarters and the concerned Governorates. A specific constraint experienced was the difficulty for the Greater Cairo RBO to maintain solid links with the Fayoum Governorate because of the distance between the RBO and the Governorate. The RBO has developed a tendency to concentrate on the problems closer to the RBO office, e.g. in Giza. Another problem occurred during the first years of operation was the difficulties in distinguishing between large scale industry, small and medium sized enterprises (SMEs) and smaller enterprises in the management approach, e.g. with regard to permitting, auditing etc.

The selection of the two RBOs to be included in the capacity development programme will be carried out according to some basic criteria; These criterias should include the following (i) the RBO is located in an area, where

at least one EMU exists in an associated Governorate, (ii) the buildings and the laboratories for the RBO are constructed and ready for occupation, (iii) the administrative staff for the RBO have been recruited, and (iv) the RBO is a clear EEAA priority.

### **1.3 Strategy for Implementation**

The DEM Component will be implemented in a phased approach with sufficient flexibility built into the plan of operation to accommodate the pace and approach, which the EEAA will apply in its efforts to decentralise. Specifically, the Danida inputs in terms of expatriate and local technical assistance and equipment, will be phased in in accordance with the developing situation at the EEAA and the RBOs and the capacity of the institutions to absorb the relevant assistance.

If the EEAA continues the establishment of RBOs throughout the country, and if the mandate of these RBOs will give the regional offices responsibility for environmental management and enforcement at the local level in co-operation with the Governorates, the component will continue capacity development in two RBOs to be selected at a later stage.

If the current considerations on restructuring the EEAA on the other hand should result in changes in the decentralised structure of the Agency, the capacity development efforts at the local level will have to accommodate such structural changes.

A Danida advisor will be provided to the EEAA Branches Affairs Office. The advisor will start before the closure of the OSPH project, in order to overlap with the OSPH with particular focus on the clarification of the mandate for the RBOs vis-à-vis the EMU in the Governorates.

In addition to the long-term expatriate advisor, a number of international and local short term experts as well as long term local consultants will be provided to the Central Department of Branch Affairs and the concerned Governorates.

## 1.4 Gender and Poverty Reduction

Gender, regional disparity, and the difference between rural and urban Egypt are critical indicators in describing poverty in the Egyptian context. Women constitute 70 percent of the population living in extreme poverty and especially the rural areas of the south (Upper Egypt) experience the greatest incidence and depth of poverty when poverty is measured according to the UNDP Human Development Index (HDI).

The DEM component will probably have little direct influence on poverty although its indirect impacts will be substantial. Improved governance can be assessed through the Government's ability to manage economic and social resources in the country, and good governance implemented into the environmental institutions will alleviate poverty in the long term, through contribution to better social welfare and improved conditions in the working places and in households.

Generally improved environmental conditions tend to benefit poor people first, since the heavily polluting industries are often located in densely populated and poor areas in the big cities. In addition over exploitation of natural resources will also affect the people having the least access to such resources.

Similarly, the DEM component will have little direct influence on gender, but women will be the primary beneficiaries of improved conditions around the households, and often head the poorest households who benefit most from improved industrial pollution control and waste management that will improve conditions in the residential areas particularly in the bigger cities.

Women are affected both directly and indirectly by environmental degradation. Like men, women are exposed to all the impacts of a deteriorating environment. But in poor families females may be more susceptible to such diseases for lack of sufficient nourishing food and insufficient sanitation and solid waste management facilities.

To increase the potential for direct benefits, the component implementation strategy will include poverty alleviation and gender perspectives by training staff to incorporate gender sensitisation and strategies of how to support the poorest segments of the population. These actions will be part of the implementation strategy for the entire SPS, addressed in more detail in *Section 5.2* above, and in the SPS Feasibility Report.

## **1.5 Good Governance**

Governance can be assessed through analysis of various aspects. Besides the national political system, governance can be assessed through considerations regarding (i) the process by which authority is exercised in the management of the country's economic and social resources for development; and (ii) the capacity of GoE to design, formulate and implement policies and discharge functions.

In that context, the DEM component will contribute to better governance, in particular since improved decentralised environmental management obviously will improve the enforcement of Law # 4 at the local level. In addition, improved environmental management throughout the country should contribute to establishment of a more sustainable economic and social development.

## **1.6 Outstanding Issues**

The implementation of the Decentralised Environmental Management component is based on a number of assumptions, of which the most important are:

- The division of responsibilities between the regional branch offices and the EMUs are clarified.
  - The OSPHII programme component will assist EEAA in describing the mandate for the RBOs, and the EMUs in the Governorates

## **2. VISIONS, OPPORTUNITIES AND BARRIERS**

The EEAA Head Office in Cairo has developed substantially over the last 2-3 years. Staff is recruited for many key functions and the Agency is beginning to assume its functions in many areas. As a consequence, the Agency is more and more recognised as a focal point for environmental management initiatives, in accordance with the spirit of Law # 4.

However, the EEAA is now facing a reality, where the Law has to be enforced. Enforcement of the law will demand involvement of all concerned authorities, central as well as local authorities. It is therefore perceived as very important that the Governorates as well as other local institutions can play an active role in enforcing the Law, through the line ministerial departments in the Governorates, assisted by the EMUs.

Enforcement of Law # 4 will require EEAA presence at the local level, in order to extend national objectives to the local level and in order to ensure coherent practices be exercised throughout the country. In addition it is important that the Agency is able to control and supervise the implementation of Law # 4 at the local level, in particular in the Governorates. The Regional Branch Offices will play a key role in ensuring such policies and to act as a link between the Governorates and the EEAA. The component on Decentralised Environmental Management (DEM) will assist the EEAA in assuming that role.

### **2.1 Environmental Objectives and Policy Directives**

The environmental objectives and Policy Directives issued in August 1998 by the Egyptian Minister of Environment and EEAA emphasised increased decentralisation of environmental management.

The Policy Directive 5 outlines a number of immediate objectives to be achieved in order to direct policies towards increased decentralisation of the environmental management capacity. Among the mentioned immediate objectives relevant to the DEM component are:



- Restructuring EEAA and its technical department.
- Establishing 8 RBOs in Greater Cairo, Alexandria, Mansoura, Tanta, Aswan, Assuit, Suez and the Red Sea.
  - Supporting environmental offices in new industrial cities.
  - Setting up a public complaints system.

## 2.2 Opportunities

There is an opportunity for improved environmental management throughout the country if the EEAA can be strengthened in its efforts to decentralise environmental management and at the same time be capacitated to oversee enforcement of the environmental laws nationwide, through capacity development both at the central level and in the RBO. With these offices in function the EEAA will be better equipped to enforce Law No. 4. The RBOs should also function as an outreach arm of the EEAA out in the Governorates, improving the co-operation and provide services on specific issues to the Governorates and other decentralised institutions, and thereby improve environmental management efficiency at local level.

