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Preliminary Study for the Provision of Human Resources Management System for Parks Egypt

Volume I: Human Resources Planning, Job Design, and Staffing

دراسة أولية لإعداد نظام لإدارة الموارد البشرية بالمحميات الطبيعية في مصر
الجزء الأول: تخطيط الموارد البشرية، تصميم الوظائف، والتوظيف

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Preliminary Study for the provision of Human Resources Management System for Parks Egypt

Volume I: Job Description and Recruitment

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Preliminary Study for the provision of Human Resources Management System for Parks Egypt

The Human Resources Management Handbook consists of the following volumes:

- Volume I: Job Description and Recruitment
- Volume 2: Performance Management
- Volume 3: Code of Ethics

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Acronyms

NCS: Nature Conservation Sector

EEAA: Egyptian Environmental Affairs Agency

EGP: Egyptian Pounds

GEF: Global Environment Facility

UNDP: United Nations Development Program

HR: Human Resources

PA: Protected Areas

JD: Job Description

ToR: Terms of Reference

USD: United States Dollars

Preface

Egypt has in the past 20 years seen a period of rapid growth of the conservation sector in terms of legislation, ratification of international conventions, total area and species legally protected and investment. Amidst this undoubted progress, it is easy to overlook the people on the front line; the staff of protected areas. While policy and legal approaches are essential for addressing the root causes of biodiversity loss, at the site level a sufficient number of competent, motivated and well-equipped staff is still essential for dealing with the more direct threats.

The current situation in NCS and PAs is that management skills and tools are not in place for effective use of existing planning resources including human resources management tools. The PA system has limited human capital with background in human resources management, economics, business, and financial planning.

“Strengthening Protected Area Financing and Management Systems” Project is working to provide technical support to develop systems for remuneration, including performance evaluation, appraisal, and a reward and incentive structure for long-term and / or meritorious services.

Technical support will also develop and institutionalize a system that links performance with incentives depending on PA performance and income generation. Sustainable finance teams will receive specific training to implement business plans and other related tools (e.g. documentation, innovative ideas, and best practices at PA’s system). Continuous learning programs will be developed, and be available at the web site of the project.

In this capacity, the human resources management standards in this handbook have been developed as a non-prescriptive tool, to assist protected area management authority, training and educational organizations and conservation projects to improve human resource development, staff performance and training introducing sustainable finance and revenue generation issues for the first time in Egypt’s system.

They have been developed through a review of best practice in the region and are intended to be adapted as required by those using them to meet specific national requirements and training and development contexts.

Instead therefore of trying to ‘push’ the PAs towards improved capacity by imposing a universal curriculum, this handbook decided instead to attempt to ‘pull’ them by

developing agreed standards of competence, initially for protected areas jobs, that everyone would be encouraged to achieve, but in their own way. Developing such standards was seen as a means to highlight the need for improved training and development in the workplace and to bridge the gap between education, training and day-to-day work.

Such occupational standards are widely used in other sectors and if developed as a non-prescriptive tool, could be used in a wide variety of ways by employers, organizations, trainers and trainees and could be readily adapted to local cultural, political and environmental conditions¹.

The Human Resources Management Handbook consists of the following volumes:

- Volume I: Human Resources Planning, Job Design, and Staffing
- Volume 2: Performance Management
- Volume 3: Code of Ethics

Definitions

- **Sector:** A set of related industries, crafts or professions, e.g. Accountancy, steel making, natural resource management.
- **Occupation:** A particular job-type within a sector. E.g. Doctor, sales executive, ranger
- **Competence:** The ability of the individual within an occupation to carry out a defined task
Standard: The level of competence expected for an individual within an occupation
- **Occupational standard²:** ‘...a definition, usually developed and accepted by industry, of the knowledge and competences required to successfully perform work-related functions within an occupation ’
- **Skills:** The specific activities in which an individual worker should be able to demonstrate competence at work. Some competences at levels 2 and 3 are divided into ‘General Skills’ for management and supervision of work in the category and ‘Specialist Skills’ for specialized technical work in the category. Some of the specialist skills may not be relevant to or required for all workers (e.g. skills associated with marine protected areas work).
- **Knowledge:** Competence is not just about skills. There is also a requirement for knowledge and understanding. The knowledge statements suggest what someone would need to know in order to be competent at the relevant level.

An Introduction

1. INTRODUCTION

a) Background

Multiple PAs agencies and complex devolved management structures are frequently a barrier to effective conservation; inter-agency rivalries and inconsistencies undermine conservation efforts and confuse stakeholders, while decentralization can dilute already scarce resources and capacity. Protected areas management is still often a divisional function and many authorities have neither a clear mandate nor a separate structure and have limited status and influence³.

Where PA jobs are not recognized as distinct positions, staff, often career foresters with limited relevant knowledge and experience, are rotated through the PA division, which does not acquire the stability or the institutional knowledge essential for long-term capacity growth.

Almost all PAs suffer from a lack of trained staff and of resources for operations and staff development. While this is a serious issue, a stronger commitment to developing informal, work- based training and learning as opposed to relying on expensive short-term courses, could make a substantial difference at little cost. The resulting improved performance and management can in turn lead to more efficient and effective use of resources. Even with such measures in place, training and capacity-building cannot be converted into effective management without appropriate operational budgets, and these remain both inadequate and over reliant on external aid.

With limited budgets and career opportunities, attracting and keeping good staff is a widespread challenge. Low pay diminishes the status and morale of all staff and PAs work often involves working in remote rural areas and has the image of being dirty and dangerous. Consequently, good quality graduates often seek opportunities in the commercial sector; site-based managers seek promotion to headquarters as quickly as possible; staff who obtain educational scholarships do not return to field-based work or, increasingly, find better resourced and paid jobs with NGOs or projects.

Until this constant leakage of institutional knowledge and experience is addressed, the benefits of capacity- building programmes will be continually eroded.

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Ministry of State for Environmental Affairs in Egypt. The project aims at the establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs as well as remove or significantly reduce a wide range of barriers to sustainable financing. The project will maintain a sustainable PA system operated by an autonomous NCS having the financial wherewithal and management capacities needed for effective management based on the following pillars: (i) Legal, policy, regulatory and institutional frameworks that support sustainable PA financing; (ii) Tools and practices for revenue generation and mobilization, and (iii) Business planning and other tools for cost-effective management.

Relevance to FS Project the work plan

Output 1.7 – Develop HR Management Capacity and Systems in PA HQ to support PA management

- Activity 1.7.1: Develop Position Descriptions, with transparent criteria for remuneration, performance evaluation and incentive plans for most/all positions
- Activity 1.7.2: Develop individual scorecard for tracking capacities of rangers and managers (e.g. Zimbabwe ‘points’ system)
- Activity 1.7.3: Capacity of staff to implement new financial procedures developed through recruitment, experiential learning and formal training

Use of this Handbook

This handbook intends to help protected area management in the following:

- Define jobs, positions, and tasks
- Define job descriptions.
- Appraise staff and review performance.
- Review staff skills.
- Give employees a clear idea of what is required of them in the workplace.
- Help in designing training courses for staff.
- Help universities and colleges design curricula that fit the needs of the job.
- Help in deciding where good practice is found and where support is needed.

- Identify training needs and plan training and development.
- Write proposals for funding and for securing staff positions.
- Write organizational components of protected area management plans.

It will provide the Egyptian Parks system by following:

1. Human Resources planning
2. Job and work design
3. Staffing
4. Training and Development
5. Performance appraisal and review
6. Compensation and reward
7. Protection and representation
8. Organization improvement

b) An Introduction to Human Resources Management (HRM)

Human resources is considered the most important resource for the effectiveness and efficient of work in any organization, and so, there is an essential need for more planning, organizing, controlling and development of these human resources.

HRM is a systematic planning, development and control of a network of interrelated process affecting and involving all members of an organization.

This process includes:

- 1. Human Resources planning**, which is the process of assessing the organization's human resources needs in light of the organizational goal and changing conditions and making plans to ensure that a competent motivation work force is employed;
- 2. Job and work design**, which is the process that determines the tasks to be performed by individuals and groups and establishes the rules, schedules and working conditions under which people perform those tasks.
- 3. Staffing**, which is a continues filling of positions within the organization through various activities as recruiting applicant, making hiring decisions and managing career transitions
- 4. Training and Development**, which is improving the performance of individuals and groups within the organization.
- 5. Performance appraisal and review**, which is evaluating of individual and group contribution to the organization and the communication of those evaluation to the persons involved.
- 6. Compensation and reward**, which is determines what wages, salaries and incentives are paid and what supplemental benefits and nonfinancial rewards are provided.
- 7. Protection and representation**, which is formal or informal ways to protect employees from arbitrary and impulsive treatment, physical danger and health hazards. In addition, individuals or groups may represent the interest of others either informally or in an organized formal fashion.
- 8. Organization improvement**, which is strategies and systems used to increase the level of cooperation, teamwork and performance throughout the organization.

All HRM process interacts and are interdependent with each other and each includes some events in common with one or more of the process. It's very essential to provide an efficient human management process which respects the dignity and worth of individual, Encourages the initiative of each employee, Challenge individual capabilities and provide equal opportunity.



Figure (1): Human Resources Management process

Typically, key policy and strategic planning decisions in human resources management are made jointly by the human resources director and other top managers. The human resources department typically makes decisions at various steps in personnel procedures (such as initial screening), whereas other mangers makes decisions at other steps in those procedures (such as final selection decision).

c) Human Resources Management in Protected Areas: A Global Review

IUCN defines a protected area as¹: *“An area of land and/or sea especially dedicated to the protection of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means”* (IUCN 1994).

In addition to conserving biological and cultural diversity, it is now widely recognized that many protected areas also have important social and economic functions. These include protecting watersheds, soil and coastlines, providing natural products for use on a sustainable basis, and supporting tourism and recreation. Many protected areas are also

¹ IUCN

home to communities of people with traditional cultures and knowledge: these assets also need protection.

Since most protected areas have multiple objectives, there is a need to consider a wide array of social preferences and values (both for present and future generations), institutional structures and barriers, philosophical outlooks, forms of knowledge and conflicting opinions of what is important. Because all these various considerations have to be taken into account, the task of preparing Management Plans for protected areas can be challenging, yet it is essential for the well being of the natural and cultural resources being managed⁴.

Park Ranger

A park ranger or forest ranger is a person entrusted with protecting and preserving parklands – national, state, provincial, or local parks. Different countries use different names for the position. Ranger is the favored term in Canada, Ireland, the United Kingdom, and the United States. Within the United States, the National Park Service refers to the position as a park ranger. The U.S. Forest Service refers to the position as a forest ranger. Other countries use the term park warden or game warden to describe this occupation. The profession has often been characterized as "help protect people from people, people from the natural resource and the natural resource from the people. The profession includes a number of disciplines and specializations, and park rangers are often required to be proficient in more than one.

The term "Ranger" was first applied to a reorganization of the Fire Warden force in the Adirondack Park, after 1899 when fires burned 80,000 acres (320 km²) in the park.[citation needed] The name was taken from Rogers' Rangers, a small force famous for their woodcraft that fought in the area during the French and Indian War in 1755. The term was then adopted by the National Park Service, and the U.S. Forest Service.

What is a Park Ranger?

The United States and its territories have around 391 sites that need caring. Preservation of public areas has never been such a pressing issue as it is now, with so many more people interested in seeing the outdoors and with more and more private interests creeping into the domain of the NPS, more and more bright individuals are needed to

keep the interests of the lands and wildlife at the center of major decisions. Many individuals are also needed seasonally for operational purposes. Park Rangers ensure that our National Parks are open and operational for public use, and that the public pays their dues, and that the land is used correctly.

A career or a job as a Park Ranger is fun and exciting if you enjoy the outdoors. You have to enjoy wildlife, vegetation, and extreme weather, and working in uncomfortable working conditions at times. There is also an element of risk in any job that requires prolonged exposure to the elements, poisonous plants, insects, and even dangerous animals.

One thing that almost every National Park Service worker can expect is to work in a diversity of locations across the country. The NPS tries to keep in account the wishes of their employees, but Park Rangers are sent to where they are most needed.

History of Rangers

The term ranger first appeared in 13th-century England. The term ranger seems to be derived from the Latin word *regardatores* which appeared in 1217 in the Charter of the Forest. *Regardatores* was later rendered as rangers in the English translations of the Charter. The earliest letter patent found mentioning the term refer to a commission of a ranger in 1341. Documents from 1455 state that England had “all manner and singular Offices of Foresters and Rangers of our said Forests”.

Rangers were royal officials employed to "range" through the countryside providing law and order (often against poaching). Their duties were originally confined to seeing that the Forest Law was enforced in the outlands, or *purlieus*, of the royal forests. Their duties corresponded in some respects with that of a mounted Forester.

In North America rangers served in the 17th and 18th-century wars between colonists and Native American Indian tribes. Rangers were full-time soldiers employed by colonial governments to patrol between fixed frontier fortifications in reconnaissance providing early warning of raids. In offensive operations, they were scouts and guides, locating villages and other targets for task forces drawn from the militia or other colonial troops. During the Revolutionary War, General George Washington ordered Lieutenant Colonel Thomas Knowlton to select an elite group of men for reconnaissance missions. This unit was known as Knowlton's Rangers, and was the first official Ranger unit for the United States, and are considered the historical parent of the modern day Army Rangers.

The word was resurrected by Americans in the nineteenth and twentieth centuries from the old British use for the wardens who patrolled the deer parks and forests in England.

Seasonal Park Ranger: If you enjoy both the outdoors and people, then being a Park Ranger is definitely the best choice. Park Rangers make sure that the public understands the rules and proper way to use the natural resources in our National Parks. They help with the interpretation of the points of interest in the Park, and encourage the public to serve as well in conserving the natural balance and beauty of our Natural Parks. Park Ranger is perhaps the most sought-after position in the Park Service and often requires a good amount of rugged experience and enjoyment of hiking, as well as a knowledge of survival techniques.

Science Technicians: The Park Ranger service needs individuals interested in biological science research out in the field and also in the laboratory. There are many types of studies taking place at all times in the American outdoors. Many individuals are needed in diverse settings to collect field data and to help design and carry out experiments. Science Technicians often work under the supervision of university research professors and help to maintain the tools and instruments necessary for important research.

Guide: The Park Ranger organization relies on cheerful and knowledgeable interfaces between the Park Ranger Service organization and the general public. Not only are you the face-in-uniform of the Park Service to the general public, you create your own presentations to help visitors understand the significance of the land they are exploring and to also teach safety with the plants and animals of the region.

Maintenance Park Rangers: Are you into a rugged lifestyle and the great rewards that come from working for a great cause? The National Parks need Maintenance Rangers to look after the trails and make sure people are staying on it. This saves acres upon acres of land from being trampled by unknowing travelers. Maintenance Park Rangers also take care of buildings, signs, furniture, and other public aids. This kind of position is typically seasonal since it is impossible to care for many remote public park installations during the winter, and so this is an ideal summer job for many youngsters.

Duties, disciplines, and specializations

The duties of the modern park ranger are as varied and diverse as the parks where they serve and in recent years have become more highly specialized. Regardless of the regular

duties of any one discipline, the goal of all rangers remains to protect the park resources for future generations and to protect park visitors. This goal is accomplished by the professionalism and sometimes overlapping of the different divisions. For example, an interpretive ranger may perform a law enforcement role by explaining special park regulations to visitors and encouraging them to be proper stewards of natural and cultural history. Law enforcement rangers and other park employees may contribute to the mission of the interpretive ranger by providing information to park visitors about park resources and facilities. The spirit of teamwork in accomplishing the mission of protecting the parks and people is underscored by the fact that in many cases, the U.S. National Park Rangers in particular, park rangers share a common uniform regardless of work assignment.

- **Law enforcement:** Law enforcement rangers have police powers and enforce national laws as well as park regulations. In some developing countries, the park rangers patrolling natural preserve may be heavily armed and function as paramilitary organizations against organized poachers or even guerrillas. In many other developing countries however, park rangers have no law enforcement authority, they don't carry firearms as they seek to achieve respect for nature by building good relationships with local communities and the visiting public. In units of the U.S. National Park System, law enforcement Rangers are the primary police agency; their services may be augmented by the US Park Police, particularly in the Washington, DC and San Francisco metropolitan areas. The U.S. National Park Service also has a section of "Special Agents" who conduct more complex criminal investigations. According to U.S. Department of Justice statistics, National Park Service Law Enforcement Rangers suffer the most number of felonious assaults, and the highest number of homicides of all federal law enforcement officers.
- **Interpretation and education:** Park Rangers provide a wide range of informational services to visitors. Some Rangers provide practical information—such as driving directions, train timetables, weather forecasts, trip planning resources, and beyond. Rangers may provide interpretive programs to visitors intended to foster stewardship of the resources by the visitor. Interpretation in this sense includes (but is not limited to): guided tours about the park's history, ecology or both; slideshows, talks, demonstrations; informal contacts, and historical re-enactments. Rangers may also engage in leading more formalized curriculum-based educational programs, meant to support and complement instruction received by visiting students

in traditional academic settings and often designed to help educators meet specific national and/or local standards of instruction. All uniformed rangers, regardless of their primary duties, are often expected to be experts on the resources in their care, whether they are natural or cultural.

