

Ministry of State for Environmental Affairs
Egyptian Environmental Affairs Agency

**EGY/03/015 CAPACITY BUILDING AND
INSTITUTIONAL SUPPORT FOR NATURE
CONSERVATION SECTOR - NCSCB**



Annual Project Report

January to December 2006



IUCN
The World Conservation Union



June 2007

Annual Progress Report for 2006

Narrative based on UNDP ROPMS Reporting Format

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Acronyms

AWP	Annual Work Plan
BP	Business Plan
BioMAP	Monitoring and Assessing Biodiversity Project
CBD	Convention on Biodiversity
CEPA	Communication, Education and Public Awareness Strategy
CHM	Clearing House Mechanism
DGCD	Directorate General of Cooperation for Development
EG DS	Italian (Egyptian) Debt for Development Swap
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
EIECP	Egyptian Italian Environmental Cooperation Programme
GEF	Global Environmental Facility
IUCN	World Conservation Union
KA	Key Activity
LIFP	Legal and Institutional Framework Project
MBU	Marketing and Business Unit
MEE	Management Effectiveness Evaluation
MSEA	Minister of State for Environmental Affairs
NCSCB	Nature Conservation Sector Capacity Building Project
NCS	Nature Conservation Sector
NC	National Consultant
PA	Protected Areas
PDF-A	Project Development Facility (First Phase)
PHC	Public Holding Company
POP	Project Operations Plan
PTU	Permanent Training Unit
QT	Quarterly Targets
RAPPAM	Rapid Appraisal of Protected Area Management
RBM	Results Based Management
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
WDNP	White Desert National Park

Executive Summary

This annual report for 2006 consists of the consolidated reports made to the Project Executive Committee for the first three Quarters of 2006 updated to reflect project activities during the final 2006 Quarter.

The report should be seen in the context of the project's proposed outcome which is to bring about an "enhanced institutional and technical capacity of NCS to manage a decentralised national network of protected areas" and the target was that the future status of the NCS as an autonomous authority would be agreed and implemented by 2007.

Considerable efforts have been expended in pursuit of this outcome, building on the proposal for NCS reform that was submitted to the Prime Minister in 2005 with the development of a position paper prepared for a policy framework, administrative and staffing structure for the autonomous institution. However progress towards reforming the NCS into a financially independent institution has stalled due to lack of active high level support for the initiative and the NCS has formally been upgraded only to a Sector within EEAA. In spite of this during the reporting period the NCSCB has been centrally involved in developing a PDF-A Concept paper for GEF to secure GEF funding for this initiative.

Other achievements during 2006 project period are generally in line with the targets set in the Project Operation Plan and the schedule of activities described in the PEC approved AWP for 2006. In summary, the project results indicates good progress. the output 1 " NCS Capacity Enhanced " is highly accomplished, while the out put 2 " NCS Capacity Made Fully Operational" is almost satisfactory to meeting targets scheduled for the Technical Units of planning, EIA and MBU..

In the case of the MBU (Key Activity 3 component) the limited staff resources available to the TU have lowered the achievement record; the EIA Unit has largely been devoted to reviewing the increasing number of EIA for PAs which were important to NCS, despite the limitation of its efforts to meet other AWP targets

The overall project expenditure during the reporting period was \$380,008. The planned expenditure detailed in the 2006 AWP (including overheads) amounted to the equivalent of \$527,536 thus an overall disbursement rate of 71.5% of planned expenditure was achieved. The total disbursement from the project's inception in March 2005 to December 31st 2006 constitutes 61% of the total Project budget of \$1,145,410.00. The 21 month period since project inception is 58% of the scheduled project duration i.e. 36 months, so expenditure rates are on schedule.

Though a good project performance has been achieved there have been constraints to progress. The unavailability of NCS counterpart staff to the all Technical Units has proved problematic and the need to have individuals assigned immediately to the PTU is crucial if the priority TNA recommendation is to be implemented.

The project document indicated three years implementation period for the project which will extend from April 2005 until March 31st ,2008. The AWP for 2007/2008 which will be presented to the PEC, has been drawn up in the light of this time table.

1. INTRODUCTION

This annual report for 2006 consists of the consolidated reports made to the Project Executive Committee for the first three Quarters of 2006 updated to reflect project activities during the final 2006 Quarter.