Some of the constraints in relation to developing better co-operation between the EEAA and the Governorates will be overcome by developing capacity in the RBOs, especially if these are seen by the Governorates as a means to improve efficiency in environmental management. Some RBOs are currently located far from some Governorates. The challenge is to create a system that can overcome these geographical constraints.

Environmental management in Egypt should be co-ordinated centrally and enforced locally. If the RBOs can be equipped to provide services to the Governorates in the future by assisting in environmental planning, provide specific knowledge in specific fields, review of EA, auditing and inspection, provision of laboratory services, etc., the Governorates will have the opportunity to enforce Law No. 4 more efficiently. In this case the RBOs can contribute significantly to better environmental management and improved governance at Governorate level.

The RBOs should function as centres of excellence, according to their location in the country. Obviously specific knowledge will be required by RBOs located in Upper Egypt, e.g. in relation to dry land management, river quality monitoring. Similarly, RBOs located in coastal Governorates will have to develop specific coastal zone management skills related to the problems in the Mediterranean etc.

### **2.3 Affected Stakeholders**

The groups most directly affected by the component activities will be the staff of EEAA and the selected RBOs. These people will be trained and their capacity will be improved. In addition the staff in the concerned Governorates will benefit from more efficient co-ordination between the EEAA and the RBOs, and provision of services to the Governorate line ministerial departments and the EMUs.

The component on Decentralised Environmental Management will, as mentioned, only have indirect effects on poverty alleviation and gender. However, improved environmental management and pollution control in the Governorates will inevitably benefit the people living in polluted areas, or people using natural resources threatened by pollution or overexploitation. Especially around the industrial centres in the larger cities, there is a strong need for improved environmental control and management. The RBOs will participate in this task.

People working in badly managed industries will indirectly benefit from more efficient enforcement of regulations, by improved environmental health and safety conditions in these industries. However, improved working conditions will probably be a long term achievement, normally demanding not only better management but also investment in cleaner technology. Inspection and monitoring of the industries will not just reverse the current conditions, it also requires understanding, willingness and investments from the industry.

Finally, the households in the vicinity of polluting industries, and the families in these households may be positively affected by improved environmental

management at Governorate level, by improved waste water standards and better solid waste management.

## **2.4 Impact on the Capabilities of the EEAA**

The ability of the EEAA to fulfil its functions relies very much on the ability of the Governorates to enforce Law # 4. The RBOs will play a key role in managing the future cooperation of the Governorates and the EEAA, and at the same time providing services to the EMUs and Line Ministerial Departments in the Governorates.

Law # 4 does not provide the EEAA with executive powers to enforce the Law. The role of EEAA is entirely (except for certain areas within waste management and nature protectorates) to act as a co-ordinating and advisory body to other ministries and authorities throughout the country. The powers of the Agency lie therefore entirely in its ability to launch coherent and co-ordinated actions and to provide guidelines and services to other authorities. To fulfill this responsibility, the Agency needs to decentralise environmental management, to set the scene at the local level for environmental management, and to choose the partners in that respect.

Contrary to Law # 4, Law # 102 on protected area management provides the EEAA with executive powers, which means that the Agency, within the boundary of the declared protected areas can enforce strict environmental management regulations.

The role of the EEAA to carry out the role as a co-ordinating and advisory body will demand a system of extended offices around the country. The importance of the RBOs as a facilitating office in the enforcement process can therefore not be underestimated. By developing the capacity of these offices and improving the capability of the Central Department of Branches Affairs to manage the RBOs, an important link in the entire environmental management system is established.

Development of the administrative capacity of the RBOs will also benefit the users of the laboratories currently being established in the RBOs. At present

the scope of work and the functions of these laboratories remain undecided, but the development of the administrative system in the RBOs will ensure efficient use of these facilities.

## **2.5 Future Funding for Decentralised Environmental Management in EEAA**

The EEAA has allocated substantial budgets from the Environment Protection Fund to the RBOs, primarily for construction of buildings in connection with the instalment of laboratories under the JICA project. Buildings for the RBOs in Alexandria, Tanta, Mansourah and Suez have been constructed and laboratory equipment has been delivered. Expendables and other costs are included in the JICA project, responsible for the installation of equipment. In Aswan, Assiut and the Red Sea, construction of RBO facilities is still in the planning stage. It is expected that these amenities will be ready by 2001.

JICA has strongly indicated that they will supply these offices with laboratories and training, when the construction has been completed. As to staffing, EEAA is in a process of hiring staff for the first RBOs to be in operation.

However, the future funding and allocation of operating budgets for all RBOs planned needs to be ensured to make the RBO system function as intended.

Further, funds need be allocated to the Central Department of Branches Affairs in order to enable the office to carry out management of the RBOs.

That would also imply that additional staff be allocated to other Central Departments, including staff for legal affairs, environmental planning, EA etc.

## **2.6 Obstacles Impeding the Expected Outputs**

For the success of the component it is important that clarification be made on division of labour and responsibilities between the RBOs at the one hand and the Governorate Administrations on the other hand.

In addition some Governorate Administrations, to a certain extent, still see the RBOs as competitive organisations when it comes to environmental management within their territories. It may prove difficult to establish a

formal division of labour between e.g. the EMUs and the RBOs, since the co-operation procedures will have to be build up, considering local resources and conditions. However, in order to build up adequate and coherent working procedures locally it is important that the EEAA keeps up the dialogue with the Governorates to establish a common understanding of the future working relationship.

The Central Department of Branches Affairs will have to be expanded to meet the task of not only being a communication link between the RBOs and the EEAA, but also carrying out management functions vis-à-vis the RBOs, in order to ensure coherent environmental management at the local level throughout the country. Further, EEAA is considering linking inspection and enforcement more closely to the Central Department. If enacted, this would demand a considerable change in the resources and the set up of the Central Department.

At present, budgetary provisions have been provided for five RBOs, mainly to match the contribution from JICA in building up local laboratories. In addition to the already allocated resources, additional staff and equipment will have to be allocated to the RBOs for the administrative functions of these offices.

Only the Greater Cairo office has been staffed with administrative personnel, but staff is currently being hired for the first five RBOs, which is expected to be in place by May –June 2000.

If the planned RBO system, however, shouldn't be fully staffed and equipped to make the RBOs function as intended, they may become a bottleneck in the work, in which case it would be more efficient to build co-operation between EEAA and the Governorates directly. Beside the need for development of co-operation structures between EEAA/RBOs and the Governorates, there will also be a need for building relations to other decentralised institutions such as city councils, municipalities, ports and other authorities. The EEAA management is well aware of the above potential obstacles and attempts are made to mitigate them.