- **Emergency response:** Rangers are often trained in wilderness first aid and participate in search and rescue to locate lost persons in the wilderness. Many National Parks require law enforcement rangers to maintain certification as Emergency Medical Technicians or Paramedics. Depending on the needs of the park where assigned, rangers may participate in high-angle rescue, swift-water rescue, may be certified scuba divers, and can become specially trained as helicopter pilots or crew members.
- **Dispatcher:** Some rangers work as park protection dispatchers, answering emergency calls and dispatching law enforcement rangers, park fire fighters or Park EMS crews by radio to emergency calls for service. Park Dispatchers provide pre-arrival instructions to callers to help them stay alive until responding units arrive. Dispatchers coordinate multi-agency responses to emergencies within the park boundaries and utilize computer systems to check for criminal histories of subjects stopped by park law enforcement rangers. Park Dispatchers typically perform other duties such as taking lost and found reports, monitoring cctv surveillance cameras and fire alarms. Dispatchers are assigned to the Park Protection Division.
- **Park guard:** is an employee who is used to supplement law enforcement staff. Park Security Guards assist in providing a uniformed presence within a site and perform general security functions to prevent criminal activity. Guards check to see that gates are locked, that closed roads are not in use, that unauthorized persons keep out of closed or sensitive areas, etc. Some parks have been identified as potential targets for terrorist attacks and in these areas, such as the Gateway Arch, Independence Hall and parts of Boston National Historic Park, guards may screen visitors using magnetometers and x-ray devices. These are generally contracted security. Any individual in a National Park service uniform wearing a duty belt and firearm is likely to be a US Park Ranger, a federal law enforcement officer.
- **Scientists and scholars:** Rangers are responsible for protecting the natural resources or cultural sights for which they work. This includes obtaining and preserving knowledge about the area. As such many different types of historians and scientist are

employed as rangers. Some scientific positions often filled by ranges include archeologist, many different types of biologist, ecologist, fire scientist, geologist, hydrologist, paleontologist, soil scientist, volcanologist etc. Rangers in these positions are expected to study, monitor, and inform others (in the from of published peer-reviewed scientific papers as well as internally) about their findings. These people add to the knowledge dispersed in interpretive and educational programs, and provide information need by managers and others to more effectively protect the resource.

- **Maintenance:** Some rangers perform routine maintenance on facilities or equipment—especially in preparing for winter closures and spring re-openings. Rangers are often the first to discover vandalism or weather-related damage to roads or facilities.
- **Administration:** In many cases administrative staff members are categorized officially as park rangers and may wear the distinct park ranger uniform while working "behind the scenes" to ensure the continued operation of the parks. These rangers may set policy for the parks, or handle park budgets, computers and technology, human resources, or other fields related to the administration of parks. In the case of management these positions are usually field by individuals who have moved up from other field based positions. These individuals are often heavily cross trained in order to allow for knowledge of all other areas and duties under their authority.

Code of Ethics

Code of Ethics²

Since the revolution of 25th January 2011, where the President of Egypt was overthrown and a new political regime took over the responsibility of running the country, it was very clear that most of the government employee, companies and many individuals are now exercising the freedom. Almost every day, there are many demonstrations in the streets everywhere in Egypt demanding social justice. This has led many governmental employees opening files to prosecute old regime, leading to incredible disturbance in the government ethical work, and consequently the economy is suffering greatly.

According to Law 47 of 1978 regulating civil servants in the public sector, there are several articles that regulate duties (article 76), prohibited activities (article 77) and code of conducts for those violating the law (articles 78 and 79). This law applies to employee of ministries, services, and state organizations who have an independent budget and local bodies of authority.

Regarding duties of the government staff (article 76), the main duties are to serve the general public in accordance with the provisions of regulations. These include: an employee should perform work in a professional manner; enhance serving public in proper time; respect his job; take care of governmental assets; cooperate with all colleagues to perform jobs assigned to them; respond to all directives of their superiors in accordance with laws and regulations.

Article 77 deals with prohibited activities and articles 78 and 79 with disciplinary sanctions, and termination of employment. Prohibited activities (15 in this article) include violation of the rules and provisions of laws and regulation; provide conducive statements about work through media without authority permission; disclose (divulge) issues he knows about according to the job if they are secretive in nature and should not be released after leaving job (ex-officio); keep for official documents or remove them from files; violate national security; accept gifts, commission or loan to do official duties; collect any money from individuals and institutions for any illegal purposes; to conduct any business that has conflict with job duties; and many other activities.

It was evident that many EEAA staff did not compile with regulations of Law 47 of 1978. Some of NCS staff have released official documents to the media which manipulated

² please refer to volume III of this handbook: Code of Ethics

them to put top management and decision makers in trouble. This kind of misconduct is happening everyday, without regard to laws and regulations and our religious ethics.

In search for code of conduct in the literature, it was found Parks Canada Agency published “Code of Ethics” for Parks staff in 2005. This Code of Ethics was used and modified to suit the Nature Conservation of Egypt.

It is essential for any current employee at Parks Egypt to carefully read and understand the Nature Conservation of Egypt Code of Ethics (please refer to volume III of this handbook: Code of Ethics). For any new staffing, the applicant should read the Code and should pass a test with minimum score before any other selection processes and should be rejected if couldn't reach the required score. It is highly recommended for the Parks System management to provide regular training and tests for all employees on Code of Ethics to update and refresh their thoughts and ethics about values of our mission.

Section I: Human Resources Planning

Human Resources Planning for Egypt's Parks

Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization. Aging worker populations in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective Human Resources Planning.

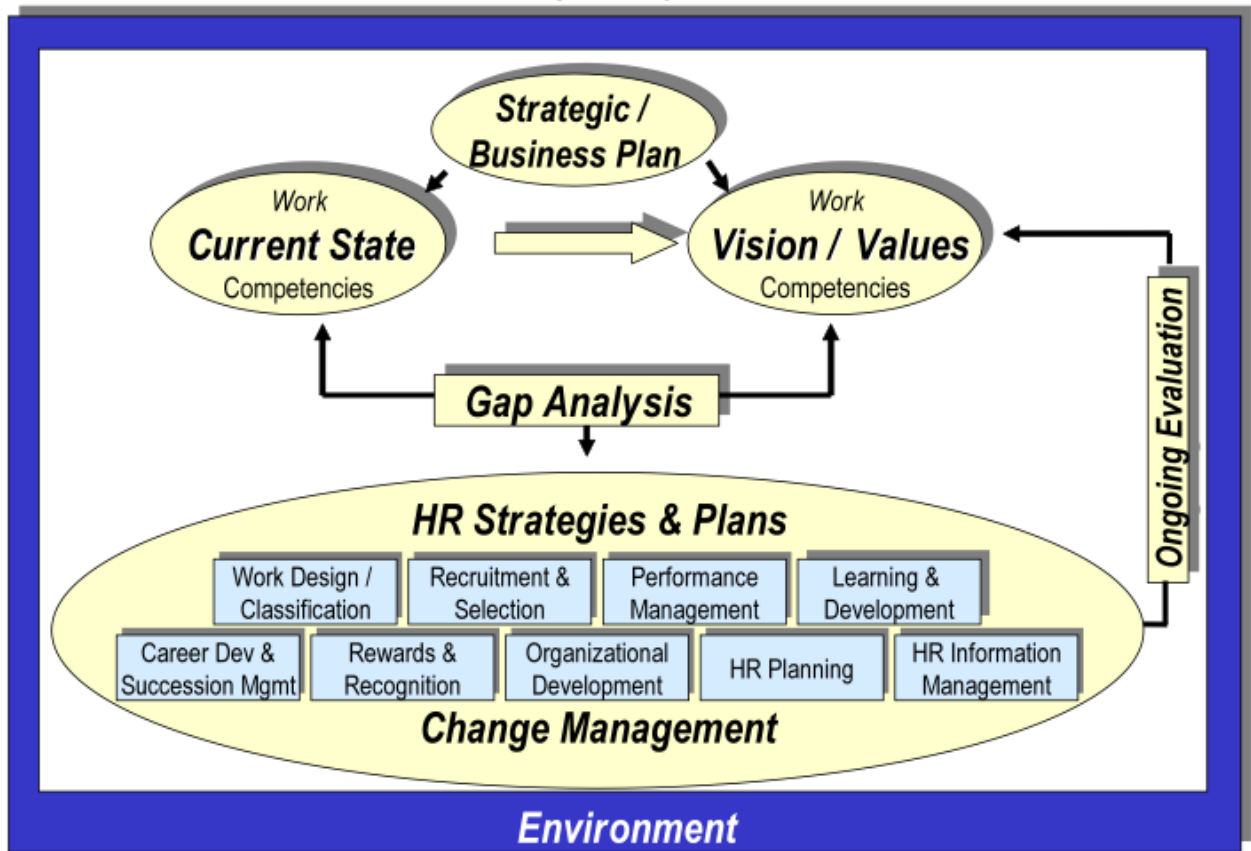
As defined by Bulla and Scott (1994), human resource planning is ‘the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements’. Reilly (2003) defined workforce planning as: ‘A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand.’ Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, talent management strategy, recruitment and selection strategy.

The planning processes of most best practice organizations not only define what will be accomplished within a given time-frame, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc.).

Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps (e.g., hiring / staffing; learning; career development; succession management; etc.) are then designed, developed and implemented to close the gaps.

These strategies and programs are monitored and evaluated on a regular basis to ensure that they are moving the organizations in the desired direction, including closing employee competency gaps, and corrections are made as needed.

Figure: Strategic HR Planning and evaluation cycle



Egypt's Parks HR Standards

The standards define the competences that should ideally be expected for any job. If some of the jobs are in reality combined into one position, then the two sets of competences can also be combined. Wherever a requirement for a level is indicated the assumption is that the position holder will also have at least the general skills of the level below in the same category. The human resources management standards consist of four main components³:

³ Appleton, M. R., Texon, G.I. & Uriarte, M.T. (2003) Competence Standards for Protected Area Jobs in South East Asia. ASEAN Regional Centre for Biodiversity Conservation, Los Baños, Philippines. 104pp.

Levels

These define indicative staff levels, from director to laborer, based on job responsibilities and equivalent (but not required) educational attainment. These levels form the basis for defining the skills requirements for the protected area jobs. Increasingly, community members with little formal education are playing an important role in protected area management. The assessment of job levels should be based primarily on the type of work and level of responsibility and on experience and not on educational attainment alone.

Jobs or Occupations

These are the number of typical protected area jobs defined and presented in an indicative organizational chart, based on the organizational charts for protected area authority and global experience. The chart is not a recommended definitive structure and indeed it is unlikely that any one protected area would have such a large or comprehensive staff, but all the jobs in the chart exist somewhere in the parks system.

Competences

These define the ideal requirements of competence for skills in different categories of protected area work at up to 5 levels. For each category and level the competence consists of four parts

- **Skills:** The specific activities in which an individual worker should be able to demonstrate competence at work. Some competences at levels 2 and 3 are divided into ‘General Skills’ for management and supervision of work in the category and ‘Specialist Skills’ for specialized technical work in the category. Some of the specialist skills may not be relevant to or required for all workers (e.g. skills associated with marine protected areas work).
- **Abilities:** Competence in the same skill may be demonstrated in a range of ways, depending on the local conditions. For example the basic skills of animal surveying could be demonstrated through surveying tigers or monkeys. The ‘range statements’ included here provide guidance for the variety of situations and contexts in which the skills might be demonstrated and the more specific components of the skills.
- **Knowledge:** Competence is not just about skills. There is also a requirement for knowledge and understanding. The knowledge statements suggest what someone would need to know in order to be competent at the relevant level.

Standards

The standards define the competences that should ideally be expected for any job. The table shows the suggested standards for the all jobs defined, but additional standards can be readily created for jobs not specifically listed. If some of the jobs listed are in reality combined into one position, then the two sets of competences can also be combined.

Wherever a requirement for a level is indicated the assumption is that the position holder will also have at least the general skills of the level below in the same category.

Section 2: Job and Work Design

Job and Work Design

Job and work design is the process that determines the tasks to be performed by individuals and groups and establishes the rules, schedules and working conditions under which people perform those tasks.

Levels

These define five indicative staff levels, from director to labourer, are based on job responsibilities and equivalent (but not required) educational attainment. These levels form the basis for defining the skills requirements for the protected area jobs.

Increasingly, community members with little formal education are playing an important role in protected area management. The assessment of job levels should be based primarily on the type of work and level of responsibility and on experience and not on educational attainment alone.

Table (2): Occupation Levels

| Job level | Type | Responsibility level | Qualification | Typical protected area job at this level |
|-----------|------------------------------|---|--|--|
| Level 5 | Directorial | Strategic and programmatic responsibilities | • Masters or Bachelors Degree | • Head of a complex/high profile park, park complex or national/provincial protected areas agency |
| Level 4 | Managerial, Higher Technical | Project, divisional management and/or high-level technical responsibilities | • Bachelors Degree or College Diploma. | • Head of a protected area. • Deputy head or section head of a large, complex and/or high profile protected area. • Leader of technical section. |
| Level 3 | Technical/Supervisory | Supervisory/ mid-level technical responsibilities. | • Bachelors Degree or College Diploma. | • Head of a protected area subunit or section. • Head of nature reserve • Senior/supervising member of sections or work teams. |
| Level 2 | Skilled Worker | Technical Responsibilities with some team leadership. | • High school or Intermediate School. | • Park Ranger. • Established and experienced worker/team leader. • Experienced local community member. |

| Job level | Type | Responsibility level | Qualification | Typical protected area job at this level |
|------------------|-------------|--------------------------------|---|---|
| Level 1 | Labourer | Non-technical responsibilities | <ul style="list-style-type: none"> • Intermediate / Elementary school. | <ul style="list-style-type: none"> • Labourer, member of work team. • Community helper. |

Table (3): Levels and Type of Work

| Level & general responsibilities | Type of work | Management responsibility |
|---|---|---|
| Level 5 Directorial Strategic and programmatic responsibilities. | <ul style="list-style-type: none"> • Outward looking, dealing with the organisation in its institutional, financial and policy environments. • Strategic application of complex techniques and approaches across a wide, unpredictable range of contexts. | <ul style="list-style-type: none"> • Strategic planning, direction, management, and evaluation of complex programmes and plans. • Working with policy and decision makers. • Extensive authority for decision-making and direction. • Overall responsibility for budgets & resources. |
| Level 4 Managerial, Higher Technical Project, divisional management and/or high-level technical responsibilities. | <ul style="list-style-type: none"> • Integrating flows of activities into projects and programmes. • Complex and technical work in a wide and unpredictable range of contexts. | <ul style="list-style-type: none"> • Management of divisions, teams and work groups. • Development and management of projects. • Decision-making within plan frameworks. • Developing and monitoring project or departmental budgets and resources. |
| Level 3 Technical/Supervisory Supervisory/ mid-level technical responsibilities. | <ul style="list-style-type: none"> • Managing the flow of specific activities. • Complex, often technical and nonroutine work, performed in a variety of contexts and requiring detailed technical skills. | <ul style="list-style-type: none"> • Supervision and leadership of staff and work teams. • Planning and supervision of tasks and assignments. • Accountable for resources within clearly defined operational plans. |
| Level 2 Skilled Worker Technical responsibilities with some team leadership. | <ul style="list-style-type: none"> • Specific but not always predictable, work, sometimes requiring technical and analytical skills. | <ul style="list-style-type: none"> • Completing specific tasks and assignments. • Decision making limited to ensuring completion of specified technical tasks. • Monitoring and reporting task related resource use. |
| Level 1 Labourer | <ul style="list-style-type: none"> • Predominantly routine, | <ul style="list-style-type: none"> • No supervisory responsibilities. |

| Level & general responsibilities | Type of work | Management responsibility |
|----------------------------------|----------------------------------|---|
| Non-technical responsibilities. | prescribed and predictable work. | • Limited decision making and accountability. |