The NCSCB is one of the nine components for Phase II of the Egyptian Italian Environmental Cooperation Program (EIECP). In 2000, a Task Force was assembled to produce a profile of the proposed programme components for EIECP Phase II. The NCSCB project was formulated following extensive discussions with the EEAA, Italian government and other stakeholders. The project formulation was eventually completed and submitted to the EEAA and Italian Cooperation in July 2001. Following comments by the implementing agencies and the main stakeholders, the Project Document was finally amended and submitted in October 2002. The Project Document was formally approved in March 2004 and signed by the MSEA and the CEO of the EEAA.

1.1 Project Inception and Implementation Period

Though the NCSCB project document was finalized in October 2002 the project's actual inception date was nominally the October 16th 2004 with the release of local funds through the Italian Debt Swap initiative. However, the full implementation of the project is considered to coincide with the release of Italian Cooperation funds through DGCD and the deployment of international consultants by IUCN. The International Co-Manager for the NCSCB project was contracted in April 2005 by IUCN. In effect therefore the NCSCB project has been operational from that date and the project implementation period will extend from April 2005 until March 31st 2008 .

1.2 Project Revalidation

The Capacity Building and Institutional Support to the Nature Conservation Sector (NCSCB) project has been designed to support the core function of the NCS, which is “the establishment and proper management of the national network of protected areas” by providing human, financial and physical resources. Following the revalidation of the project document, in early 2005, it was agreed, by the Project Executive Committee in May 2005, that the principal outputs identified in the Project Document should be maintained, but that the scope of the project was to be widened to include the development of the NCS as a properly resourced institution, with staff, funds and policies, able to manage a large protected area estate and be responsive to its international obligations and emerging national biodiversity issues.

The project was therefore restructured to contribute more effectively to this process of transforming the NCS into a “parasitical authority” and with formulating an appropriate organizational structure and both the Project Operation Plan and Annual Work Plan were formulated to reflect the new priorities. However the widened project scope is to be accomplished within the existing project resources which are extremely limited so if the process is to be carried through to a successful conclusion it will require financial and technical additional resources that are not available through the NCSCB project.

2. PROJECT PROGRESS

This report briefly summarizes the project's progress and activities during 2006 and raises operational issues that require PEC attention.

2.1 Project Performance – Contribution to the Multi-Year Funding Framework (MYFF) Goals

Table 1 below summarises the higher level MYFF context of the NCSCB project in terms of Goals, Service Lines and Core results.

Table 1. MYFF Project Context

MYFF Goal 3: Energy and Environment for sustainable development	MYFF Service Line: 3.5 Conservation and sustainable use of biodiversity	MYFF Core Result: Governments and local communities empowered to better manage biodiversity and ecosystem services it provides. (Improved capacity of sectoral authority to plan and implement integrated approaches to environmental management)
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Table 2 below summarizes the contribution of the project during the 2006 reporting period towards the attainment of its Outcome.

Table 2. NCSCB Project Outcome and Update summary

Outcome (O), Indicator (I), Target (T)	Update on Outcome
O. Enhanced institutional and technical capacity of NCS to manage a decentralised national network of protected areas.	Ministerial support harnessed for NCS transformation to an autonomous agency; reform proposal included in the MSEA's plan responding to the Egyptian President's election manifesto. The GEF project proposal to support the strengthening of Egypt's PA system was approved by the CEO of EEAA. During the reporting period the NCSCB has been centrally involved in developing a PDF-A Concept paper for GEF to secure GEF funding for this initiative and with developing a supporting presentation to the Minister.
I. The future status of the NCS as an autonomous authority agreed and implemented by end 2006	
T. Position paper prepared and formal endorsement of future NCS status	

Positive Change: Position paper prepared for policy framework, administrative and staffing structure. NCS formally upgraded from a "Central Department" to a Sector within EEAA, though the practical implications of this change are not yet apparent.

Negative change: NCS reform towards a financially independent institution stalled

2.2 Rating on Output and Key Activity progress towards results

The following section briefly summarizes project progress against the Outputs and Activities scheduled in the Project Operation Plan (POP) and Annual Work Plan (AWP) from January to December 2006. Table 3 provides a summary of general progress on the projects two Outputs and related Key Activities. Table 4 summarizes the annotated Work Plan (Annexe 1) in terms of the project's record in meeting sub-activity Quarterly targets set for 2006. The summary shows that the results are mixed; relatively good progress has been achieved with meeting targets for the Institutional Reform and Planning Unit activities; however the records for meeting targets scheduled under the EIA and MB are less satisfactory.