## **2.7 Sustainability of the Component**

The DEM Component will continue the efforts made during the first two phases of the OSP project, and will consolidate some of the achievements of the OSP. The component will also play an important role within the SPS Programme as a key component for co-operation with the EEAA management. The DEM Component constitutes, together with the component on Communication for Environmental Management, and the Environmental Information and Monitoring Project (EIMP) the whole of Danidas institutional support the EEAA.

The sustainability of the DEM Component will be ensured by provision of adequate numbers of staff and sufficient future budget allocations for both the Central Department of Branches Affairs and the concerned RBOs. At present the capacity of the EEAA to absorb the DEM component may be considered insufficient, due to the small size of the Central Department of Branches Affairs, but the plans to expand the department will eliminate this concern. Likewise, the present lack of administrative and technical staff in the RBOs will be temporarily mitigated by attaching long term local consultants to the RBOs to support the management of the RBOs. Further, staff is at present being hired and is expected to be in place before the initiation of the component.

The provision of long term local consultants to the Central Department of Branches Affairs and to the two RBOs for the duration of the component could be considered unsustainable. However, the provision of such consultants is balanced by the need for extra resources in a critical point in time, and the consultants will work closely with permanent staff of these organisations and transfer their know-how over the course of the programme. Moreover, the technical assistance under the DEM component will be phased in in accordance with the recipient institutions capacity to absorb the assistance.

The sustainability of the EEAA and the RBOs also depends on these institutions' ability to attract qualified staff and to keep the trained staff. The

development of alternative incentive schemes, e.g. such as provision of housing or others may be a possibility to overcome this threat to the institution.

In addition to the funding provided for, it still seems necessary to find ways and means to supplement the financial resources of the RBOs in the future. Cost recovery mechanisms, including payment of services to the RBOs may therefore be developed as part of the capacity development of the RBOs.

### **3. GOVERNMENT MANAGEMENT AND INPUTS**

#### **3.1 The institutional arrangement for decentralised environmental management**

The present institutional arrangements for decentralised environmental management are formalised to some extent in Law # 4. The co-operation between the EEAA and the Governorates is gradually improving through continuous building of relations between the EEAA management and the Governors. With the establishment of the regional laboratories and the RBOs, the EEAA will have an extension to the local level, enabling the Agency to carry out its functions at the local level more efficiently and to service decentralised institutions involved in environmental management.

Establishment of solid co-operation structures between the local institutions and the EEAA is therefore a prerequisite for decentralised environmental management. In order to motivate the Governorates to develop the co-operation, the RBOs will have to assist the Governorates and provide services within certain areas of environmental management. In addition, close links of co-operation and coordination should be established with other line ministries, both at central government level and at Governorate level, which maintain to hold responsibilities in areas important to environmental management, e.g. within the fields of water and sanitation.

The Policy Directives of GoE clearly states the interest of decentralising environmental management, and improving the governance in this respect. However, the decentralisation process will have to consider the institutional division of labour. Issues of national significance can obviously not be decentralised. In addition there will also be a need for control and supervision of the environmental management practices at the local level, in order to ensure coherent practices nationwide.

It is clear that the EEAA holds the overall responsibility for environmental management in Egypt and it is the responsibility of the Agency to extend new laws and regulations to the Governorates, Municipalities etc. In addition, the EEAA is responsible for development of policies and guidelines for implementation of environmental management plans that covers broader



areas, that is allowed for in the present institutional set up in the Governorates, e.g. coastal zone management plans, larger infrastructure developments involving environmental aspects and other environmental issues extending beyond Governorate borders.

### **3.2 Counterpart Arrangement**

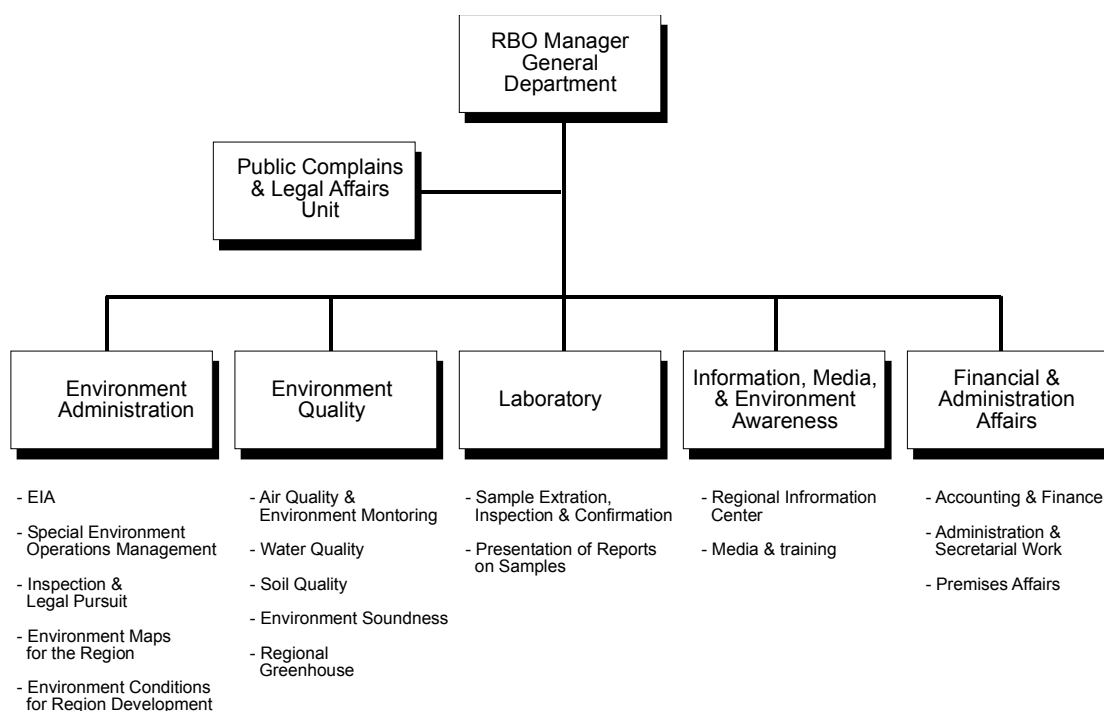
The main counterpart of the component is the Central Department of Branches Affairs in the EEAA. The department is responsible for the liaison with and management of the RBOs, and is the functional link between the RBOs and the various departments of the EEAA.

The final structure of the Central Department of Branches Affairs is yet to be determined. It has not been finally decided whether the department should function as a liaison office or, whether it also should resume broader management functions, vis-à-vis the RBOs. A report from OSP, prepared for the EEAA, attempts to describe functions in the EEAA and in the future RBOs in relation to decentralised environmental management, proposing a wider mandate for the department. The study proposes a broad mandate for the department, and suggests that the department should handle all RBO affairs, including financial affairs. The proposed structure for the department is very much an image of the EEAA structure. The proposal would, if approved, require substantial human resources to be allocated to the Central Department of Branches Affairs. The study has been approved by the EEAA Board, but the proposed structure should be regarded as preliminary. Some of the proposed functions are not included in the structure, e.g. Information, Media and Environmental Awareness and Financial and Administrative Affairs.