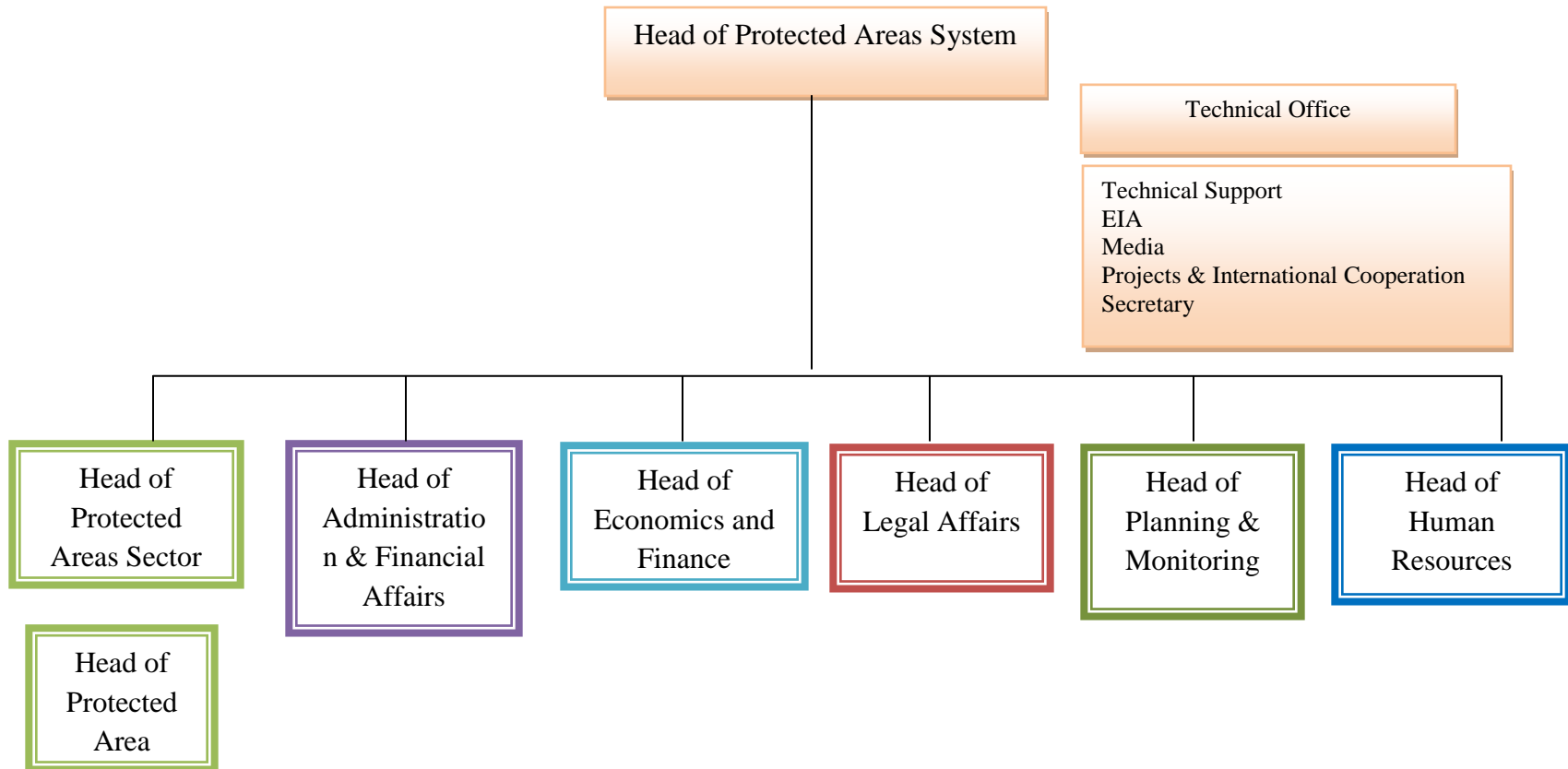
Positions

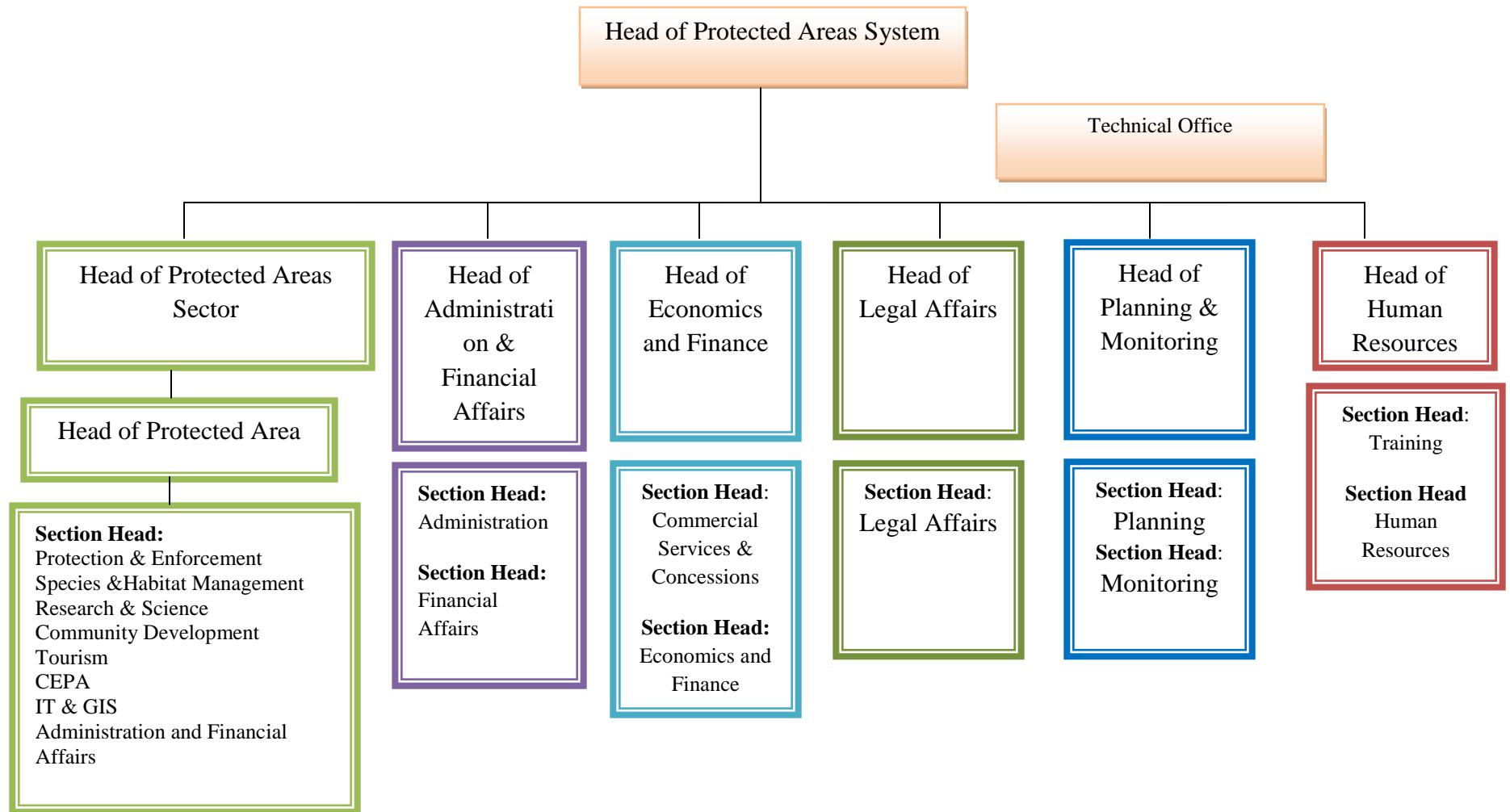
| Level | Department | Department Head | Section Head | Staff |
|--------------|---|--|--|---|
| System Level | Protected Areas System | Head of Protected Areas System | Executive Secretary Advisory / Management Committee | Secretary |
| | | Head of Protected Areas Sector | Protected Area Manager | Protected Area Staff |
| | Administration and Financial Affairs Department | Head of Administration and Financial Affairs | Section Head: Financial Affairs | Accounting Officer |
| | | | Section Head: Administration | Administration Officer Procurement Officer |
| | | | Section Head: IT | IT Officer |
| | Human Resources Department | Head of Human Resources | Section Head: Human Resources | Human Resources Officer |
| | | | Section Head: Training | Training Officer |
| | Protection and Enforcement Department | Head of Protection and Enforcement | Section Head: Protection and Enforcement | Protection and Enforcement Officer |
| | | | Section Head: Legal Affairs | Legal Affairs Officer |
| | Planning and Monitoring Department | Head of Planning and Monitoring | Section Head: Monitoring and Research | Monitoring and Research Officer |
| | | | Section Head: EIA | EIA Officer |
| | | | Section Head: GIS and Databases | GIS and Databases Officer |
| | | | Section Head: Planning | Planning Officer |
| | Economics and Finance Department | Head of Economics and Finance | Section Head: Commercial Services & Concessions | Commercial Services & Concessions Officer |
| | | | Section Head: Economics and Finance | Economics and Finance Officer |
| | CEPA Department | Head of CEPA | Section Head: Awareness and Public Relation | Awareness and Public Relations Officer |
| | | | | International Relations Officer |
| | | | Section Head: Communications | Interpretation Officer |
| | | | Section Head: Education | Biodiversity Education Officer |

| Level | Department | Department Head | Section Head | Staff |
|----------|--------------------------------|--|--|--|
| | Resource Management Department | Head of Resource Management Department | Section Head: Species and Habitat Management | Species and Habitat Management Officer |
| | | | Section Head: Community Development | Community Development Officer |
| | | | Section Head: Tourism | Tourism Officer |
| PA Level | | | | |
| | | Section | Section Head | Staff |
| | Protected Area Manager | Protected Area Management | | |
| | | Administration and Financial Affairs Section | Chief of: Administration and Financial Affairs | <ul style="list-style-type: none">▪ Accounting Officer▪ Administration Officer▪ Procurement Officer▪ Ticket collector▪ IT Officer▪ Maintenance Technician▪ Worker▪ Vehicles Driver▪ Chef▪ Store Keeper▪ Office Boy |
| | | Human Resources Section | Chief of: Human Resources | Human Resources Officer |
| | | Protection and Enforcement Section | Chief of: Protection and Enforcement | <ul style="list-style-type: none">▪ Enforcement Ranger▪ Enforcement Ranger/ Legal Officer▪ Boat Captain▪ Commercial Diver▪ Skipper▪ Field Assistant |
| | | Planning and Monitoring Section | Chief of: Planning and Monitoring | <ul style="list-style-type: none">▪ Scientific Technician/ Ranger▪ EIA Officer▪ GIS and Databases Officer▪ Planning Officer |
| | | Economics and Finance Section | Chief of: Economics and Finance | <ul style="list-style-type: none">▪ Commercial Services & Concessions Officer▪ Economics and Finance Officer |
| | | Resource Management Section | Chief of: Resource Management | <ul style="list-style-type: none">▪ Conservation Technician/Wildlife Ranger▪ Species and Habitat Management Officer▪ Conservation |

| Level | Department | Department Head | Section Head | Staff |
|-------|------------|-----------------|----------------|---|
| | | | | Technician/Veterinarian <ul style="list-style-type: none"> ▪ Tourism Officer ▪ Community Officer/Ranger ▪ Community Officer/Physician ▪ Community Guard |
| | | CEPA Section | Chief of: CEPA | <ul style="list-style-type: none"> ▪ Awareness and Public Relations Officer ▪ Interpretation Officer ▪ Biodiversity Education Officer |

The Proposed Organizational Structure





Job Profile

For any job inside the PA system, to be a profile for the job, help management to select correct candidate and then define responsibilities and managerial tasks including:

a) Job Level and General Responsibilities

- Level & general responsibilities
- Type of work
- Management responsibility
- Qualifications
- Typical PA job at this level

b) Competence

- Universal skills
- Scope and Context
- Knowledge

c) Job deception

- Job Title
- Job Level
- Duty Station
- Grade
- Job type
- Job Qualification / Profile
- Responsibilities include
- Reporting to
- Reporting Frequency
- Performance Assessment by

Example for Typical Job Profile

Egypt's Nature Conservation Sector

COMPETENCE STANDARDS AND JOB DESCRIPTION

Position: Protected Area Manager

d) Job Level and General Responsibilities:

| Level & general responsibilities | Type of work | Management responsibility | Equivalent | Typical PA job at this level |
|---|--|---|--|--|
| Level 4 Managerial, Higher Technical Project, divisional management and/or high-level technical responsibilities. | <ul style="list-style-type: none"> Integrating flows of activities into projects and programmes. Complex and technical work in a wide and unpredictable range of contexts. | <ul style="list-style-type: none"> Management of divisions, teams and work groups. Development and management of projects. Decision-making within plan frameworks. Developing and monitoring project or departmental budgets and resources. | <ul style="list-style-type: none"> Bachelors Degree or College Diploma. | <ul style="list-style-type: none"> Head of a protected area. Deputy head or section head of a large, complex and/or high profile protected area. Leader of technical section. |

e) Competence

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|---|--|--|---|
| | <i>Overall Level (3-4)</i> | | | |
| 1 | General Personal and Work Skills | <ol style="list-style-type: none"> 1. Demonstrate a positive and confident personal attitude to work 2. Maintain good relations with others and work as a team 3. Communicate with colleagues simply and effectively 4. Work in compliance with instructions, briefings, regulations and procedures 5. Follow good security, safety and environmental practice in the work place 6. Maintain confidentiality of sensitive information 7. Identify and report dishonest practices 8. Demonstrate cultural and ethnic and gender sensitivity 9. Maintain good standards of personal appearance 10. Manage and reduce personal stress 11. Provide CPR and First Aid using accepted technique | <ol style="list-style-type: none"> 1. Assignments, time management and timekeeping. 2. Collaboration, teamwork, supporting and assisting colleagues, courteous and respectful behavior with colleagues, co-workers, communities, volunteers, advisers. 3. Written activity reports and use of simple forms. Oral reports. 4. In line with financial, administrative and reporting procedures. 5. In compliance with legal requirements, organizational regulations and codes of practice and good environmental and social awareness. 6. Records and files. Not discussing sensitive information. 7. Within and outside the organisation. 8. With colleagues, collaborators and stakeholders. 9. Dress and cleanliness. 10. Preventing personal issues adversely influencing work and vice versa. 11. Skills in basic Red Cross, Red Crescent or equivalent basic first aid training. | <ul style="list-style-type: none"> ▪ Policies, procedures and practices of the organisation. ▪ Structure and staff of the organisation. ▪ Standard first aid and CPR techniques. ▪ Literacy and numeracy. ▪ Cultural and ethnic and gender awareness. ▪ Sources of work place tension and stress. |
| 2 | Financial and Physical Resources Management | <ol style="list-style-type: none"> 1. Prepare budgets and plan and monitor resource use 2. Apply high environmental standards to use of resources | <ol style="list-style-type: none"> 1. Goods, services, labour. 2. Reducing consumption, reusing and/or recycling, minimizing waste, saving energy. | <ul style="list-style-type: none"> ▪ Policies and procedures on accounting, budgeting, procurement, supplies, equipment, auditing. ▪ Computer based accounting systems. ▪ Contractual procedures. |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|--------------------------------|---|--|--|
| 3 | Human Resources Management | <ol style="list-style-type: none"> 1. Brief, supervise and motivate individuals and teams 2. Monitor and evaluate staff performance and provide feedback 3. Determine causes of poor performance and counsel staff on performance related issues 4. Initiate formal disciplinary and grievance procedures 5. Resolve workplace conflicts | <ol style="list-style-type: none"> 1. Staff teams, contractors and volunteers who may be working without direct supervision. 2. Informal monitoring and formal appraisals. 3. Identification of potential for advancement and, needs for training and development. Interviews and assessments with individuals/work groups. 4. Personal interviews and work and performance related advice and mentoring. According to institutional policies. 5. Negotiation, mediation and arbitration. | <ul style="list-style-type: none"> ▪ Inventory and maintenance systems. ▪ Vision, mission, mandate, objectives, programmes and projects of the organisation. ▪ Organisational structure and staffing arrangements. ▪ Organisational HRD and personnel policies and procedures. ▪ Awareness of relevant training and staff development opportunities. ▪ Communication techniques. ▪ Personnel interview techniques. ▪ Conflict resolution/ alternative dispute resolution techniques. |
| 4 | Staff Development and Training | <ol style="list-style-type: none"> 1. Lead training and development needs analysis 2. Plan, design, supervise and evaluate in-service training programmes | <ol style="list-style-type: none"> 1. Functional analysis, skills analysis, needs analysis, training and development policies and plans. 2. Definition of objectives, outputs, schedules. 3. Identifying trainees, trainers, providers, resource persons. 4. Evaluation of training outputs and impacts. | <ul style="list-style-type: none"> ▪ Principles and practice of structured training needs assessment and analysis. ▪ Good knowledge of training design and specification. ▪ Good understanding of range of local academic and vocational training and education provider. ▪ Principles and practice of capacity development. |
| 5 | Communication | <ol style="list-style-type: none"> 1. Negotiate agreements and resolve disputes and conflicts 2. Enabling staff feedback on and input to activities, decisions, and planning 3. Institute mechanisms for public consultations and communication over decisions, policies & plans | <ol style="list-style-type: none"> 1. Conflict resolution approaches: negotiation mediation, arbitration and adjudication. 2. Formal and informal consultation procedures. 3. With stakeholders and collaborators. | <ul style="list-style-type: none"> ▪ Conflict resolution techniques. ▪ Negotiation procedures and techniques. ▪ High level of technical Knowledge. ▪ Contractual formats. ▪ Legislation and issues involved. ▪ Awareness of protocols of international conferences. |
| 6 | Technology and Information | <ol style="list-style-type: none"> 1. Operate and maintain computer for basic functions | <ol style="list-style-type: none"> 1. MS Office, Internet and Email. Basic maintenance of | <ul style="list-style-type: none"> ▪ Basic computer functions and common software packages. ▪ Manuals of equipment. |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|------------------------------------|---|--|---|
| | | 2. Operate audiovisual equipment | hardware and software. 2. Cameras, recorders, video equipment, projectors, visual aids. | |
| 7 | Project Development and Management | 1. Develop operational plans 2. Manage team leaders, contractors and collaborators in the implementation of work plans 3. Record and monitor project results 4. Prepare plans for technical projects | 1. Activities, work plans, timetables, logistics. 2. Agreeing work schedules, managing logistics, providing technical oversight, monitoring progress. 3. Inputs, outputs, impacts. 4. Non-complex projects with measurable objectives. | <ul style="list-style-type: none"> Requirements and formats for proposals to relevant donors. Relevant technical knowledge. Delegation, decision making and other management techniques. Monitoring techniques. |
| 8 | Field Skills | 1. Plan and organise logistics for field trips, surveys and patrols 2. Organise and lead search and rescue operations in the field 3. Operate and use base station radio and communication equipment | 1. Ensuring that transport, food, camping, field equipment and safety arrangements are suitable for the number of participants and the duration and purpose of the field trip. 2. Coordination with emergency services, organizing search parties and patterns, organising communications, collating reports, organizing evacuation of casualties. Special techniques may be required for aquatic search and rescue. 3. Care and operation of equipment, use of locally accepted radio protocols, logging calls and communications, responding to SOS calls. | <ul style="list-style-type: none"> Range of equipment available and its uses. First hand knowledge of the terrain and topography of the protected area and familiarity with available maps. Locally accepted radio protocols. Range of options for securing assistance in search and rescue operations, including contacts with emergency services. Standard procedures for emergencies. |
| 9 | Natural Resources Assessment | 1. Recognise common and typical vegetation and habitat types, plants and animal species 2. Accurately record and report wildlife observations 3. Assist in census, monitoring and other field survey work | 1. According to local conditions. Including common important, useful and invasive species. 2. Verbal reports, use of basic forms. 3. As directed by survey leaders. | <ul style="list-style-type: none"> Purpose and objectives of surveys. Local language and culture. Local terrain. Local flora and fauna including key and protected species. Field craft (see skills under FLD). Use of basic equipment. |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|---|--|---|---|
| 10 | Conservation Management of Ecosystems, Habitats and Species | <ol style="list-style-type: none"> 1. Specify management requirements for and direct the management of habitats and ecosystems 2. Specify, and evaluate sustainable quotas for natural resource use 3. Specify special measures for assisting protection, survival or recovery of key species 4. Plan evaluate and supervise management of invasive and problem animals and human wildlife conflict 5. Plan and supervise animal capture, transport, care and management 6. Plan, specify, and evaluate sustainable quotas for sport hunting/fishing | <ol style="list-style-type: none"> 1. Forest, mountain, grassland, dryland, freshwater, caves, reefs, mangroves etc as required. Habitat management, manipulation, creation, restoration and recovery 2. Hunting, gathering, harvesting of relevant species at sustainable levels. Methods for regulation and monitoring. e.g. Salt licks, wallows, water supply, nest boxes. 4. Measure for mitigating impact of crop raiding animals, animal pests, artificially high populations, dangerous animals, alien invasive animals Shooting, trapping, poison baiting as required for relevant pest/invasive species. 5. Darting, trapping, provision of adequate cages and enclosures, welfare during transport of relevant species. Feeding, housing and welfare of relevant species, initial treatment for diseases and disorders. Working with vets and specialists 6. Species surveys, review of hunting/fishing records, determination of quotas based on scientific principles. | <ul style="list-style-type: none"> ▪ Knowledge of relevant Habitats ▪ Purpose, impact and uses of relevant habitat management, recovery and restoration techniques. ▪ Ecology, food and habitat requirements of key species ▪ Impacts and control methods for invasive species ▪ Animal keeping and husbandry including basic veterinary procedures ▪ Techniques for capture of relevant species including calculation of doses for tranquillising. ▪ Laws, regulations and conventions relating to capture, transport, keeping, export etc. ▪ Local natural resources collection practices and uses (living and nonliving resources). ▪ Techniques for natural resource assessment and monitoring (see Competence for RES) ▪ Maximum sustainable yields and the use of quotas and other catch limits. ▪ Causes, impacts and potential solutions to human wildlife conflict. ▪ Laws and regulations concerning quarry species, protected species. |
| 11 | Socio-Economic and Cultural Assessment | - | - | - |
| 12 | Sustainable Development and Communities | <ol style="list-style-type: none"> 1. Enable community inputs to planning, decision-making and management. | <ol style="list-style-type: none"> 1. Establishing community representation on working groups and | <ul style="list-style-type: none"> ▪ Local communities, livelihoods, leaders, customs, beliefs and traditional |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|------------|--|---|--|
| | | <ol style="list-style-type: none"> 2. Negotiate community conservation and management agreements. 3. Plan, coordinate and facilitate community capacity development activities. 4. Promote development of local networks and organizations. 5. Provide advice on sustainable community based natural resource use and management. 6. Provide advice/guidance on community funding. 7. Work with religious/cultural leaders to promote conservation and sustainable use. 8. 9. 10. | <ol style="list-style-type: none"> committees, use of participatory techniques to ensure effective contributions, providing feedback and information to communities. 2. Management and resource use rights, boundaries and use zones, limits and quotas, revenue generation and benefit sharing and other approaches. 3. Training events, study tours, exchanges. 4. Establishment of local NGOs, people's organizations, cooperative and other groups. 5. Collection, harvesting, hunting. 6. Small grants, loans, revenue sharing, revolving funds, applying for external grants and support. 7. Leaders, religious institutions and schools. Providing information, attending events, stimulating discussion and participation. 8. 9. Cultural and heritage conservation: Maintenance of traditions, protection of important artefacts, structures, sites and locations. 10. Economic development: Enterprise development, sustainable agriculture, horticulture and forestry, tourism, handicrafts, wildlife ranching, manufacturing. | <p>knowledge.</p> <ul style="list-style-type: none"> ▪ Problems and issues affecting communities. ▪ Details of Protected area community policies and programmes. ▪ Sources of external finance and advice ▪ Training and extension ▪ Communication techniques. ▪ Participatory techniques. ▪ Local natural resources collection practices and uses ▪ Techniques for natural resource assessment and monitoring. Techniques to gather information from communities (e.g. participatory mapping, Participatory 3D Modelling) ▪ Specialist technical knowledge as required on cultural and heritage management and conservation, enterprise development, likely income generating activities, health and welfare issues. Financial management and budgeting. ▪ PA regulations for protection and enforcement. |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|---|--|---|--|
| | | | Community welfare: Health, sanitation, safety, security, access to welfare services. | |
| 13 | Protected Areas Policy, Planning and Management | <ol style="list-style-type: none"> Understand and interpret relevant legislation Implement, monitor, review and update PA management plan objectives and actions. | <ol style="list-style-type: none"> Laws, Enactments, Ordinances Decrees, Regulations etc. Based on existing management plans. | <ul style="list-style-type: none"> Adaptive management approaches. Relevant legislation and legal procedures. Details of the PA and its management plan. |
| 14 | Site Management | <ol style="list-style-type: none"> Draw up plans and specifications for small works and basic site infrastructure for staff and contractors Supervise work by contractors and external maintenance workers Inspect and specify maintenance and repair requirements and schedules Locate, mark and inspect boundaries in the field Identify and assess fire risks and hazards and plan fire prevention and control Plan, supervise and evaluate management of physical landscape Produce technical drawings and maps | <ol style="list-style-type: none"> Paths, trails, rest areas, picnic sites, garbage disposal and associated structures. Drawings, materials, estimates of quantities, estimates of labour and time requirements. Checking quality and standards against specifications and contracts. Reporting to management and contractors. For installations and infrastructure. Identifying boundaries from maps using compass and/or GPS. Use of suitable and accepted boundary marking procedures. For wildfires and fires in buildings. Drainage management, erosion control on watercourses, trails and slopes. Engineered solutions (barriers, walls, drainage, terracing) and 'natural' methods (establishment of vegetation, modifying land use techniques). Designs and drawings for structures, scale maps. | <ul style="list-style-type: none"> Basic scale drawing. Range of uses of materials. Range of designs and structures for use in different situations. Technical drawing and mapping. Estimating and calculating quantities and prices. Relevant building regulations. Environmental and landscape impact of structures in the landscape. |
| 15 | Enforcement | <ol style="list-style-type: none"> Conduct tactical and operational planning for enforcement operations | <ol style="list-style-type: none"> Identification of poachers and violators, their tactics, infiltration | <ul style="list-style-type: none"> Relevant laws and procedures. Applicable 'rules of |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|------------------------|--|---|---|
| | | 2. Lead patrol and enforcement activities in the field 3. Liaise with local communities to resist and prevent illegal activities 4. Follow correct procedure for dealing with violations seized or confiscated evidence 5. Coordinate activities with law enforcement and regulating agencies 6. Lead an investigation 7. Develop and manage informant networks | and extraction routes. Identification of potential threats to the environment, personnel and the public. Plan and implement a patrol plan to counter threats Planning, issuing and implementing orders to subordinates for field operations 2. Leadership, organisation, discipline, teamwork, performance. General patrol and special operations (e.g. raids and seizures) 3. By community members and outside agents. 4. Evidence: Recording, labelling, storage, retrieval and disposition following correct procedures. Witnesses: secure testimonies from suspects and witnesses correctly and effectively Reporting: Prepare formal reports of offences and violations and prepare a case for court 5. Police, military, judiciary. CITES Authority. 6. Following correct procedures for an investigation into a violation 7. Identifying informants, interviewing and collecting information, maintaining confidentiality, offering where required rewards and incentives. | evidence' (Types and formats of evidence that are legally admissible). <ul style="list-style-type: none"> Legal and court procedures. Interview techniques. Conditions and livelihoods of local communities and threats to these. Key community leaders and members. |
| 16 | Recreation and Tourism | 1. Identify recreation opportunities and appropriate recreation activities | 1. Trails, guided activities, wildlife viewing, adventure activities, outdoor pursuits. | <ul style="list-style-type: none"> Range of typical PA recreation activities and their requirements Visitor survey approaches and techniques |

| No | Competence | Universal skills | Scope and Context | Knowledge |
|----|---|--|---|--|
| | | <ol style="list-style-type: none"> Identify information needs about visitors and plan recreation surveys Identify potential recreation impacts and design impact monitoring systems Specify measures for prevention/ reduction/ mitigation of visitor impact Supervise safety and security of visitors and other users Monitor and supervise concessionaires, traders and commercial operations Monitor and supervise sport hunting/fishing activities | <ol style="list-style-type: none"> Quantitative and qualitative data. Counts, observation interviews, questionnaires. Killing and disturbance of wildlife, habitat damage, erosion, garbage and waste, vandalism, pest species. Activity restrictions and bans, upgrade of facilities, awareness, limits of use, zoning etc. Use of carrying capacities: Physical, ecological, social, perceptual capacities. Limits of acceptable change. Monitoring infrastructure, equipment and safe practice of guides and staff. Refreshments, food, accommodation, souvenirs. Checking permits, quotas, bags, catches, compliance. | <ul style="list-style-type: none"> Visitor safety policies and procedures Communication techniques. Interpretation, education and awareness skills Public relations. Legislation and enforcement. Range of likely visitor impacts. Uses and limitations of carrying capacities. |
| 17 | Awareness, Education and Public Relations | <ol style="list-style-type: none"> Lead the development of awareness and education strategies and action plans Research and plan an interpretive/tourist centre Evaluate impact of education and awareness plans and programmes Plan and manage media/PR/ marketing activities | <ol style="list-style-type: none"> Key target groups, objectives, themes, messages and approaches to be taken. Functions, design, layout.. Baseline AEI surveys, use of indicators to assess impact and effectiveness. Promotional and/or issue based. Press conferences, releases, interviews, advertising and promotion. | <ul style="list-style-type: none"> Mass communication techniques. Public opinion survey techniques. Recreation and tourism plans and strategies of the protected area. Public relations management. Details of the current protected area management plan. |

Job description: : Protected Area Manager

| | |
|--|----------------------|
| Job Title: Protected Area Manager | Duty Station: |
| Job Level: Senior-Level | Grade: 1 or 2 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none"> ▪ Education: Advanced degree in a related field (natural resources, PAs management, or other related fields) ▪ Experience: At least five years related experience. ▪ Knowledge: current and evolving trends in nature conservation, PA management, and planning. ▪ Skills and Abilities: Writing and presentation skills in Arabic and English. /Excellent communications; maintain effective public relation and interact effectively with diverse individual; maintain strict confidentiality; independently act within broad program goals; Makes strategic decisions based on analysis, experience and judgments; develop potential solutions to complex problems through self-initiated efforts, day-to-day management, and HR management. | |
| Job Summary The Protected Area Management Unit (PAMU) manager is both the PAMU office administrator and field staff manager for the Protected Area who should integrate, co-ordinate and stimulate the staff under his command so as to achieve the stated objectives of the Protected Area for which he is responsible. The PAMU manager should be familiar with the Natural Protectorates' legislative instruments and apply these without fear or favor. | |
| Responsibilities include: <ol style="list-style-type: none"> 1. Assist with the development of integrated management plans for the Protected Area under his control and have the responsibility for implementing such plans. 2. Conduct efficient day-to-day operation and performance of their duties by the Rangers under his control. He/she is expected to implement EEAA Protected Area policy and directives effectively and efficiently in liaison with other agencies and to lead the Ranger force by example. 3. Deploy Rangers and Community Guards allocating monthly and daily tasks, including patrol schedules, in order to achieve the objectives of the Protected Area under his control. 4. Ensure Rangers and Community Guards know what is expected of them and how to do it. This will involve some training especially of new staff prior to deployment. 5. Co-ordinate Ranger and Community Guard activities, both in the Protected Area and in the Sector as a whole, so as to avoid duplication of effort and to ensure the efficiency and the best possible use of resources. This will call for careful planning and intimate knowledge of where Rangers are deployed and for what purpose. 6. Receive information and reports from the field staff and transmitting relevant information to the appropriate authorities. 7. Ensure Rangers are in uniform, smart and disciplined when on duty and conduct them in a manner befitting an EEAA staff member. The Manager will be expected to take minor disciplinary action where appropriate. 8. Be accountable for ensuring that all PAMU property is properly cared for, maintained and serviced where appropriate. 9. Be responsible for the proper disbursement and accounting of all PAMU finances. 10. Ensure that all PAMU infrastructure sites are kept clean and refuse is disposed of in a proper manner. 11. Participate in field patrols as circumstances dictate. | |

| |
|--|
| Reporting to: <i>General Manager of the region</i> |
| Reporting Frequency: The PA manager will be expected to submit the PAMU station report to the PMU in Cairo by the 5th of the following month. A monthly financial statement complete with bank statements and original invoices are to be returned to the PMU financial controller in Cairo by the 10th of the following month. |
| Performance Assessment by: <i>General Manager of the region</i> |

Examples of Job Descriptions

Job description: : Director General of Protected Areas System

| | |
|--|----------------------|
| Job Title: Director General of Protected Areas System | Duty Station: |
| Job Level: Senior-Level | Grade: 1 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| <p>Job Qualification / Profile:</p> <ul style="list-style-type: none"> ▪ Education: Advanced degree in a related field (natural resources, PAs management, or other related fields) ▪ Experience: At least 15 years related experience. ▪ Knowledge: current and evolving trends in nature conservation, PA management, and planning. The Director General should be a person of status in international nature conservation, with experience at a senior level outside Egypt, who holds an advanced degree, preferably a doctorate, relevant to the conservation and sustainable use of wild resources. Besides being an innovative nature conservationist he/she should have a good understanding of the industry based on the sustainable use of nature, especially tourism based on wildlife and unspoiled natural values. The incumbent of this post should combine these attributes with good interpersonal skills and an ability to develop and maintain an effective nature conservation authority for Egypt. ▪ Skills and Abilities: Exceptional presentation skills in Arabic and English. /Excellent communications; maintain effective public relation and interact effectively with diverse individual; planning and management; maintain strict confidentiality; independently act within broad program goals; Makes strategic decisions based on analysis, experience and judgments; develop potential solutions to complex problems through self-initiated efforts, day-to-day management, and HR management. | |
| <p>Job Summary The Director General should be akin to the Managing Director of the Authority in that he is the only ex officio Counselor and its Chief Executive Officer. He should be primarily responsible for initiating and implementing policy and ensuring the implementation of Council or Board decisions. He is ultimately accountable for the command and control of the organisation's staff and delivery of its mandate. This should be achieved by devolving as much authority as possible to his subordinates at the level in the administration where particular tasks can be performed most effectively. The authority is a complex and rapidly expanding organisation and it is important that the Director General does not try to keep a pack of dogs and do all the barking, as that is a sure recipe for failure.</p> <p>Responsibilities include: He should be kept informed of all events taking place in or affecting the organization, by the Executive Committee, and should exert his formal authority through this committee so that the whole organization is kept informed of his decisions and directives. In addition he should spend a substantial portion of every year visiting field stations to chat to staff informally, see what is going on and exert his influence on his establishment in person. The last is especially important to evolving a common vision and corporate culture for the organization as a</p> | |

whole.

Where the Director General, or more correctly the Executive Committee, issues a directive, reprimand or commendation to a field station or member of staff on a station, this should be directed through the head of station.

While the Director General should encourage a general interest in and debate on his performance and that of the Nature Conservation Authority, he should insist that all representation concerning matters under the jurisdiction of a field station are directed to him through the responsible Head of Station. Likewise, and as a general rule neither he nor the Executive Committee should pronounce on such representation without first consulting the Head of Station and keeping him informed of the substance of the pronouncement.