The EEAA is fully aware of the present shortcomings of the department, and there are currently efforts to reconsider the institutional arrangement. The current considerations for restructuring the EEAA are based on the same approach, where the Central Department will be given a broader mandate and resume a wider range of functions. In addition it is under consideration to link the department closer to the technical department, with expertise in EA, inspection etc.

In the same study, a proposal for an organisational structure and staffing for the RBOs is presented. It is suggested that the RBOs be organised in six units (see figure 3.1). The proposal is somewhat different from the existing organisational structure, approved by the CAAO. In the proposed structure, the laboratory unit and the Public Complaints and Legal Affairs Unit have been added.

Figure 3.1: Proposed Organisational Structure for EEAA Regional Branch Offices



### 3.3 Government Contribution to the Component

The Government of Egypt will provide the below listed inputs to the component on Decentralised Environmental Management.

Department of Branches Affairs

- Staff. (Staff number according to functions to be decided). The Head of the Department should have a Bachelor's degree in environmental science or related technical field relevant to environmental management and at least

ten years of relevant working experience; or a higher degree (M.Sc. or Ph.D.) in the above fields and five years of experience.

- Office space (1), telephone lines etc. (for national calls) for Danida Advisor
- Office space (1) for technical assistance and local consultants

#### Regional Branch Offices

- Staff (5-8) for each Regional Branch Office and adequate laboratory staff
  - Office space (1), telephone lines etc. for technical assistance and local consultants for each RBO
- Operating budgets for expendables (gasoline, electricity etc.) for the RBO offices

## **4. LOGICAL FRAMEWORK**

### **4.1 Development Objective**

The development objective for the component on Decentralised Environmental Management is given in the policy directives prepared by the Government of Egypt for environment management:

*Support to Institutional Capacity development in the Egyptian Environmental Affairs Agency, its Regional Branch Offices and Environmental Management Units in 26 Governorates.*

According to the programmatic approach behind the SPS programme, the Danida assistance should support the Egyptian Government in achieving their policy directives. This objective can obviously not be achieved by the DEM component alone. The policy directive will also be supported by other activities within the SPS Programme, e.g. the component on Environmental Management in the Governorates.

In the LFA Matrix in Table 4.3. below, the immediate objectives, outputs, activities and inputs for the DEM component are outlined.

Obviously the outputs, and particularly the activities will have to be further detailed and made more specific, but due to the absence of a clear mandate for the RBOs and the EEAA Central Department of Branches Affairs and other institutions participating in decentralised environmental management the more detailed specifications of the activities and outputs will have to be amended at a later stage.

### **4.2 Immediate Objectives**

The immediate objectives are:

- EEAA capacity for decentralised environmental management strengthened
- Two selected RBOs able to fulfil their mandates according to Law #4/94.

### **4.3 Outputs**

The component will increase the capacity of the EEAA to decentralise policies and regulations, in particular by developing the capacity of the Central Department of Branches Affairs to manage the RBOs, improve the RBOs environmental management skills, and facilitate the co-operation between the RBOs and the EMUs. The outputs presented in the LFA Matrix and in the logical framework in Annex 1 have been divided into more specific outputs. The major outputs are the following:

- The EEAA, in particular the Central Department of Branches Affairs fully operational with trained staff to carry out decentralised environmental management, establishment of a CDBA strategy and action plan, management of RBOs, provision of technical expertise to RBOs within the areas of inspection, review of EAs, management of complaints etc., and internal administrative procedures developed for liaison with RBOs.
- Two operational RBOs established, with trained staff according to functions and mandate of the RBOs (inspection, management of complaints, EAs, pollution monitoring etc.) with communication procedures established and computer network linked up between RBOs and EEAA headquarter and procedures established for communication and coordination with concerned Governorates (laboratory and monitoring services, coordinatory functions in relation to GEAPs etc.). The various RBOs will have to develop capacity in different fields, according to the specific problems in the area where they are located. The different RBOs will therefore be different “Centres of Excellence”, and should provide expertise to other RBOs within specific technical areas.

### **4.4 Activity Outline**

The activities presented in the Logical Framework in Annex 1 and in the logical framework matrix table 4.2 below represent a detailed list of activities. These may be amended at a later stage, depending on the achievements during OSPII and the definition of the functions for the RBOs.

Other activities may also be added to the list if additional activities related to decentralised environmental management are included in the component at a later stage.

The following represents the activities to be carried out, in broad terms.

- Development of capacity for decentralised environmental planning, supervision of enforcement at local level and extension of national policies to the Governorates in general. Development and implementation of a CDBA strategy and action plan, guidelines for operation of the regional branch offices, and preparation of directives/policy guidelines for communication and co-operation with EEAA Head Office. The capacity development in the department will be supported by the posting of a long term Danida advisor.
- Training of staff in the Central Department of Branches Affairs in all aspects related to the role and policy guidelines of the department.
- Establishing communication networks and procedures between EEAA and the two regional branch offices. Establishment of communication procedures and administrative links to the Governorates. Establishing communication links with relevant line ministries, and local authorities involved in environmental management activities e.g. city councils/village councils.
- Training of staff in the RBOs in technical areas according to the mandate and functions of these offices. It is expected that these areas will include initiation and supervision of EAs, management of complaints, environmental monitoring, inspection and auditing of industries, laboratory services, etc.
- Development of monitoring programmes in relation to air and water pollution in the jurisdiction of the RBO. Coordinatory functions related to GEAPs in close co-operation with the concerned Governorates.

- Participation in protected area management according to instructions from the nature conservation sector in the EEAA, e.g. support to management of protected areas.

## 4.5 Inputs

The Danida inputs will include:

- Long term Danida advisor to the Department of Branches Affairs
- Long term local consultants to the Central Department of Branches Affairs
  - Legal Affairs. Central Department (36 m/m)
    - EA. Central Department (36 m/m)
    - Long term local consultants to the RBOs
  - Inspection specialists (2). RBOs (36 m/m)
  - Short term international TA to Central Department:
    1. Inspection and enforcement (8 m/m)
    2. Public Administration and Environmental Planning (6 m/m)
    3. IT/Communication (3 m/m)
    4. Financial Expert/Cost Recovery (4 m/m)
  - 5. Short term local consultants to Central Department (20 m/m).
- Short term international TA to RBOs: The technical assistance to the RBOs will be specified in more detail when the RBOs to be supported are selected, reflecting the specific problems in the area covered by the RBO in question.
  - Inspection and Monitoring (12 m/m)
    - EA (8 m/m)
    - Field Sampling (8 m/m)
  - Protected Area Management (4 m/m)
  - Short term local consultants to RBOs (100 m/m)
    - IT and Database equipment
    - Field Sampling and inspection equipment
      - Vehicles etc.