Reporting to: *Minister of Environment*

Reporting Frequency: The Director General should report through the Council to the Minister at least annually but more frequently through the Council Chairman, should this be desirable, as for example, when the Minister needs to be kept informed as a crisis unfolds.

Performance Assessment by: *Minister of Environment*

Job deception: : Enforcement Ranger

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| Job Title: Enforcement Ranger | Duty Station: |
| Job Level: Mid-Level | Grade: 2 or 3 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: Advanced degree in a related field (natural resources, PAs management, or other related fields)▪ Experience: At least 3 years related experience. Knowledge: current and evolving trends in nature conservation, PA management, and planning. Experience in working with community groups; protected areas management; sustainable tourism <ul style="list-style-type: none">▪ Skills and Abilities: Writing and presentation skills in Arabic and English. /Excellent communications; maintain effective public relation and interact effectively with diverse individual; maintain strict confidentiality; independently act within broad program goals; Makes strategic decisions based on analysis, experience and judgments; develop potential solutions to complex problems through self-initiated efforts, day-to-day management, and HR management. Wearing Park uniform is required. Must pass a pre-employment medical test. May be assigned to work nights, early mornings, rotating shifts, holidays, and weekends. | |
| Job Summary <p>The Enforcement Ranger will be well acquainted with the Protected Area conservation objectives and assist with the development of interventions to achieve these objectives.</p> <p>Responsibilities include:</p> <ol style="list-style-type: none">1. Responsible for organizing and carrying out frequent park patrols and conducting proactive park and boundaries surveillance;2. Ensure that an adequate patrol programme and schedule is drawn up and followed; the Enforcement Ranger is responsible for collating all patrol information form patrols and ensuring that the Park manager is kept informed of all developments on a daily basis.3. Carry out patrols as directed by his Manager and pass on information to his superiors and keep a log of all incidents.4. Uphold the laws for which he is responsible and initiate actions against transgressions of these laws without fear or favor.5. Wear a full uniform at all times while on duty and communicate and interact with the general public in a mature and controlled manner, to set a good example to fellow citizens and so portray the EEAA in a positive light. This includes vehicle handling and road safety measures.6. Be accountable for all Park management property under his responsibility and to report any item that needs attention. Ranger will be responsible for maintaining vehicle log books for the vehicle for which they are given charge.7. Maintain specific and general reporting schedules.8. Encourage and assist the local community to undertake local conservation initiatives and community development projects through self help projects. Physical demands: <p>The work of the ranger regularly includes long periods of standing, hiking and/or climbing, in many</p> | |

cases on uneven, steep, rough, slippery, and/or rugged terrain. Strenuous exertion is frequently required in law enforcement, search and rescue, medical and related emergency activities. Lifting or carrying equipment weighing over 50 pounds, such as firefighting or search and rescue equipment, is required. In some assignments, heavy packs may have to be carried long distances over mountainous, desert, or snow-covered terrain.

Duties involve performing physically rigorous assignments, oftentimes in isolated outdoor environments, frequently while exposed to severe weather conditions. Dangerous persons must be physically confronted, subdued, and apprehended many of whom are known to carry weapons. Prisoners must be kept under physical restraint during transport and processing. Criminal investigations often must be carried out without regard to fixed work schedules, days-off, or opportunities for proper rest or nutrition.

Duties require manual dexterity with comparatively free motion of finger, wrist, elbow, shoulder, hip, and knee joints. Arms, hands, legs, and feet must be sufficiently intact and functioning in order that incumbents may perform the duties satisfactorily. Sufficiently good vision in both eyes, with or without glasses, is required to perform the duties satisfactorily. Near vision, corrected with glasses, must be sufficient to read printed material the size of typewritten characters. Hearing without aid, as measured by an audiometer, must not exceed decibels at 1000, 2000, and 3000 Hz levels. Physical fitness requirements must be met prior to and on a continuing basis during employment. There is a high-stress component to most of the incumbents work assignment.

Reporting to: Chief of: Protection and Enforcement

Reporting Frequency: All Park staff will submit a monthly report (according to the specified format) to the PA Manager by the 28th of every month. Enforcement Ranger should report in daily bases.

Performance Assessment by: Chief of Protection and Enforcement
and Park Manager

Job description: Park Ranger - Interpretation

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| Job Title: Park Ranger - Interpretation | Duty Station: |
| Job Level: Mid level | Grade: 3 or 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in communication or related field.▪ Experience: At least three years related experience.▪ Knowledge laws, regulations, standards and procedure in relation to national and international conventions.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Other language is preferable. Familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. Wearing Park uniform is required. | |
| Job Summary <p>Park ranger interpreters connect people to parks. They play a key role in ensuring that visitors have a meaningful, satisfying, and safe park experience, help visitors decide how to spend their time in the park, and inform them about the wonders that await their discovery. Park ranger interpreters are specially trained to engage the public so that each park visitor can find a personal connection with the meanings and values found in the places and stories of that park. They help visitors explore the many dimensions of parks by introducing them to a variety of perspectives. By providing the opportunity for visitors to care about the places they visit, they promote stewardship and the opportunity for those visitors to care for park resources.</p> Responsibilities include: <ul style="list-style-type: none">▪ This position works in the Division of Interpretation and Education, interacting with park visitors and assisting them in understanding and appreciating the park's natural and cultural resources while living and working in a beautiful mountain setting.▪ Primary duties include researching, developing, and presenting thematic interpretative programs (guided hikes, formal talks, demonstrations, and PowerPoint programs) on a variety of topics including wildlife biology, botany, forest ecology, geology, history, and park management. These programs are expected to meet national standards for interpretation.▪ A significant percentage of time is spent staffing visitor centers, often with many visitors/day | |

- Interpretive Park Rangers also hike park trails and staff overlooks to answer visitor questions and provide informal interpretation.
- Interpretive Park Rangers must be skilled at working effectively with all ages, children through adult, and with visitors from very diverse backgrounds. The ability to foster positive relationships with co-workers and partners, and to professionally represent the National Park System to the public is essential.
- The work done by Interpretive Park Rangers through effective interpretive and educational programs encourages the development of a personal stewardship ethic and broadens public support for preserving and protecting park resources, so that they may be enjoyed by present and future generations.

PHYSICAL DEMANDS: The work of the Interpretive Ranger is indoor and outdoor. Interpretive work is usually not physically strenuous, but the Ranger is required to stand and walk extensively, in some cases over rough surfaces or inclines, sometime carrying backpacks or other loads.

Reporting to: Head of CEPA

Reporting frequency: daily / monthly

Performance assessment by: Head of CEPA / Head of HR

Job description: Park Ranger (Wildlife Management)

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| Job Title: Park Ranger (Wildlife Management) | Duty Station: |
| Job Level: Mid level | Grade: 3 or 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in communication or related field.▪ Experience: At least three years related experience.▪ Knowledge laws, regulations, standards and procedure in relation to national and international conventions.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Other language is preferable. Familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. Wearing Park uniform is required. | |
| Job Summary <p>Park ranger interpreters connect people to parks. They play a key role in ensuring that visitors have a meaningful, satisfying, and safe park experience, help visitors decide how to spend their time in the park, and inform them about the wonders that await their discovery. Park ranger interpreters are specially trained to engage the public so that each park visitor can find a personal connection with the meanings and values found in the places and stories of that park. They help visitors explore the many dimensions of parks by introducing them to a variety of perspectives. By providing the opportunity for visitors to care about the places they visit, they promote stewardship and the opportunity for those visitors to care for park resources.</p> Responsibilities include: <ul style="list-style-type: none">▪ Incumbent responds to enquiries regarding wildlife jams along park roadways and patrols developed areas to secure animal attractants.▪ Employee takes necessary actions to manage the human-wildlife interface, protect visitors and resources, and provide visitors with information about ecology and behavior and ethical wildlife viewing techniques.▪ Employee patrols public use areas such as campgrounds and picnic areas to educate visitors about proper food storage techniques, and to look for and secure unattended animals attractants.▪ In addition, employee will provide informal interpretation, operate a motor vehicle, and may assist with trapping and immobilization of animals. <p>PHYSICAL DEMANDS: The work requires extended periods of standing and walking, sometimes over rough surfaces. Many hours will be spent standing near traffic and in proximity to potentially dangerous wildlife. Work will be performed in inclement weather. Some office work is required.</p> | |
| Reporting to: Head of CEPA | |

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| Reporting frequency: daily / monthly |
| Performance assessment by: Head of CEPA / Head of HR |

Job description: Park Guide

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| Job Title: Park Guide | Duty Station: |
| Job Level: Mid level | Grade: 3 or 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in communication or related field.▪ Experience: At least three years related experience.▪ Knowledge laws, regulations, standards and procedure in relation to national and international conventions.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Other language is preferable. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. Wearing Park uniform is required. | |
| Job Summary <p>Park Guide interpreters connect people to parks. They play a key role in ensuring that visitors have a meaningful, satisfying, and safe park experience, help visitors decide how to spend their time in the park, and inform them about the wonders that await their discovery. Park guide interpreters are specially trained to engage the public so that each park visitor can find a personal connection with the meanings and values found in the places and stories of that park. They help visitors explore the many dimensions of parks by introducing them to a variety of perspectives. By providing the opportunity for visitors to care about the places they visit, they promote stewardship and the opportunity for those visitors to care for park resources.</p> | |
| Main Duties <ul style="list-style-type: none">▪ Represents the National Park Service at the mainland interpretive trail, grounds, and Ranger Station telling the message of the site's history and significance and explaining preservation and conservation activities for the site.▪ Acts as a Park Service information contact for travelers seeking help with directions to find Park sites.▪ Provides park visitors with complete and accurate information regarding all aspects of the site's natural and cultural history.▪ Presents up to three prescribed public programs, demonstrations or talks on a subject associated with the cultural or natural history of the site, including cultural demonstrations.▪ Cares for outdoor sculptures, exhibits, and artifacts while on duty by following established guidelines for cleaning, opening, closing and security.▪ Maintains program supplies and equipment, and is responsible for government property. Works to keep buildings secure.▪ Completes reports as required. (i.e. lost and found, visitor contacts, traffic counter).▪ Assists Park Ranger (Interpretation) on weekends with opening and closing procedures when permanent staff may be off site. | |

- Reports issues or concerns to supervisor.
- Assists the maintenance employee outside and inside the Ranger Station, to help ensure the grounds are free of litter, including cleaning and restocking the restrooms, emptying trash and recycling bins, and sweeping and vacuuming floors.
- Answers queries from students, teachers and the general public regarding resources and education topics.
- Administers basic first aid.

Physical Demands: Standing for long periods of time, walking for distances up to six miles daily, climbing and descending steep inclines, bending, and lifting moderately heavy items in a repetitive motion is required. Mental stress and physical fatigue occur due to high volume of personal contacts, occasional emergency responses, and repetitive nature of interpretive programs. Extreme physical exertion may be required while performing search and rescue, and other emergency response duties.

Reporting to: Head of CEPA

Reporting frequency: daily / monthly

Performance assessment by: Head of CEPA / Head of HR

Job Description: Natural Resources Economist

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| Job Title: Natural Resources Economist | Duty Station: |
| Job Level: Senior-Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: Advanced degree in Natural Resources / environmental economics / Ph.D or M.Sc. will be considered an asset▪ Experience: At least 5 years related experience.▪ Knowledge: Natural Resources / environmental economics /PAs and biodiversity conservation▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Background on econometrics, statistics, qualitative, and quantitative analysis/ Develop potential solutions to complex problems through self-initiated efforts. | |
| Job Summary: The Natural Resources Economist will be responsible to evaluate, to the extent possible, the ecosystem benefits of the PA in accordance to the latest state-of-the-art approaches and international environmental valuation best practices. Estimate the total economic value by summing the different values of benefits. He should be familiar with the Natural Protectorates' legislative instruments. | |
| Responsibilities include: <ol style="list-style-type: none">1. Provide specific technical input, advice and mentoring to PAs system to improve Park's economic valuation as part of its services to park visitors and other local sectors2. Guide team of national specialist on the collection of biodiversity economic value information, stocktaking and incorporate the resulting information in the National Biodiversity Strategy and Actions Plan; and Study examples of similar and comparable studies from other countries;3. Identify, assess and, to the best extent possible, quantify the full range of economic benefits delivered by Egypt's biodiversity, including the values of key ecosystem services, based on existing local, national, regional and global studies on the value of ecosystems and biodiversity.4. Identify the implications of ecosystem services for different stakeholder groups within the country, including those who benefit from, and pay for, the maintenance of these ecosystem services, and those that degrade ecosystems through unsustainable use;5. Valuation of protected areas in terms of the direct and indirect income they generate and of the ecosystem services they provide;6. Estimate and demonstrate the value of key ecosystem services (using methods appropriate to each service), including the value of the ecosystem service in contributing to climate resilience, adaptation and mitigation; reducing poverty, and sustaining livelihoods;7. Identify potential means of capturing the value of targeted biodiversity and ecosystem services including through policies such as payments for ecosystem services and other positive incentives.8. Participate in building and implementing the detailed concept and approaches for conducting economic valuation for PAs.9. Review and analyze relevant materials and literature related to economic valuation of ecosystem benefits.10. Review all available different valuation studies carried by the PAs system and the existing systems of valuation of resources and their implementation. | |

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| 11. Carry out field visits to PAs and perform exploratory research, quantitative and empirical surveys. |
| 12. Determine the factors that affect the demand for the PA services. |
| 13. Undertake willingness-to-pay and related surveys to determine and improve levels of awareness and buy-in for the importance of sustainable PA financing among key stakeholders. |
| 14. Draw stakeholder analysis which describes the beneficiaries and different users of PAs. |
| Reporting to: <i>Manager of Economics and Finance Unit</i> |
| Reporting Frequency: |
| Performance Assessment by: |

Job Description: Head of Economics and Finance Unit

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| Job Title: Head of Economics and Finance Unit | Duty Station: |
| Job Level: Senior-Level | Grade: 2 or 1 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none"> ▪ Education: Advanced degree in Natural Resources/environmental economics/ environmental finance / Ph.D or M.Sc. will be considered an asset ▪ Experience: At least seven years related experience. ▪ Knowledge: Natural Resources / environmental finance /PAs and biodiversity conservation ▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Background on econometrics, finance, business planning, statistics, qualitative, and quantitative analysis Diverse develop potential solutions to complex problems through self-initiated efforts. Management and leadership skills. | |
| Job Summary: The <i>Head of Economics and Finance Unit</i> will be responsible Lead staff to achieve goals and objectives of the Unit in accordance with biodiversity strategy and action plan. He should be familiar with the Natural Protectorates' economics, finance, business planning, and revenue generation instruments. | |
| Responsibilities include: <ol style="list-style-type: none"> 1. Provide specific technical input, advice and mentoring to PAs system to improve Park's economic valuation, financial sustainability, business planning, and concession management as part of its services to park visitors and other local sectors 2. To contribute in implementing National Biodiversity Strategy and Actions Plan incorporates the aspect of valuing of ecosystem services and goods, sustainable finance, and business planning 3. Coordinate with other departments at PAs system, EEAA, to ensure successful realizations of goals and objectives in accordance with local and international frameworks and policies 4. Communicate with stakeholders, private sector, environmental agencies, donor agencies and other entities for successful realizations of goals and objectives of the unit 5. Responsible for the development of strategies, work plans, workshops and periodical work sessions and meetings for the unit and hold orientation seminar for his team members from the project and PAs system to clarify the Unit's objective and methodology. 6. Planning, supervision, mentoring, and management 7. Monitoring and evaluation 8. Other duties as assigned | |
| Reporting to: <i>General Manager of PA system</i> | |
| Reporting Frequency Ensure submission of regular, monthly, quarterly, and annual reports | |
| Performance Assessment by: | |

Job Description: Environmental Finance & Business Planning Specialist

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| Job Title: Environmental Finance & Business Planning Specialist | Duty Station: |
| Job Level: Mid-Level | Grade: 2 or 3 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| <p>Job Qualification / Profile:</p> <ul style="list-style-type: none"> ▪ Education: Advanced degree in Environmental Finance & Business Planning / Ph.D or M.Sc. will be considered an asset ▪ Experience: At least 5 years related experience. ▪ Knowledge: Natural Resources / environmental finance /PAs and biodiversity conservation ▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Background on econometrics, finance, business planning, statistics, qualitative, and quantitative analysis Diverse develop potential solutions to complex problems through self-initiated efforts. Management and leadership skills. | |
| <p>Job Summary: The <i>Environmental Finance & Business Planning Specialist</i> will be responsible to provide specific technical input, advice and mentoring to PAs system to improve Park's sustainable finance and business planning as part of its services to park visitors and other local sectors.</p> <p>Responsibilities include:</p> <ol style="list-style-type: none"> 1. Incorporate environmental finance, and business planning in Park's management & action plans 2. Develop a resource mobilization strategy for the PAs system 3. Design sustainable finance interventions for conservation, natural resource management and environmental enterprises - such as conservation trusts, debt for nature swaps, and endowment for protected areas. Design incentive mechanisms to better align development and conservation interests. 4. Design appropriate interventions to generate income from fee for service and other cost recovery systems for parks and protected areas. 5. Design and implement cost-share arrangements and co-management agreements related to the conservation of protected areas. 6. Design and implement products and mechanisms to increase access to financing for producers of environmentally friendly products and services as well as innovative financing methods. 7. Assess existing legal frameworks and policy environments that may inhibit the implementation of new approaches to environmental financing. 8. Lead and contribute to innovative development of PAs system Integrated Financing Action Plan summarizing concrete activities required to mobilize finance for the implementation of the plan 9. To support executive leadership in performing strategic analyses related to the evaluation of opportunities for business opportunities growth and development, product-market growth and development, shifting channels of distribution, and increasing dissemination of standards. 10. Develop business and project plans associated with identified opportunities, building support for them, monitoring their execution and implementation, and reporting on the status to executive management. 11. Conduct analyses on key performance indicators across all Park's operations to support monitoring of performance against all plans. Such monitoring is used to inform senior leadership of problems early so that corrections can be made. 12. Other duties as assigned | |