## 4.6 Implementation Strategy

The CTA and counterpart director with advice from the DEM Danida advisor will determine the phasing in of Danida inputs allowing for flexibility and responsiveness to the developing situation at EEAA. The Danida advisor will be appointed at the start of the SPS in order to assist CDBA plan for the resourcing of the two RBOs that will be identified for this component.

Additional technical assistance, both international and local, will be planned with the CDBA during the component inception phase. This planning will take into account the staffing levels at the central department and the RBOs and their capacity to absorb the relevant TA.

Besides the above the component will be implemented in a two step approach. The first step will include support to and capacity development of the CDBA and one RBO to be identified. The second step will include support to a second RBO to be identified. In terms of the outputs and activities specified in the LFA the component will be implemented based on the following principles:

1. An initial focus on developing management capacity and systems within the CDBA in order to enable the CDBA to supervise and support the activities at RBO level, including development of guidelines for the operation of the RBOs.
2. Induction and initial management training for RBO staff to ensure coherence in thinking between the CDBA and the RBOs.
3. Establishment of operating procedures including creation of databases, laboratory procedures etc. at each RBO to enable the RBO to become fully operational. These procedures will be monitored and revised based on experience. The procedures will take into account the linkages with the EMU's, the departments in EEAA and other key environmental stakeholders.
4. A CDBA strategy and action plan will be developed, which will address the need for liaison with line ministries in the area of decentralised



environmental management, and the task of identifying national priority and intervention areas at the local level including coordination of GEAPs, developing Environmental Management Plans for Egyptian regions etc. It will also address the task of establishing co-operation between the selected RBOs and relevant institutions at the Governorate level.

5. Training in technical skills related to the specified functions of the RBOs. This will include EAs, inspection and auditing of industries, environmental monitoring, laboratory services, management of complaints etc. This training will be implemented through workshops and through hands-on experience by providing support services to the GEAP process in the EMG component, by providing support services to the industrial sector activities in the ACI component and through demonstration projects specific to the DEM.
6. Training and capacity development directed to strengthening of environmental inspectors.
7. Development of monitoring programs in relation to air and water pollution in the jurisdiction of each RBO. This will be tied in with the demonstration projects.

The implementation of this component will take into account the ongoing activities in the central Department for Information and Computers and the Egyptian environmental information systems project.

#### **4.7 Budget**

The overall budget for the DEM component is estimated at DKK 20,74 million for the six year period 2001-2006.

The DEM component contains two distinct (but complementary) elements - the support to the Central Branches Affairs department at EEAA, and direct support to two RBOs. Most of the cost is in technical assistance and consultancy support (laboratory equipment for the RBOs has already been financed by JICA). The breakdown of the budget is given in table 4.2 below.

It should be noted that the budget shown in table 4.2 excludes the cost of directly funded long term Danida advisors.

**Table 4.2. Budget for DEM Component (DKK thousand)**

<b>Item</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>TOTAL</b>
<i>International</i>								
Danida Advisor		0,00	0,00	0,00	0,00	0,00	0,00	0,00
Short Term		0,72	1,44	1,44	1,44	1,44	0,72	7,20
<i>Total</i>		<i>0,72</i>	<i>1,44</i>	<i>1,44</i>	<i>1,44</i>	<i>1,44</i>	<i>0,72</i>	<b>7,20</b>
<i>Local</i>								
TA (Long Term)		0,18	0,36	0,72	0,72	0,72	0,36	3,06
Short term		0,18	0,36	0,36	0,36	0,36	0,36	1,98
<i>Total</i>		<i>0,36</i>	<i>0,72</i>	<i>1,08</i>	<i>1,08</i>	<i>1,08</i>	<i>0,72</i>	<b>5,04</b>
Field Equip.		0,10	0,30	0,30	0,10	0,10	0,00	0,90
Office Equip		0,20	0,40	0,40	0,20	0,00	0,00	1,20
Vehicles		0,25	0,25	0,75	0,00	0,00	0,00	1,25
Other Equip.		0,10	0,20	0,20	0,05	0,05	0,05	0,65
Operat Costs		0,10	0,40	0,40	0,40	0,40	0,40	2,10
Communic.		0,02	0,03	0,03	0,03	0,03	0,03	0,17
Training		0,10	0,30	0,30	0,30	0,30	0,30	1,60
<i>Total</i>		<i>0,87</i>	<i>1,88</i>	<i>2,38</i>	<i>1,08</i>	<i>0,88</i>	<i>0,78</i>	<b>7,87</b>
Contingency 8%		0,07	0,15	0,19	0,09	0,07	0,06	0,63
<b>GRAND TOTAL</b>		<b>2,02</b>	<b>4,19</b>	<b>5,09</b>	<b>3,69</b>	<b>3,47</b>	<b>2,28</b>	<b>20,74</b>

## 4.8 Assumptions and Risks

The component focuses on providing support to decentralisation through capacity development at the Central Department of Branches Affairs of the EEAA and at two RBOs to be selected. This assumes that decentralisation of environmental management unfolds as currently intended by EEAA. Also, full cooperation with the governorates depends on the uncertainty of some local administrators over the remit of RBOs and upon their relationship with the governorates own EMUs being addressed.

The risks are that these conditions remain unfulfilled before implementation of the component, i.e. that:

- The RBOs and the CDBA are not adequately staffed in due time, and the Department and the RBOs are not given sufficient operating budgets;
  - No clear division of labour between the Governorate institutions, in particular the EMUs, and the RBOs, can be agreed upon that is acceptable to all institutional stakeholders; and
- The current efforts to restructure EEAA will result in major changes in the intended set-up for environmental management at the local level.

None of these is likely. Moreover it is clear that government policy will bring about decentralisation in the near future through one mechanism or another.

The component has been designed flexibly to support whatever relevant mechanism is selected, thus reducing the risk that unforeseen events will cause resources to be wasted.

#### **4.9 Indicators and Means of Verification**

In Annex 1, a detailed Logframe and identified indicators and means of verification is shown. As mentioned earlier, more detailed specifications, especially as to outputs and activities will have to be established at a later stage.