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| Reporting to: <i>Manager of Economics and Finance Unit</i> |
| Reporting Frequency Ensure submission of regular, monthly, quarterly, and annual reports |
| Performance Assessment by: |

Job Description: Marketing and Communication Specialist (Revenue Generation & Fund Raising)

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| Job Title: Marketing and Communication Specialist | Duty Station: |
| Job Level: Mid-Level | Grade: 2 or 3 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| <p>Job Qualification / Profile:</p> <ul style="list-style-type: none"> ▪ Education: Advanced degree in Marketing /Communication /Revenue Generation /Fund Raising / PhD or MSc will be considered an asset ▪ Experience: At least 5 years related experience. ▪ Knowledge: Marketing , Communication , Revenue Generation, Fund Raising /PAs and biodiversity conservation ▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Background on media strategies, planning, PAs goods and services, qualitative, and quantitative analysis Diverse develop potential solutions to complex problems through self-initiated efforts. Management and leadership skills. <p>Wearing Park uniform is required.</p> | |
| <p>Job Summary: The <i>Marketing and Communication Specialist</i> will be responsible to provide specific technical input, advice and mentoring to PAs system to improve Park's communication, marketing, revenue generation, and fund raising as part of its services to park visitors and other local sectors</p> <p>Responsibilities include:</p> <ol style="list-style-type: none"> 1. Establish and implement revenue generation and fund raising plans for PAs system 2. Incorporate those issues in Park's management & action plans 3. Supervise and plan for fundraising and revenue generation initiatives at Park level. 4. Provide clear, thorough, and consistent analysis: market trends, key players, product performance, competitive context, market opportunities, and potential risks. These analyses are used by senior management to support decision making. 5. Prepare and implement marketing and communication strategies and action plans to promote PAs system goods and services in both central and site level. 6. Perform ad hoc analysis of customers, markets, and regions to answer specific management inquiries 7. Mentor junior analytics staff in best practices of strategic analysis and business analytics 8. Developing proactive media strategies to support the work of the PAs system fundraising and revenue generation teams. 9. Develop a comprehensive communications and media plan in line with the strategic priorities of PAs system and enhancing the public profile of PAs system 10. Supporting and managing the media needs and opportunities of all PAs system fundraising initiatives, as well as commercial enterprises 11. Establish and mange fundraising and revenue generation initiatives with coordination with activists, local community, NGOs, private sector, donor agencies and other parties 12. Using social media and web tools for promoting marketing, communication, and fundraising at PAs system 13. Other duties as assigned | |

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| Reporting to: <i>Manager of Economics and Finance Unit</i> |
| Reporting Frequency Ensure submission of regular, monthly, quarterly, and annual reports |
| Performance Assessment by: |

Job Description: Commercial Services & Concessions Management Specialist

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| Job Title: Commercial Services & Concessions Management Specialist | Duty Station: |
| Job Level: Mid-Level | Grade: 2 or 3 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none"> ▪ Education: Advanced degree in law, business, or others relevant areas / Ph.D or M.Sc. will be considered an asset ▪ Experience: At least 5 years related experience. ▪ Knowledge: Commercial Services & Concessions/PAs and biodiversity conservation ▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Background concession giving strategy, procedures, legal framework, pricing, rights and responsibilities, leasing vs. ownership, contractual procedures, monitoring, incentives and enforcement, role of government, and local communities and the public sector in concessions management. Management and leadership skills. <p>Wearing Park uniform is required.</p> | |
| Job Summary: The <i>Commercial Services & Concessions Management Specialist</i> will be responsible to provide specific technical input, advice and mentoring to PAs system to improve Park's commercial services and concession management as part of its services to park visitors and other local sectors | |
| Responsibilities include: <ol style="list-style-type: none"> 1. Lead and coordinate efforts in preparing and implementing a strategy, guidelines and procedures manuals for concession management in Egypt's Park System covering all aspects related to the organization of managing concessions and contracts within protected areas of Egypt including; concession giving strategy, procedures, legal framework, pricing, rights and responsibilities, leasing vs. ownership, contractual procedures, monitoring, incentives and enforcement, role of government, and local communities and the public sector in concessions management 2. Contribute to the institutional and financial capacity building for the national system of protected areas of Egypt. 3. Stocktaking of previous attempts and experience in PAs concessions worldwide and their documentation 4. Exploring the legal instruments applicable to concessions and commercial services: review of laws and regulations applicable and their current use and effectiveness, together with proposals for amendments or improvements if needed. 5. Exploring the institutional instruments applicable to concessions and commercial services: review of procedures and regulations applicable and their current use and effectiveness, together with proposals for amendments or improvements if needed. 6. Designing appropriate operational guidelines and documentation for preparation, awarding, contracting, monitoring, and management and evaluation procedures. 7. Designing a Financial Management System for concession management at both central and PA levels to ensure efficient management for concession revenues and to secure funds for concessions management through the system 8. Assess the potential and willingness of other donors to provide grant funding for capacity building, training, and other support activities to facilitate and reinforce PPPs. 9. Prepare a Commercial Services Plan for National Parks in Egypt, covering all aspects related to the planning and organization of managing commercial services within the protected areas. | |

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| 10. Other duties as assigned |
| Reporting to: <i>Manager of Economics and Finance Unit</i> |
| Reporting Frequency Ensure submission of regular, monthly, quarterly, and annual reports |
| Performance Assessment by: |

Job Description: Finance and Economics Assistant

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| Job Title: Finance and Economics Assistant | Duty Station: |
| Job Level: Junior-Level | Grade: 3 |
| Job Type: 0. Full-Time 0. Fixed Term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: BA degree in finance, business, or others relevant▪ Experience: At least 2 years related experience.▪ Knowledge: finance, statistics, economics, business/PAs and biodiversity conservation▪ Skills and Abilities: Computer skills (MS office and internet). Fluent in Arabic, Read, Write and Speak. / Fluent in English, Read, Write and Speak. Writing and presentation skills in Arabic and English. Database management | |
| Job Summary: The <i>Finance and Economics Assistant</i> will be responsible to provide assistance to the Unit team in areas of data collection and management, statistics, coordination, research, and documentation and reporting. | |
| Responsibilities include: <ol style="list-style-type: none">1. Support the Unit senior staff in the implementation of topic of finance, concession management, natural recourse economics, and other topics.2. Creation, maintenance and use of a database to store and retrieve data and information through Data Management System3. To make data accessible to end users and responsible for the validity of data contained in a database file4. Data collection and management5. Web search6. Data analysis7. Statistics analysis8. Participation in field trips and researches9. Other duties as assigned | |
| Reporting to: <i>Economics and Finance Unit team</i> | |
| Reporting Frequency Ensure submission of regular, monthly, quarterly, and annual reports | |
| Performance Assessment by: | |

Job description: Hunting Regulating Specialist

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| Job Title: Hunting regulating specialist | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in biology▪ Experience: At least two years related experience▪ Knowledge: Hunting laws, regulations, standards and procedure; strong knowledge in taxonomy.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. Wearing Park uniform is required. | |
| Job Summary Plans and coordinates hunting activities. Responsibilities include: <ul style="list-style-type: none">▪ Enforce hunting regulations.▪ Prepare hunting guidelines.▪ Develops comprehensive hunting management plans.▪ Manage and follow-up of the practical applying of hunting regulation.▪ Determine the constraint that faces the practical applying of hunting regulations.▪ Promotes cooperative relationships with other individuals, communities and governmental and nongovernmental agencies for the purpose of regulating hunting.▪ Coordinate actions to control illegal hunting.▪ Receive hunting requests and recommends action.▪ Collect and analyze information regarding hunting.▪ Recommends hunting regulations based on best biological and sociological information available▪ Prepare clear reports, correspondence and other written materials.▪ Prepare and make presentation for decision-making and the public.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Director, Manager Biodiversity | |
| Reporting frequency: | |
| Performance assessment by: Director, Manager Biodiversity | |

Job description: Invasive Species Specialist

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| Job Title: Invasive species specialist | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in biology, resources management, environmental studies or related field▪ Experience: At least two years related experience▪ Knowledge: Techniques to control invasive species; strong knowledge in taxonomy▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams; ability to use a compass, GPS and other navigation tools Wearing Park uniform is required. | |
| Job Summary Control of invasive species. Responsibilities include: <ul style="list-style-type: none">▪ Develop a list for Alien Invasive Species that introduced to Egypt.▪ Provide all information to establish an Alien Invasive Species Database for the Biodiversity Department.▪ Establish a clearinghouse mechanism to facilitate the scientific and technical cooperation between the relevant stakeholders.▪ Prevent the introduction and establishment of new Alien Invasive Species.▪ Develop a program, in close cooperation for early detection and rapid response to new occurrences of targeted invasive species.▪ Develop a Control and management plan to eliminate or reduce the impact of Alien Invasive Species on local environment and economy.▪ Developing public awareness campaigns to support Alien Invasive Species management, including sharing information and coordinating information as appropriate to avoid contradiction and maximize efficiency.▪ Cooperate with other agencies to develop and disseminate educational materials (publications, posters, videos, World Wide Web, etc.) to the public, interested organizations, and agency employees.▪ Develop and implement restoration plans for vulnerable ecosystems to provide conditions more suitable for native biota.▪ Prepare training program to key stakeholders, local communities to implement Alien Invasive Species management measures where they live.▪ Develop a structured legal framework to address all the issues concerning alien species. | |

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| <ul style="list-style-type: none"> ▪ Establish a National Strategy Plan for Invasive Species. ▪ Identify all funding sources that might be available for invasive species management. ▪ Sharing experience with other nations, states and organizations through documentation, staff exchanges, and by other means. ▪ Prepare clear reports, correspondence and other written materials. ▪ Prepare and make presentation for decision-making and the public. ▪ Performs related work appropriate to the classification as assigned. |
| Reporting to: Director, Manager Biodiversity |
| Reporting frequency: |
| Performance assessment by: Director, Manager Biodiversity |

Job description: EIA Officer

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| Job Title: EIA reviewer | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in biology or environmental engineering or related field.▪ Experience: At least five years related experience▪ Knowledge: Environmental impact assessment techniques; strong knowledge in protectorates management.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams; ability to use GPS and other needed tools. Wearing Park uniform is required. | |
| Job Summary Evaluate and review environmental impact assessment for development projects. | |
| Responsibilities include: <ul style="list-style-type: none">▪ Evaluate and review environmental impact assessment of all development projects inside and around the protectorates.▪ Evaluate and review environmental impact assessment of all development projects that influenced the biodiversity and natural culture.▪ Evaluate the harmful effects on environmental and the natural resources damage from any transgressions (people, hotels, ships.....etc).▪ Responsible for giving permission and license for any commercial activities inside the protectorates and its buffer zone.▪ Participate in the development land use map for the natural resources inside and outside the protectorates.▪ Develop and follow up a management plan for periodically environmental impact assessment of constructed and under construction development projects.▪ Train and assist the PAMU's to follow-up the EIA procedures.▪ Prepare clear reports, correspondence and other written materials.▪ Prepare and make presentation for decision-making and the public.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Director, Manager Biodiversity | |
| Reporting frequency: | |
| Performance assessment by: Director, Manager Biodiversity | |

Job description: Executive Secretary

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| Job Title: Executive Secretary | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree, Executive secretarial studies.▪ Experience: At least two years related experience in executive secretarial work▪ Knowledge: Advanced secretarial and office management practices and procedures▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Operation of a variety of office machine. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point, Outlook) and internet. Tolerate work under stress; independently plan and organize the work; independently perform difficult technical, administrative & secretarial work; maintain effective public relation and interact effectively with diverse individual; maintain strict confidentiality; independently prepare routine meeting minutes, correspondence and other documents. | |
| Job Summary Perform secretarial, administrative and office duties. | |
| Responsibilities include: <ul style="list-style-type: none">▪ Coordinates office management activities.▪ Reads & screens incoming correspondence and reports.▪ Makes preliminary assessment of the importance materials and organizes documents.▪ Handles some matters personally and forward appropriate materials to the executives and staff.▪ Receives and screens incoming calls and visitors, determine which are priority matters and alerts the director accordingly.▪ Composes letters and memoranda in response to incoming mail or calls.▪ Follow up the procedures taken in the critical subjects.▪ Liaison between the executive and subordinates or others, transmits directives, instructions and assignments and follows up on status of assignment.▪ Operates computers to produce a variety of documents, charts, and graphs in final form.▪ Update director on status of issues before scheduled meeting.▪ Prepare agenda and collect materials for meeting, speeches, and conferences; takes minutes and keep records of proceeding as required.▪ Plans and coordinates arrangements for professional conferences.▪ Review and edits documents prepared for the director's signature.▪ Takes and transcribes dictation on technical and confidential matters.▪ Coordinates and facilitates the director's calendar to arrange appointments, meetings, conferences and workshops.▪ Recommends action to be taken on office expenditure such as equipment and supply needs.▪ Make travel and accommodation arrangement for the director and other guests is necessary. | |

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| <ul style="list-style-type: none"> ▪ Performs related work appropriate to the classification as assigned. |
| Reporting to: Director, Nature Conservation |
| Reporting frequency: |
| Performance assessment by: Director, Nature Conservation |

Job description: Secretary

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| Job Title: Secretary | Duty Station: |
| Job Level: Mid level | Grade: 3 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree, Basic secretarial studies▪ Experience: At least one year related experience in secretarial work.▪ Knowledge: Secretarial and office management practices and procedures.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Operation of office machine (computer, fax, photocopier...etc). Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point, Outlook) and internet. Tolerate work under stress; type at least 40 words per minute Arabic and English; maintain effective working relationships with employees; work in groups. | |
| Job Summary Assist the executive secretary in all aspects of work | |
| Responsibilities include: <ul style="list-style-type: none">▪ Assist the executive secretary in all aspects of work.▪ Develop and maintain central filing system.▪ Provide administrative and secretarial work, including telephone enquiries, correspondence, word processing, photocopying and sending faxes.▪ Assist in arranging internal and external meeting and appointments.▪ Assist in the organizing and running of committee meeting, events including booking venue, liaising with members or participants, preparing and distributing papers, liaising with conference, catering and technical staff.▪ Assist in making travel and accommodation arrangement for the director and other guests is necessary.▪ Assist in developing and maintaining office procedures, including order stationary, other supplies and arrangement of equipment maintenance.▪ Assist in follow up the procedures taken in the critical subjects.▪ Performs related work appropriate to the classification as assigned | |
| Reporting to: Executive secretary | |
| Reporting frequency: | |
| Performance assessment by: Executive secretary | |

Job description: Administrative Clerk

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| Job Title: Administrative Clerk | Duty Station: |
| Job Level: Junior | Grade: 4 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: High school degree, Archiving course..▪ Experience: At least one year in a related field▪ Knowledge: Archive practices and procedures▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. English language is a must. Operation of a variety of office machine. Familiar with Windows XP operating system, Microsoft Office (Excel, Word) Tolerate work under stress; maintain strict confidentiality; maintain effective working relationships with all employees; work in groups. | |
| Job Summary Receive, distribute and register incoming and outgoing post. | |
| Responsibilities include: <ul style="list-style-type: none">▪ Receive incoming and outgoing post.▪ Register incoming and outgoing post in the assigned records.▪ Distribute incoming and outgoing post.▪ Receives and place incoming phone calls and faxes.▪ Follow up the procedures taken in the critical subjects when necessary.▪ Develop and maintain filing system.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Executive secretary | |
| Reporting frequency: | |
| Performance assessment by: Director General of Administration | |

Job description: Legal Affairs Specialist

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| Job Title: Legal affairs specialist | Duty Station: |
| Job Level: Mid Level | Grade: 3 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in law.▪ Experience: At least five years related experience. Must be registered in the lawyer's syndicate.▪ Knowledge: Environmental laws principles and procedures (Both national and international).▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Read, Write and Speak English. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word,) and internet Write reports with advanced verbal communication skills; tolerate work under stress; maintain effective public relation and interact effectively with diverse individual; maintain strict confidentiality; advise on legal issues. Wearing Park uniform is required. | |
| Job Summary <p>Perform all legal matters within Nature Conservation Sector headoffice and protectorates, in coordination with legal affairs department at the Egyptian environmental affairs agency.</p> Responsibilities include: <ul style="list-style-type: none">▪ Providing legal advice to the director.▪ Coordinate with legal affairs specialists in the protectorates and with legal affairs department at the Egyptian Environmental Affairs Agency in all legal matters including :<ul style="list-style-type: none">○ Draws up legal documents including concession agreements.○ Compose letters and memoranda in response to incoming mail or calls considering legal affairs.○ Ensure enforcement of environmental laws inside protectorates.○ Prepare contracts and agreements needed and follow up their implementation.○ Follow up court cases.○ Prepare police reports against any violations or forbidden activities inside protectorates.○ Follow up all prepared police reports and court cases.▪ Update director on status of violation and forbidden activities inside protectorates and the actions taken against it.▪ Develop and maintain filing system for all legal affairs.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Director, Nature Conservation | |
| Reporting frequency: | |
| Performance assessment by: Director, Nature Conservation | |

Job description: Environmental Planner

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| Job Title: Environmental planner | Duty Station: |
| Job Level: Senior | Grade: 2 or 1 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University Degree in conservation, agriculture, agronomy, biology, or related field. Advanced degree in biology is preferable.▪ Experience: At least three years related experience in a related field.▪ Knowledge: laws and regulations relating to hunting▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Tolerate work under stress; independently plan and organize the work; write technical reports and grant applications;; maintain strict confidentiality; <u>Active Listening</u> - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times. <u>Speaking</u> - Talking to others to convey information effectively. <u>Reading Comprehension</u> - Understanding written sentences and paragraphs in work related documents <u>Critical Thinking</u> - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. | |
| Job Summary <p>Perform complex professional planning activities involving advanced planning and special projects.</p> | |
| Responsibilities include: <ul style="list-style-type: none">▪ Plan, administer and coordinate complex advanced conservation projects.▪ Prepare and monitor conservation projects budget.▪ Analysis and summarize planning data.▪ Use plans to assure conservation progress.▪ Organize and administer research studies.▪ Analyze planning issues and determines conservation projects schedules and priorities.▪ Prepare clear reports, correspondence and other written materials.▪ Prepare and make presentation for decision-making and the public.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Director, Planning department | |
| Reporting frequency: | |
| Performance assessment by: Director, Planning department | |

Job description: Biosafety Specialist

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| Job Title: Biosafety specialist | Duty Station: |
| Job Level: Mid level | Grade: 3 or 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in Microbiology or related field.▪ Experience: At least three years related experience in biological safety programs.▪ Knowledge: laws, regulations, standards and procedure manuals that pertain to biosafety standards required▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet Strong interpersonal skills and the ability to effectively work with a wide range of individuals and constituencies in a diverse community; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; Investigative and problem solving. | |
| Job Summary <p>Develop, implement and direct an up to date comprehensive biological safety program. Follow up the implementation of decisions made by National Biosafety Committee.</p> Responsibilities include: <ul style="list-style-type: none">▪ Advises, directs and serves as a resource on biosafety matters.▪ Follow up and update the biosafety clearing house mechanic (BCH)▪ Develops, maintains and modifies data systems for the use of biohazardous material.▪ Participates in the submissions of regulatory documentation related to biosafety issues▪ Identifies and assesses the degree of compliance to the biosafety regulations and Guidelines.▪ Investigates cases of work-related injury, illness or death because of risks of biosafety products.▪ Trains individuals to ensure knowledge of risks, requirements, safety procedures and how to protect oneself, others and the environment.▪ Prepare and monitor biosafety program budget.▪ Prepare clear reports, correspondence and other written materials upon request.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Manager, National Biodiversity | |
| Reporting frequency: | |
| Performance assessment by: Manager, National Biodiversity | |

Job description: Conventions Specialist

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| Job Title: Conventions specialist | Duty Station: |
| Job Level: Mid level | Grade: 3 or 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in Law or related field.▪ Experience: At least three years related experience.▪ Knowledge laws, regulations, standards and procedure in relation to national and international conventions.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Fluent in English, Read, Write and Speak. Other language is preferable. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. | |
| Job Summary Review and administer regional and international conventions | |
| Responsibilities include: <ul style="list-style-type: none">▪ Creates and maintains computer databases for regional and international agreements.▪ Follow up the implementation of convention's commitments.▪ Determine the constraints that face the practical applying of our commitments.▪ Prepare clear reports, correspondence and other written materials.▪ Promotes cooperative relationships with all other parties in the convention for the purpose of commitment implementation and constraints removing.▪ Promotes cooperative relationships with other individuals, communities, governmental and nongovernmental agencies for the purpose of commitment implementation and constraints removing.▪ Recommend the acceptance or refusing of any amendment to existing agreements.▪ Prepare national report to the different convention secretaries.▪ Participates in the submissions of regulatory documentation.▪ Prepare clear reports, correspondence and other written materials.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Manager, National Biodiversity | |
| Reporting frequency: | |
| Performance assessment by: Manager, National Biodiversity | |

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| Reporting to: Head of CEPA |
| Reporting frequency: daily / monthly |
| Performance assessment by: Head of CEPA / Head of HR |

Job description: Chief of Finances

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| Job Title: Chief of Finances | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none"> ▪ Education: A sound qualification in commercial accounting ▪ Experience: At least five years experience in a managerial capacity in a commercial company. ▪ Knowledge: Commercial accounting essential and of Government accounting systems highly desirable. ▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Control the Authority's finances essential and an initiative to introduce progressive commercial activities highly desirable. Advanced manual and electronic accounting skills. | |
| Job Summary The Chief of Finances should be responsible for developing effective and efficient systems for packaging and marketing products from Protected Areas, especially those related to nature based tourism, the collection of revenue, the temporary investment of any of the organisations cash that is not required for immediate use, and control over expenditure and movable and immovable assets Responsibilities include: <ul style="list-style-type: none"> ▪ Know how to package and market nature based products, especially through tourism, and able to design and call for the type of research and monitoring needed to maximize sustainable use and income generation from Protected Areas. ▪ Be able to devise and ensure that efficient systems are in place for collecting revenue from Protected Areas. ▪ Be sufficiently familiar with the money market to advise the Head of Administration on how best to invest the organisation's spare cash to best advantage in the short, medium and longer term, and able to act on this information. ▪ Devise and implement efficient systems for controlling the Organisation's expenditure and procuring goods and services and caring for its fixed and movable assets. ▪ Maintaining an on-going measure of income and expenditure, keeping higher authority | |

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| <p>informed periodically of the relationship between the two and giving it timely notice of likely problems.</p> <ul style="list-style-type: none"> ▪ Ensure economic and financial data are recorded and stored in an accessible form in the Data Base. ▪ Devising and implementing a programme of internal and external financial audits of the Authority's accounting sub-entities and reporting the results to Head of Administration and Head of Performance Evaluation. |
| Reporting to: Head of Administration |
| Reporting frequency: |
| Performance assessment by: Head of Administration |

Job description: Chief Legal Officer

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| Job Title: Chief Legal Officer | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: : University degree in law▪ Experience: At least five years relevant experience and registration in the lawyer's syndicate.▪ Knowledge: Environmental laws principles and procedures essential and a working knowledge of international environmental law desirable▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet Able to work independently and under pressure. | |
| Job Summary <p>The Chief Legal Officer should be responsible for reviewing and upgrading all nature conservation legislation, as this becomes necessary; for reviewing all court decisions relating to this legislation and initiating further court procedures where this is desirable. He/she should also advise higher authority on legal matters and ensure the preparation of proper legally binding documents to cover all agreements entered into between the Authority and outside organisations. In addition this officer will ensure an adequate secretarial service for all Council and Board meetings.</p> Responsibilities include: <ul style="list-style-type: none">▪ Review and where needed revise primary and subsidiary nature conservation legislation.▪ Provide legal advice to higher authority.▪ Prepare contracts and agreements for the Authority and ensure their implementation.▪ Draw up legal documents and compose letters and memoranda in response to incoming correspondence of a legal nature or relating to matters discussed at Council and Board meetings.▪ Review court cases and institute appeals or other further action needed to ensure the enforcement of nature conservation laws.▪ Ensure the preparation of police reports against any violations or forbidden activities inside Protected Areas.▪ Brief the Director on the status of violations and forbidden activities inside Protected Areas and advice on the actions being taken against them.▪ Ensure a data base is developed and maintained of all relevant legal matters.▪ Perform related legal tasks as assigned by the Head of Administration.▪ Ensure an adequate secretarial service for all Council and Board meetings | |
| Reporting to: Head of Administration | |
| Reporting frequency: | |
| Performance assessment by: Head of Administration | |

Job description: Chief of Human Resources

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| Job Title: Chief of Human Resources | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: A degree or similar qualification in personnel management, public relations or the like.▪ Experience: At least five years experience in flexible and progressive personnel management.▪ Knowledge: Principles and practice of effective Human Resources Management; broad knowledge of employment, compensation, organizational planning, employee relations, and training and development.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. A firm, impartial, but kindly disposition. A thoroughly organized person. | |
| Job Summary <p>As the Chief Personnel officer of the Authority this person should ensure an effective and efficient organisation to recruit, employ, service and develop the organisation's staff establishment.</p> Responsibilities include: <ul style="list-style-type: none">▪ Develop standardized procedures for advertising staff vacancies, short listing applicants, interviewing possible candidates and recruiting those that have been successful into posts in the establishment.▪ Ensure every employee has a job description, and whether employed on the permanent establishment or contract is aware of his/her conditions of service and of the position charter relating to his/her grade of employment and to ensure a person's job description and position charter is revised as required by his/her development and progress in the organisation.▪ Ensure periodic review of the performance of all employees on probation and the dismissing of those who do not perform to standard.▪ Implement a system for the timely payment of all staff salaries, allowances and other dues.▪ Maintain a detailed record of employment for each member of staff, including his on-going leave and other entitlements. Maintain a record of each person's qualifications, on-going performance, incentives received, disciplinary penalties, and desire and potential for particular staff training and development. | |
| Reporting to: Head of Administration | |
| Reporting frequency: | |
| Performance assessment by: Head of Administration | |

Job description: Chief of Public Awareness and Public Relations

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| Job Title: Chief of Public Awareness and Public Relations | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: A university degree or similar qualification in media, public relation, or journalism and a good appreciation of nature conservation and public awareness.▪ Experience: A track record of relevant experience.▪ Knowledge: Public education and awareness programs, understanding of regulatory bylaws legislation, policies▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Familiar with appropriate electronic aids. Strong interpersonal and team working skills Effective negotiating and influencing skills Ability to present information clearly | |
| Job Summary <p>To plan and direct public awareness and public relations programs, particularly at the national level, that engender broader public appreciation and personal responsibility for maintaining the quality of the natural heritage in Egypt.</p> Responsibilities include: <ul style="list-style-type: none">▪ Prepare plans to develop public awareness in nature conservation.▪ Develop and produce information and promotional materials of all types to extend public knowledge on nature conservation and the public agency responsible for implementing it, including the preparation of written materials and press, radio and television releases for distribution as appropriate, and to co-operate with other national and international organizations projecting a similar message.▪ Coordinate and guide activities in support of nature conservation and the sustainable use and development of Protected Areas by key groups, including stakeholders, supporters, donors, media, and local communities.▪ Prepare and make presentation for decision-making and the public.▪ Undertake related work assigned by the Head of Public Relations and Outreach. | |
| Reporting to: Head of Public Relations & outreach | |
| Reporting frequency: | |
| Performance assessment by: Head of Public Relations & outreach | |

Job description: Chief of Interpretation

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| Job Title: Chief of Interpretation | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: A university education in Protected Area interpretation or a related discipline.▪ Experience: A track record of relevant experience.▪ Knowledge: Knowledge in interpretative display techniques and experience in making such displays▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. | |
| Job Summary The planning and implementation of public displays in Protected Areas | |
| Responsibilities include: <ul style="list-style-type: none">▪ To determine appropriate themes for displays in Protected Areas.▪ Design and implement these displays and the buildings or structures to house them. | |
| Reporting to: Head of Public Relations & outreach | |
| Reporting frequency: | |
| Performance assessment by: Head of Public Relations & outreach | |

Job description: Chief of International Relations

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| Job Title: Chief of International Relations | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree, Advanced degree in international relation or related field▪ Experience: A track record of relevant experience.▪ Knowledge: a mature presence and good knowledge of nature conservation and what is being achieved in Egypt and an ability to persuade foreign outlets and conservationists to cooperate with this country.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Strong interpersonal skills and the ability to effectively work with a wide range of individuals, communities and agencies; Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. | |
| Job Summary <p>To project the image of nature conservation in Egypt, including what is being done and by whom, through international press releases, encouraging influential foreign visitors, who may be useful to the Authority, to come to the country. Ensure the timely submission of all reports required from Egypt in terms of its obligations under international conventions.</p> Responsibilities include: <ul style="list-style-type: none">▪ Ensure a steady stream of public relations information relating to nature conservation in Egypt for foreign release.▪ Plan and arrange for selected influential foreign nature conservationists to visit the country to promote Egyptian nature conservation and nature based tourism at home and abroad.▪ Ensure that Egypt's reporting obligations in terms of international conventions are fully complied with. | |
| Reporting to: Head of Public Relations & outreach | |
| Reporting frequency: | |
| Performance assessment by: Head of Public Relations & outreach | |

Job description: Chief of Monitoring and Research

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| Job Title: Chief of Monitoring and Research | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: Advanced university degree in biology, ecology or related field essential with further studies in monitoring and statistics highly desirable▪ Experience: At least five years related experience▪ Knowledge: Monitoring techniques; field data collection techniques, research, data management and basic statistical analysis.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Strong qualities of leadership and initiative, and the ability to work effectively with a wide range of individuals, disciplines, communities and agencies in teams; to organize and prioritize work assignments and maintain confidentiality. | |
| Job Summary <p>Responsible for implementing the Authority's monitoring and research policy within Protected Areas and initiating appropriate monitoring and research strategies in support of the organisation's needs outside protected areas.</p> Responsibilities include: <ul style="list-style-type: none">▪ Develop and manage natural resources monitoring and research programmes, including the development of standardized field-sampling protocols.▪ Ensure all monitoring, research and related data are collected and submitted to the Data Base by due date for proper storage.▪ Ensure proper control over the quality of data and its synthesis, analysis, storage and distribution.▪ Assist with the publication and dissemination of research results.▪ Report to the Director General on the effectiveness and efficiency of the Authority's operations.▪ Prepare and make presentation for decision-making and the public.▪ Perform related work appropriate to the post. | |
| Reporting to: Head of performance and evaluation | |
| Reporting frequency: | |
| Performance assessment by: Head of performance and evaluation | |

Job description: Head of Administration

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| Job Title: Head of Administration | Duty Station: |
| Job Level: supervisor Level | Grade: 1 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: bachelor's degree in business, administration or other related field▪ Experience: At least five years experience.▪ Knowledge: Commercial accounting essential and of Government accounting systems highly desirable, Environmental laws principles and procedures essential and a working knowledge of international environmental law desirable Principles and practice of effective Human Resources Management; broad knowledge of employment, compensation, organizational planning, employee relations, and training and development.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Work independently, think strategically, plan for the long-term success of the organization and effectively delegate tasks. Personal attributes employers may look for include leadership, confidence, self-motivation, cost-consciousness and strong problem-solving skills. | |
| Job Summary <p>The Head of Administration should be responsible for ensuring that the Authority has an effective and efficient administrative support service</p> Responsibilities include: <ul style="list-style-type: none">▪ Manages the overall daily office operations, negotiates contracts, manages vendor relationships, primary liaison to building landlord and oversees office operating procedures.▪ Oversees network administration, manages phone system and helps evaluate information systems.▪ Develops and manages budget for all administrative departments, reviews operating costs and suggests cost saving measures.▪ Works with human resources staff on hiring of personnel, maintaining personnel records, monitoring insurance coverage and ensuring personnel policies are up-to-date. | |
| Reporting to: Director, Nature Conservation | |
| Reporting frequency: | |
| Performance assessment by: Director, Nature Conservation | |

Job description: Head of Public Relation and Outreach

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| Job Title: Head of public relation and outreach | Duty Station: |
| Job Level: supervisor Level | Grade: 1 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: A university degree or similar qualification in media, public relation, or journalism and a good appreciation of nature conservation and public awareness.▪ Experience: A track record of relevant experience.▪ Knowledge: Public education and awareness programs, understanding of regulatory bylaws legislation, policies▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Familiar with appropriate electronic aids. Strong interpersonal and team working skills Effective negotiating and influencing skills Ability to present information clearly | |
| Job Summary <p>The Head of public relation and outreach should be able to develop and lead a well reasoned and focused public relations effort with clear objectives, directed at decision makers, and to craft an outreach programme that benefits those people with resource rights in or near Protected Areas.</p> | |
| Responsibilities include: <ul style="list-style-type: none">▪ Develops and creates public and media communication▪ Writes press materials including releases, briefing documents, media presentations and message points.▪ Supervisor on the implementation of the public awareness plan in nature conservation | |
| Reporting to: Director, Nature Conservation | |
| Reporting frequency: | |
| Performance assessment by: Director, Nature Conservation | |