**Table 4.3 Logical Framework Matrix for Decentralised Environmental Management (DEM )Component.**

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITY OUTLINE	INPUTS
1. EEAA capacity for decentralised environmental management strengthened.	<p>1.1 CDBA strategy and action plan developed and implemented.</p> <p>1.2 CDBA staff trained according to EEAA training plan (developed under CEM)</p> <p>1.3 Communication systems and procedures in CDBA <i>vis á vis</i> the selected RBOs, CEO office and other EEAA departments functioning</p> <p>1.4 Reporting systems and guidelines for functions of the RBOs developed.</p>	<p>1.1 Develop CDBA strategy and action plan</p> <p>1.2 Implement CDBA action plan</p> <p>1.3 Purchase vehicles and equipment for CDBA</p> <p>1.1.4 Evaluate and revise strategy and action plan</p> <p>1.2.1 Train CDBA staff in accordance with EEAA training plan.</p> <p>1.2.2 Evaluate results.</p> <p>1.3.1 Prepare internal procedures and operational guidelines for liaison with RBOs.</p> <p>Link communication and computer network between the Department and the RBOs to be selected.</p> <p>Develop reporting systems and guidelines for the RBOs</p> <p>Establish internal EEAA procedures for dissemination of data collected at RBO level</p> <p>1.5 Develop guidelines for administrative procedures for reporting between the CEO and the Department of Branches Affairs</p> <p>Prepare administrative and operational guidelines for the RBOs</p>	<p><u>GoE input</u></p> <ul style="list-style-type: none"> <li>Staff. Department of Branches Affairs <ul style="list-style-type: none"> <li>Office space, telephone lines etc. for Danida Advisor</li> </ul> </li> <li>Office space for TA</li> </ul> <p><u>Danda input:</u></p> <ul style="list-style-type: none"> <li>Danida advisor to CDBA (72 m/m)</li> <li>Long term local consultants to CDBA (2x36 m/m) <ul style="list-style-type: none"> <li>Short term international consultants in environmental management, IT/Communication, Office procedures, finance to CDBA (21 m/m)</li> </ul> </li> <li>Short term local consultants (20 m/m)</li> <li>Office equipment <ul style="list-style-type: none"> <li>Vehicles</li> <li>Training</li> </ul> </li> </ul>

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITY OUTLINE	INPUTS
Selected RBOs able to fulfil their mandates according to Law #4/94.	<p>2.1 Introduction and management training of RBO staff completed.</p> <p>2.2 Skills of staff in the two RBOs developed in accordance with the RBO mandate (incl. field inspection, EA, monitoring, supervision, land use planning, claims management, field equipment/sampling)</p> <p>2.3 Operating procedures functioning at each RBO (incl. database administration, laboratory procedures etc.)</p> <p>2.4 Consistent co-operation mechanisms between RBOs and EMUs and line departments in the concerned Governorates established and working.</p>	<p>1.1. Prepare introduction and management training course for staff in the selected RBOs, incl. use of communication/IT facilities</p> <p>2. Carry out introduction and management training courses</p> <p>2.1.3. Evaluate results</p> <p>2.2.1 Prepare training needs assessment and training plan for RBO staff, covering the full range of technical skills required to meet the RBO mandate</p> <p>2.2.2 Acquire sampling/field measurement equipment</p> <p>Implement training plan for technical skills development, incl. EAs, environmental monitoring, inspection of industries etc.</p> <p>3.1 Develop and implement operating procedures for selected RBOs</p> <p>2.3.2 Development of monitoring programmes for air and water pollution</p> <p>3 Acquire office equipment incl. vehicles.</p> <p>2.4.1 Identify relevant areas of cooperation between RBOs/Governorate institutions</p> <p>2 Develop and implement co-operation procedures between relevant institutions</p>	<p><u>GoE Input</u></p> <ul style="list-style-type: none"> <li>Staff for first Regional Branch Office to be identified</li> <li>Staff for second Regional Branch Office to be selected</li> </ul> <p>Office space, telephone lines etc. for TA in the RBO offices</p> <ul style="list-style-type: none"> <li>Operating budgets for expendables (electricity, gasoline etc.) for the RBO offices</li> </ul> <p><u>Danida input to RBOs</u></p> <ul style="list-style-type: none"> <li>Long term local Inspection specialist (2x36 m/m)</li> <li>International short term TA; e.g. environmental management, IT/data management, EA (38 m/m)</li> <li>Local consultants (100 m/m)</li> <li>Field sampling equipment and equipment for inspection</li> <li>IT and communication equipment <ul style="list-style-type: none"> <li>Vehicles</li> </ul> </li> <li>Other equipment and expendables</li> </ul>

## **5. IMPLEMENTATION PROCEDURES**

The component will be implemented by the Central Department of Branches Affairs in the EEAA. A Danida Advisor to be placed in the department will act as the liaison between the component and the Programme Support Unit, and the advisor will be responsible for the progress reporting etc. The main task for the advisor will be to support the EEAA in developing strategies for decentralised environmental management throughout the country.

The Long Term Advisor will also, in co-operation with the EEAA and the RBO Managers, manage the expatriate consultant input, and support the management in the selected RBOs in the implementation of the component activities in these RBOs.

The Danida inputs to the component will be phased in allowing for flexibility and responsiveness to the developing situation at EEAA and the RBOs and the capacity of these institutions to absorb the relevant assistance.

### **5.1 Monitoring and Reporting**

At the intergovernmental level, the SPS review process provides the monitoring mechanism for adjusting aspects of the SPS, whenever relevant. During the review process work plans and budgets for the various components will be assessed, and revised if needed. The reporting procedures from the components to the overall component management will have to be worked out, before the start of the components.

The overall progress will be monitored at two levels. The specific component will be monitored by the specific component indicators, whereas the progress of the entire support programme will have to be monitored by indicators associated with the development objectives of the various components.

Strategy and action planning is a very important part of the sector programme approach and it is therefore important that the progress reporting also provides an indication of progress in relation to the plans made and/or revised during the reporting period. It is realised that changes made in the overall strategy may affect the indicators (and hence be reflected in the progress reporting) but a particular section in the progress report should nevertheless be dedicated to an indication of the progress made in terms of contribution to the overall programme achievements.

Application of strategy (and adherence hereto) at programme level will imply that the individual component descriptions are seen as a framework for the implementation which could be amended and revised as the ESPS progresses. The component descriptions and the indicators given herein should thus not be regarded as the final document against which all progress is measured but rather as a tool in a dynamic process of continued programme planning and development of the individual components.

When changes at the programme planning level have necessitated revision of progress indicators it should be carefully considered that such changes may affect the timing of the component activities only and not the overall scope of the components. Changes in overall scope, and hence in objectives of the components, should only be made upon recommendations from an Annual Review Mission.

The implementing Agency(s) will be responsible for monitoring of the SPS programme. The programme director will, in cooperation with the CTA monitor the component activities, and report to the Annual Reviews. Monitoring formats will have to be developed in relation with programme planning, and will have to be detailed by the responsible Agency(s).

## **5.2 Flow of Funds and Auditing**

The overall flow of funds for the Sector Programme Support are described in the SPS Document.

The support to the DEM Component includes consultancies, equipment and vehicles. These funds will be disbursed directly from Danida through the Programme Support Unit (PSU), following standard procedures of reporting and accounting. These procedures are discussed in the SPS Document.

## **5.3 Component Implementation Plan**

A component implementation plan is presented in Annex 2.

**Annex 1                      Logical Framework: Objectives, outputs, activities, indicators and means of verification**



PARAMETER	INDICATORS	MEANS OF VERIFICATION
<p><b>Immediate objectives:</b></p> <p>1. EEAA capacity for decentralised environmental management strengthened</p> <p>Selected RBOs able to fulfil their mandates according to Law #4/94.</p>	<p>Plans and strategies for decentralised planning carried out. Specific activities started in relation to decentralised environmental management, e.g. coordination of GEAPs etc.</p> <p>Activities in relation to enforcement at local level (inspections, monitoring, management of claims, EA etc.) commenced</p> <p>Work plans, procedures and guidelines prepared</p> <p>Administrative links and mutual agreement established and agreed upon.</p>	<p>Cooperation between Governorates and EEAA on decentralised environmental management activities functioning</p> <p>Inspections carried out. Monitoring programme implemented. Claims managed, EAs reviewed etc.</p> <p>Manuals and Guidelines</p> <p>RBO mandate decided by Minister of Environment. EMU mandates outlined by Governors. Mutual agreement adopted for involved Governorates.</p>

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION
<p><b>Outputs:</b></p> <p>1.1 Strategy for decentralised environmental management developed</p> <p>1.2 Liaison with line ministries established for decentralised environmental management</p> <p>1.3 Areas of national significance at the local level and areas for national intervention identified, e.g. coordination of GEAPs, CZM, management of the Nile etc.</p> <p>1.4 Communication procedures between the Department of Branches Affairs and the RBOs to be selected developed.</p> <p>1.5 Administrative procedures developed for the Department of Branches Affairs, vis-à-vis communication with the CEO Office and the other Departments in EEAA.</p> <p>1.6 Reporting systems and manuals for functions of the RBOs developed.</p> <p>1.7 Computer network between Department of Branches Affairs and the two RBOs linked up</p> <p>2.1 Training of Staff in the two RBOs finalised according to mandate for the RBOs</p> <p>2.2 Capacity development in the fields of field inspection and supervision finalised</p> <p>2.3 Working procedures between the regional laboratories and the RBO Management developed</p> <p>3.1 Co-operation established between the RBOs to be selected and the concerned institutions in the Governorates.</p> <p>3.2 Liaison mechanisms between distant Governorates and the RBOs developed</p>	<p>Strategic planning started, involving Governorates, Line ministries etc. and priorities set for national intervention at the local level.</p> <p>Network linked up and reporting procedures established</p> <p>Guidelines for dissemination of information and data between the Department of Branches Affairs and the concerned RBOs prepared</p> <p>Reporting systems and manuals prepared</p> <p>Computers and software purchased and the network linked up</p> <p>Staff able to carry out functions according to RBO mandate</p> <p>Manuals for inspections, monitoring and supervision prepared</p> <p>Manual for use of laboratories in common tasks prepared</p> <p>Mutual discussions between partners carried out. Endorsement of RBO mandate by EEAA. Clarification of EMU scope of work in concerned Governorates</p> <p>Mechanisms for co-operation developed and proposed to EEAA Management and Governors</p>	<p>GEAPs coordinated. CZM plans implemented. etc.</p> <p>Network established. Coherent and mutual actions taken.</p> <p>Manuals in use and procedures applied</p> <p>Manuals in use and procedures applied</p> <p>Computer network functioning</p> <p>Staff appraisal reports. Staff working according to mandate of RBOs (x) Number of inspections carried out</p> <p>Actual co-operation established, and coherent actions taken e.g. in environmental monitoring</p> <p>RBO mandate decided by Minister of Environment. EMU mandates outlined by Governors. Mutual agreement adopted for involved Governorates.</p> <p>Working mechanisms between RBOs and concerned Governorates in place</p>

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION
<b>Activities:</b>		
1. Identification of areas for decentralised environmental management for national intervention	Planning of decentralised environmental management started within EEAA and contact to Governorates and ministries established.	Studies finalised and actual liaison commenced
2. Development of national strategic plans for decentralised environmental management	Strategic plans drafted and discussed with relevant parties	Plans presented for EEAA CEO and EEAA Board
1.1.3. Development of management plans for Egyptian regions, Coordination of GEAPs, CZM plans etc.	Environmental management plans for Egyptian regions drafted	Reports
1.1.4. Prepare internal procedures, operational manuals for liaison with RBOs.	Office procedures and operational guidelines prepared	Guidelines in use and procedures applied
5. Development of reporting systems for the RBOs	Reporting systems prepared	RBO management reports
1.1.6. Training of staff in the Department of Branches Affairs	Staff able to carry out liaison functions and management of RBO matters	Staff managing RBO affairs and liaising with other EEAA Departments
7. Purchase of IT equipment for development of internal communication systems and for daily administrative purposes	Equipment identified and purchased	Equipment delivered
8. Purchase of vehicles and other equipment for the Department	Vehicles and other equipment identified and purchased	Vehicles and other equipment delivered
Establish internal EEAA procedures for dissemination of data collected at RBO level to the relevant EEAA Departments	Procedures developed	Environmental data disseminated from RBO to other departments in the EEAA
1.2.2. Policy guidelines for reporting between the CEO Office and the Department of Branches Affairs developed	Guidelines prepared and proposed to EEAA CEO	Policy guidelines applied in daily management of the RBOs
Preparation of operational manuals for the RBOs, particularly in relation to management of complaints, EAs, and inspection routines	Operational manuals prepared for major functions of the RBO office, in accordance with the agreed division of labour with other local authorities (Governorates, municipalities)	Operational manuals applied in the daily work in the RBO
1.3.2. Preparation of administrative manuals for the RBOs	Manuals for administrative routines prepared	Administrative manuals applied
1. Training of department staff in operation of computer networks.	Staffed trained	Staff using the computer network
Development of electronic filing systems for information collected at RBO level	Filing systems established	Filing system consisting of relevant information functioning
4.3. Linking of computer network between the Department and the RBOs	Electronic network linked up between Department of Branches Affairs and the concerned RBOs	Electronic network in operation