Job description: Head of Performance and Evaluation

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| Job Title: Head of performance and evaluation | Duty Station: |
| Job Level: Supervisor Level | Grade: 1 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in biology, ecology or related field.▪ Advanced studies in monitoring▪ Experience: At least five years experience in flexible and progressive personnel management.▪ Knowledge: Monitoring techniques; field data collection techniques, research, data management and basic statistical analysis. <p>▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams.</p> | |
| Job Summary <p>Head of performance and evaluation should co-ordinate the performance evaluation, monitoring and research, and environmental impact evaluation functions of the Authority and to report it periodically.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none">▪ Develop and manage natural resources monitoring evaluation programs.▪ Identify and Support applied research efforts within the protected areas.▪ Assist in research publication.▪ Prepare clear reports, correspondence and other written materials.▪ Prepare and make presentation for decision-making and the public.▪ Performs related work appropriate to the classification as assigned. | |
| Reporting to: Director Nature conservation | |
| Reporting frequency: | |
| Performance assessment by: Director Nature conservation | |

Job description: Head of Resource Management

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| Job Title: Head of Resource Management | Duty Station: |
| Job Level: Supervisor Level | Grade: 1 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in biology, ecology or related field.▪ Experience: At least five years experience in flexible and progressive personnel management.▪ Knowledge: Comprehensive knowledge of natural or cultural resource management.▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. Work independently and to organize and prioritize work assignments; tolerate work under stress; maintain strict confidentiality; work in teams. | |
| Job Summary <p>Head of Resource Management main role to ensure that Protected Areas have the staff, finance and equipment to be managed effectively as autonomous largely financially independent entities for conserving selected samples of Egypt's natural heritage and for ensuring that biological diversity is protected and conserved outside these areas..</p> Responsibilities include: <ul style="list-style-type: none">▪ Directs or assists in the overall planning, development, and administration of the assigned natural resource program or service; assists in directing the development and implementation of departmental planning issues.▪ Directs or assists in the general management of policy development, program planning, and coordination, and the evaluation of policy and/or organizational changes and new programs.▪ Reviews and/or revises programs to ensure compliance with laws, regulations, policies, plans, and procedures.▪ Develops or participates in the development and promotion of natural resource educational and public information programs.▪ Participates in the development, implementation, and/or interpretation of new or revised programs.▪ Participates in conferences, training sessions, and meetings.▪ Performs other related work as assigned. | |
| Reporting to: Director Nature conservation | |
| Reporting frequency: | |
| Performance assessment by: Director Nature conservation | |

Job description: Chief of Data Bases

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| Job Title: Chief of Data Base | Duty Station: |
| Job Level: Senior Level | Grade: 2 |
| Job Type: 0. Full-Time 0. Fixed term, renewable | |
| Job Qualification / Profile: <ul style="list-style-type: none">▪ Education: University degree in computer science, information technology, software engineering, geography or geology with a knowledge of GIS and remote sensing a strong advantage.▪ Experience: At least three years related experience.▪ Knowledge: Strong database knowledge with understanding of SQL servers recommended; strong programming concepts and RS (visual basic dot net); GIS mapping applications (CAD, Arc View 9.x , ERCAS Imagine 9.x) Qs and ERSS certificate recommended▪ Skills and Abilities: Fluent in Arabic, Read, Write and Speak. Excellent in English, Read, Write and Speak. Fully familiar with Windows XP operating system, Microsoft Office (Excel, Word, Power point,) and internet. To manage sophisticated computer programmes and assist others with their use. | |
| Job Summary Investigate, design, develop and maintain data and information system for all activities undertaken by the Nature Conservation Authority | |
| Responsibilities include: <ul style="list-style-type: none">▪ Analyse, classify and store, in and organized way, all ecological, sociological, economic, commercial and operations data and information important for effective nature conservation in Egypt.▪ Develop databases for all major operations undertaken by the Nature Conservation Authority, including developing and implementing Geographic Information System (GIS) and remote sensing applications.▪ Maintains the database, including correcting data format, researching data conversions, establish data specifications, updating sources and ensuring data integrity.▪ Produce maps, reports and related GIS products and services as needed for for research and decision making.▪ Design and manage nature conservation web site.▪ Install and “troubleshoot” problems with the G.I.S. mapping system, including installing new applications, and upgrades.▪ Installs and maintains network systems and related peripheral equipment; performs basic network administration and security functions ensuring system integrity and security.▪ Acts as a technical resource in assisting users to resolve problems with specialized and dedicated technology systems; implements solutions or notifies outsource providers as required.▪ Makes purchase recommendations, including helping users assess needs and providing | |

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| justification for equipment and services. ▪ Assist decision makers and with the preparation of budgets, by providing appropriate data. |
| Reporting to: Head of performance and evaluation |
| Reporting frequency: |
| Performance assessment by: Head of performance and evaluation |

Section 3: Staffing

Staffing

Staffing is a continuous filling of positions within the organization through various activities as recruiting applicant, making hiring decisions and managing career transitions. A staffing plan should be developed in both central and site levels to identify staffing needs in both short and long terms.

HR is so much more than just hiring people – although that is a critical step. In addition to doing everything you can to recruit the best and the brightest, and improve diversity, you need to create a workplace where people are enriched, challenged, safe, and motivated.

You want morale to be high and you want to retain good people. You need to use work/life flexibilities to make your park a desirable place to work. And sometimes, you need to take action when people have problems in their conduct or performance. Think of your servicing HR specialists as consultants, not processors. Call them when first considering options, when it's for hiring, or for dealing with a tough employee relations situation. They specialize in dealing with a whole range of supervisor and employee issues and concerns. They are there to help you navigate the sometimes rocky and slippery issues and help you avoid making mistakes and resolve sticky problems. Besides working closely with your HR specialist, it is important to develop HR policy and guidance.

Merit System Principles

Personnel management is based on and embodies the Merit System Principles. The merit system principles are the public's expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees.

The merit system principles are:

1. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
2. Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
3. Provide equal pay for equal work and recognize excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.

6. Retain and separate employees on the basis of their performance.
7. Educate and train employees when it will result in better organizational or individual performance.
8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situation (i.e., protecting people who report things like illegal and/or wasteful activities).

Workforce (Staffing) Plan

Talent Management is recognized as a critical competency for management and a vital component of building a sustainable, high performing organization. The mix of key skills and the approaches taken to acquire and develop them should be built upon a thorough understanding of what's needed to execute effective business strategies and mission accomplishment and perform at a high level. Talent, no matter how skilled, will underperform if not focused on what matters to business success. Within the National Park system, mission accomplishment is based on excellence in leadership and management competencies as well as the ability to manage a multi-sector workforce.

The Workforce Plan should address the key issues and challenges facing the Park System or the Park in workforce management. Addressing these challenges and moving toward the goal of a more diverse workforce that mirrors the face of the system will be the key to the future success and survival of this organization.

Key workforce challenges addressed in the plan include:

- Changing labor supply for Egypt's Park system talent recruitment
- Diversity
- Management practices and leadership skills
- Competency management
- Plans and solutions to meet workforce and skill needs

Recruitment

Once the job posting has closed, you will have a diverse pool of résumés and applications to review and short-list. Although some environmental professionals will submit résumés and applications, there might be a higher rate of unfamiliarity or uncertainty with résumé writing and the employment application process. For example, an environmental professional who is inexperienced at creating a résumé may neglect to include his or her diverse life experiences.

Another consideration might be the social history of education and its impact on potential employees. Candidates who have had negative school experiences may be less willing to fill out forms, participate in interviews, or complete tests and assessments.

Finding Qualified Candidates:

- Looking Internally
- Looking Externally (Ads, on-campus recruitment, professional recruitment agencies,..etc)

The most important factor in getting good applicants for a job is planning. Start by reviewing the organizational structure. Take a fresh look at the position description and ensure it's accurate, valid, and up to date. Begin to think about what type of applicants you are targeting and how you can reach them. Review data on representation and consider how to encourage diverse candidates to apply.

Things you should think about include: 1) Are you looking to fill the position on a temporary, term, or permanent basis? 2) What competencies are you looking to acquire? 3) What flexibilities or incentives might be appropriate in attracting a diverse pool of great candidates?

Then, work in collaboration with Human Resource Department to develop a job analysis and crediting plan (a guide for rating and ranking the applicants) for your position, and to develop a vacancy announcement that will recruit the type of employee you are targeting.

When it comes to reviewing applications and selecting candidates, Human Resource Department will advise on the processes available (i.e. rating and ranking options and rules that should be followed during the selection and interview processes).

Basic Steps of Recruitment

- Formulating HR committee
- Defining job profile
- Posting job
- Reviewing Applications
- Conducting Interviews
- Checking References
- Testing and assessing candidates

Selection Criteria - Competence

These define the ideal requirements of competence for 250 skills⁴ in 17 categories of protected area work at up to 5 levels. For each category and level the competence consists of three parts; Skills, Scope and Context, and Knowledge. The following table shows the 17 categories of competence with description. These competence skills can be used as guide for the development of "Workforce Skills Guide".

Table (4): Categories of competence with description

| Category | Competence | Description |
|----------|---|--|
| 1 | General Personal and Work Skills | These are universal skills for work, which apply to all staff whatever the level, and are often referred to as 'soft' skills. They fall into four main categories: attitude to and performance at work, essential communication, standards of behavior and conduct, personal welfare. Basic first aid skills are also included as they are considered to be important for all protected area staff. |
| 2 | Financial and Physical Resources Management | This category concerns the financial, infrastructure and equipment assets of the protected area. Level 2 covers basic record keeping for any staff entrusted with funds or equipment. General skills at Level 3 cover basic financial planning and management for those in charge of budgets, while the specialised skills concern payroll, bookkeeping, procurement and purchase processes and procedures and are more suited for those with specific financial administrative responsibility. Level 4 relates to oversight and analysis of financial information, financial and resource planning and contractual issues, skills likely to be required by senior management. |
| 3 | Human Resources | This category concerns supervising and managing people. |

⁴ Appleton, M. R., Texon, G.I. & Uriarte, M.T. (2003) Competence Standards for Protected Area Jobs in South East Asia. ASEAN Regional Centre for Biodiversity Conservation, Los Baños, Philippines. 104pp.

| Category | Competence | Description |
|----------|------------------------------------|---|
| | Management | Level 2 addresses basic supervisory skills required for all leaders of small teams. Level 3 includes more specific aspects of managing personnel and would typically applicable to junior managers or section heads. Level 4 skills are those required by senior managers and include establishing policies and procedures, staffing structures, recruitment, development and welfare. |
| 4 | Staff Development and Training | Some protected areas have special training sections, but all protected areas work includes staff development through formal and informal means. Level 2 deals with basic instruction of supervised staff and is relevant to most staff. Level 3 covers the specific skills of a trainer or training manager and could be applicable for internal and external training. Level 4 skills are relevant to all senior managers concerned with staff development. |
| 5 | Communication | This category deals with skills for informal and formal communication of information at work. Universal and essential communication skills are included in General Personal and Work Skills. Level 2 includes more formal communication skills as well as language skills. International languages are increasingly important, particularly in areas of work that involve use of publications, international networking and working with international tourists. For sites where this is relevant at least some staff should be able to communicate in local languages. Recruiting native speakers is the best way to achieve this. At level 3 more structured and formal communication skills are included as well as analytical skills. Level 4 focuses on enabling communication as a means for improved decision-making and conflict resolution and Level 5 deals with the formalised types of communication required for international negotiations. |
| 6 | Technology and Information | This competence covers mainly the use of information technology, electrical and electronic equipment. Emphasis is placed on computer use. A special section at Level 3 deals with library management. |
| 7 | Project Development and Management | This category covers the planning, management and supervision of structured programmes, projects and work plans, including those receiving external funding. The skills can be applied to specific tasks such as site management planning, but can be used for any activities that fall within a planned structure. Level 3 deals with basic operational planning and management of existing projects. Level 4 covers development, planning and management of larger and more complex projects according to international donor standards. Level 5 skills relate to strategic and policy planning. |

| Category | Competence | Description |
|----------|---|---|
| 8 | Field Skills | Field craft covers the practical skills required for working safely and effectively in remote or challenging areas away from normal amenities. Field craft skills are important for anyone working in such situations from researchers to rangers. Level 1 skills concern primary safety and good practice. Level 2 covers navigation and moving across and camping in the field. In some protected areas this may involve the use of special equipment and techniques and these are included under 'Specialised Skills'. A special section is also included on watercraft. Level 3 covers the organisation and logistics of field expeditions, field communications and emergency response and search and rescue techniques. |
| 9 | Natural Resources Assessment | This category deals with skills related to surveying, evaluating assessing and monitoring the natural resources (biological and physical) of a protected area. The standards are designed to recognise the important role that semi-skilled workers (level 1) with good local knowledge can play in surveys. Level 2 skills focus on supervised gathering of field data using established methodologies. Because of the very wide range of potential survey requirements and techniques the skill the skills at level 3 include very wide scope and context descriptions and several specialised skills areas. No one person is likely to possess all of these skills for all ranges. However a protected area biologist or field scientist at level 3 would be expected to competent in at least some aspects of these specialist skills. Level 4 skills concern the scientific design of survey and monitoring schemes and advanced aspects of conservation biology and valuation. |
| 10 | Conservation Management of Ecosystems, Habitats and Species | This category covers the practical and technical aspects of conservation management for plants, animals, ecosystems, habitats and landscapes. Given the range of species and habitats in the region the scope and context statements are broad and the knowledge requirements extensive. Each level also includes specialised skills concerning management of animal species (wildlife management), which are important in some protected areas. Level 1 covers basic practical skills and if required the specialist skills and knowledge required for basic care of captive animals. Level 2 covers field supervision of habitat management and nursery work and includes specialist animal capture, control and management skills that may not be required for most PAs. Level 3 covers planning and leadership of specific management activities and includes more advanced wildlife management skills. Level 4 skills cover the scientific basis for planning, conducting and evaluating conservation management |

| Category | Competence | Description |
|----------|---|--|
| 11 | Socio-Economic and Cultural Assessment | This category concerns skills related to gathering information about the societies, cultures, livelihoods and economics of communities that interact with the protected area. Level 2 covers basic informal and formal information gathering. Level 3 deals with more complex and participatory survey and assessment approaches and techniques. Level 4 skills concern the specification and design of research, survey and monitoring methods and techniques for evaluating results. |
| 12 | Sustainable Development and Communities | This category contains skills for working with and supporting local communities whose lives and livelihoods interact with the protected area. The category does not cover general rural development skills, but focuses on activities that would normally take place within the context of the management plan and conservation objectives of a protected area, often in the buffer or sustainable development zones. Level 2 concerns practical and grass roots community work and could apply to any staff whose work includes working with communities. Level 3 covers community empowerment and participation and the organisation of community work. Specialised skills include a broad spectrum of technical advisory skills. No one worker is likely to have all of these, but a community officer in a protected area would be expected to have at least some of these technical competences. Level 4 concerns the overall management and resourcing of community projects and resolution of conflicts, disputes and land tenure issues. |
| 13 | Protected Areas Policy, Planning and Management | This category covers the higher-level specific skills required for modern protected area management. Level 3 deals mainly with implementation of management plans. Level 4 covers management planning and related legal and administrative knowledge and skills for planning, management and monitoring. Level 5 skills address policy issues and skills and knowledge associate with managing protected area networks. |
| 14 | Site Management | Site management entails the practical management of the infrastructure and landscaper of the protected area. Level 1 covers routine site maintenance tasks, Level 2 skills mainly concern construction, repair and maintenance work. Driving motor vehicles and motorboats are considered specialised level 2 skills. Level 3 focuses on design and supervision of practical management projects, while Level 4 covers design and management of larger, more extensive and complex projects. |
| 15 | Enforcement | These are the skills most often associated with rangers. Level 1 includes general skills for all staff the field concerning recognition of illegal activities. As any member of staff may be called to testify in court this is included at this level as well as for personal safety. Level 1 specialised skills are for |

| Category | Competence | Description |
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| | | supervised patrol rangers. Level 2 covers more proactive enforcement activities leading to the arrest and detention of suspects and the collection of evidence. Level 2 includes use of firearms as a specialism, depending on national and PA level policy on firearms use. Level 3 skills focus on leadership and on processing cases against violators and on the relationships with police, judiciary and communities that are essential for effective enforcement. Level 4 concerns the legal and regulatory framework for enforcement and the wider national and international contexts of wildlife crime. |
| 16 | Recreation and Tourism | Recreation and tourism cover the provision and management of recreation opportunities and infrastructure for protected areas. While basic guiding and visitor care are covered here, specific techniques and skills for informing and education visitors are covered under the category Awareness, Information and Interpretation (AEI). Level 2 concerns basic work with visitors (meeting and greeting, guiding and information collection). Level 3 concerns planning and managing specific recreation activities and addressing their impacts. Level 4 is concerned mainly with planning and regulating and with recreation and tourism as a business. |
| 17 | Awareness, Education and Public Relations | This category covers the communication of information about the protected area to a wide range of audiences, from visitors, to communities to the media. Level 1 requires that all staff can explain the basic role and purpose of the protected area. Level 2 covers basic 'face-toface' interpretive and educational skills. Planning and designing interpretation, education and awareness form the main focus of level 3, which includes specialised skills on media and PR work. Level 4 concerns the strategic planning and evaluation of awareness and public communication programmes. |

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