## **Annex 2            Implementation Plan**

**Figure: Implementation Plan**

**IMPLEMENTATION PLAN FOR DECENTRALISED ENVIRONMENTAL MANAGEMENT (DEM)**

Outputs and activities	2001	2002	2003	2004	2005	2006
<i>Inception Phase</i>	■					
<i>Strengthening capacity in EEAA (Central Department of Branches Affairs)</i>						
1. Strategy for decentralised environmental management developed		■	■	■	■	■
2. Liaison with line ministries		■	■	■	■	■
3. Areas of national significance identified		■	■	■	■	■
4. Communication procedures between Dept. of Branches Affairs and RBOs developed		■	■	■	■	■
5. Computer network between Dept. of Branches Affairs and RBOs linked up		■	■	■	■	■
6. Administrative procedures developed for Dept. of Branches Affairs		■	■	■	■	■
7. Reporting systems and manual for functions of the RBOs developed		■	■	■	■	■
8. Staff training		■	■	■	■	■
9. Capacity development in field inspection, EIA, monitoring, supervision etc.		■	■	■	■	■
<i>Strengthening capacity in first RBO</i>						
1. Selection of RBO	■	■	■	■	■	■
2. Staff training		■	■	■	■	■
3. Capacity building in field inspection, EIA, monitoring, supervision etc.		■	■	■	■	■
4. Working procedures between regional laboratories and RBO management		■	■	■	■	■
5. Co-operation between RBOs and institutions in Governorates established		■	■	■	■	■
6. Liaison mechanisms between distant Governorates and RBOs developed		■	■	■	■	■
<i>Strengthening capacity in second RBO</i>						
1. Selection of RBO		■	■	■	■	■
2. Staff training		■	■	■	■	■
3. Capacity building in field inspection, EIA, monitoring, supervision etc.		■	■	■	■	■
4. Working procedures between regional laboratories and RBO management		■	■	■	■	■
5. Co-operation between RBOs and institutions in Governorates established		■	■	■	■	■
6. Liaison mechanisms between distant Governorates and RBOs developed		■	■	■	■	■

## **Annex 3      Job Descriptions**

## **Job Title 1**

Long-term Danida advisor, Decentralised Environmental Management Component.

### **Location**

Central Department of Branch Affairs, EEAA, Cairo.

### **Role**

The main role of the long-term Danida advisor will be to support the EEAA, i.e. the head of the CDBA, in developing a strategy for decentralised environmental management throughout the country. The advisor will also act as the liaison between the component and the Programme Support Unit, and, in co-operation with the EEAA and RBO managers, will be responsible for progress reporting, management of expatriate consultant inputs, and supporting RBO managers in the implementation of their component activities.

### **Activities**

The long-term advisor will, *inter alia*, be responsible for supporting the EEAA in the following activities:

- coordination of short term inputs
- identification of areas for decentralised environmental management for national intervention;
  - development of national strategic plans for decentralised environmental management;
- development of management plans for Egyptian regions, co-ordination of GEAPs, CZM plans etc;
  - prepare internal procedures and operational manuals for liaison with RBOs;
    - development of reporting systems for the RBOs;
    - training of staff in the Department of Branch Affairs;
- purchase of IT equipment for development of internal communication systems and for daily administrative purposes;
  - purchase of vehicles and other equipment for the Department.

### **Reporting**

The long-term advisor will report to the Head of the Central Department of Branch Affairs on a day-to-day basis, and also to the Chief Technical Advisor within the overall SPS Programme Support Unit.

### **Inputs and Timing**

The post will be full-time in Egypt for a period of six years (72 person months), beginning one month after start of inception of SPS.

## **Job Title 2**

Local Long-term Inspection Specialist, Decentralised Environmental Management Component.

## **Location**

EEAA Regional Branch Office (RBO 1) to be selected

## **Role**

The role of the local long-term inspection specialist will be to collaborate with the expatriate experts in the provision of technical expertise and formal and informal training to RBO staff in the implementation of environmental monitoring, inspection and auditing of local industries.

## **Activities**

Under the supervision of RBO management and expatriate experts, the long-term inspection specialists will, *inter alia*, carry out the following activities:

- development of long-term training programme for RBO staff (formal and informal, ie on-the-job);
  - preparation of operational manual for field inspectors;
- selection of suitable local industries and development of field monitoring and inspection programme;
  - assist and train RBO staff to implement inspection programme, ie through monitoring, inspection and auditing of selected industries.

## **Reporting**

The local long-term inspection specialist will report to the Head of the Regional Branch Office on a day-to-day basis, and also to the Long-term Management and Planning Advisor within the Central Department of Branch Affairs in Cairo.

## **Inputs and Timing**

The post will be full-time for a period of three years (36 person months), beginning approx. one month after start of inception of SPS.



### **Job Title 3**

Local Long-term Inspection Specialist, Decentralised Environmental Management Component.

### **Location**

EEAA Regional Branch Office (RBO 2) to be selected.

### **Role**

The role of the local long-term inspection specialist will be to collaborate with the expatriate experts in the provision of technical expertise and formal and informal training to RBO staff in the implementation of environmental monitoring, inspection and auditing of local industries.

### **Activities**

Under the supervision of RBO management and expatriate experts, the long-term inspection specialists will, *inter alia*, carry out the following activities:

- development of long-term training programme for RBO staff (formal and informal, i.e. on-the-job);
  - preparation of operational manual for field inspectors;
- selection of suitable local industries and development of field monitoring and inspection programme;
  - assist and train RBO staff to implement inspection programme, ie through monitoring, inspection and auditing of selected industries.

### **Reporting**

The local long-term inspection specialist will report to the Head of the Regional Branch Office on a day-to-day basis, and also to the Long-term Danida Advisor within the Central Department of Branch Affairs in Cairo.

### **Inputs and Timing**

The post will be full-time for a period of three years (36 person months) and will begin just after selection of RBO 2.

#### **Job Title 4**

Local Long-term Legal Consultant, Decentralised Environmental Management Component.

#### **Location**

Central Department of Branches Affairs, EEAA, Cairo.

#### **Role**

The role of the local long-term legal consultant will be to advise EEAA on all legal aspects of the decentralisation programme, including the enforcement of environmental legislation at the appropriate local level.

#### **Activities**

The activities of the long-term legal consultant will include the provision of legal advice to EEAA on:

- strengthening linkages between national environment policy and enforcement at the local level, e.g. the implementation of law #4/94 by Governorate EMUs; and
- strengthening administrative links between the EEAA/RBOs and participating Governorates, city councils, municipalities etc.

#### **Reporting**

The local long-term legal consultant will report directly to the Long-term Danida advisor and therein to the Head of the Central Department of Branch Affairs .

#### **Inputs and Timing**

The post will be full-time in Cairo for a period of three years (36 person months), beginning approx. one month after start of inception of SPS.

## **Job Title 5**

Local Long-term Environmental Assessment Specialist, Decentralised Environmental Management Component.

### **Location**

Central Department of Branches Affairs, EEAA, Cairo.

### **Role**

The role of the local long-term EA specialist will be to collaborate with the expatriate expert team in providing technical support and assistance to the EEAA in the strengthening of EA capacity at RBO level.

### **Activities**

The activities of the local EA specialist will include, *inter alia*, the following:

- development of long-term EA training programme for EEAA/RBO staff (formal and informal, i.e. on-the-job);
  - preparation of an operational EA manual for RBOs;
- provision of ongoing technical assistance and training to EEAA/RBO staff in carrying out EAs.

### **Reporting**

The local long-term EA specialist will report directly to the Long-term Danida and therein to the Head of the Central Department of Branch Affairs .

### **Inputs and Timing**

The post will be full-time in Cairo for a period of three years (36 person months), and will begin just after selection of RBO 2.