Table 3. Rating of NCSCB Project Progress on Outputs and Key Activities

Outputs and Key Activities (KA)	Indicators and Rating	2006 Targets and Rating	Update and Comments on Outputs and Key Activities
Output 1			
NCS Capacity enhanced	NCS restructured and administratively reformed by mid 2007	No specific 2006 target.	The GEF project proposal to support the strengthening of Egypt's PA system was approved by the CEO of EEAA. During the reporting period the NCSCB was centrally involved in developing a PDF-A Concept paper for GEF to secure GEF funding for this initiative and with developing a supporting presentation to the Minister.
Key Activities			
KA 1. Three NCS Technical Units (TUs) created for Planning, EIA and Licensing, Outreach and Marketing.	Technical Units provide on-demand assistance to NCS Director by mid 2006 Accomplished	Technical Units fully institutionalized, operational and effective Achieved	The Planning and EIA Units are staffed and functional while the Outreach and Marketing Unit functions with one part-time NCS staff. Direct TU support to WR, Siwa, Elba and WDNP.
KA 2. Institutional reform of NCS	NCS Policy and regulatory framework in place by mid 2007 Accomplished	Draft policies developed for nature conservation and protected areas. Mostly Achieved 75%	Policy/regulatory framework developed for Nature Conservation and Protected Areas. IUCN consultants missions in 2 nd Qtr for: 1. policy/administrative reform 2. training needs assessment Adoption of policy by NCS/EEAA outside control of the project.
Output 2			
Enhanced NCS capacity made fully operational	NCS and TU provide effective management and technical support to all protected areas as needed by end of 2006 50% Accomplished	TU support the 3 EIECP protected areas with management planning, business planning and EIA issues. 50% Achieved	On schedule. TUs provide support to several PAs (see below).
Key Activities			
KA 1. NCS Staff effectively evaluate, license and monitor economic activities within Protected Areas	EIA procedural reform and recommendations implemented by mid 2006, and procedural manual published by mid 2007 50% Accomplished	Procedural reforms formally agreed and instituted 50% Achieved (agreed)	Partially achieved. The NCSCB project coordinated with LIFP project for similar output. The EIA procedural report has been reviewed by LIFP - completion scheduled for 1 st Qtr 2007
KA 2. Pilot protected area management plans are developed and the national system plan for protected areas is revised and properly instituted	a). Technical support to all PAMUs for management planning and promulgation of standard plan format. Accomplished b). National system plan published with implementation schedule, investment and staffing needs and MEE procedures by end 2006 25% Accomplished	a) Standard plan format formally adopted by NCS; draft plans for Siwa, Gabal Elba and White Desert 50% Achieved b). Publication and stakeholder endorsement of revised and comprehensive system plan Not Achieved	a). Management plan format in place. draft Management plan for White Desert finalized only, Elba and Siwa initial inputs. Declaration Decree prepared for Gilf Kebir/Ouwenat; . b). System plan still under review - completion 2nd Qtr 2007. MEE completed for system and procedures initiated for WR and LQPA by end 2006.
KA 3. Effective resource development, marketing and public relations activities instituted that promote the NCS as the lead institution supporting biodiversity conservation in Egypt	a). NCS Financial analysis and PA Business plan format established by start 2006, NCS BP by end of 2006. 60% Accomplished b). marketing and branding strategies developed by mid 2006; funding plan implemented by mid 2007 75% Accomplished	a). Pilot BP for Wadi Rayan, Ras Mohamed and St. Katherine produced and 10 year NCS business plan approved. 25% Achieved b). Marketing surveys conducted, consultants' reports and strategies marketing and branding strategies prepared 75% Achieved	a). Business Plan format developed Pilot BP for WR drafted. Progress affected by limited availability of NCS qualified staff. BPs for RM and NCS delayed to 1 st Qtr 2007 with IUCN input. b). Branding strategy prepared and initiated, surveys conducted in NCS, and profiling products designed.

In the case of the MB Key Activity 3 the relatively low success in meeting targets results from limited staff resources available to the TU, while the EIA Unit has largely been devoted to reviewing the increasing number of EIA for PAs which has limited its efforts to meet other AWP targets.

Table 4 Summary of Project Progress on all Sub-activity Quarterly targets during 2006

	*Targets Achieved	Targets Not Achieved	Total Targets (Achieved %)
Output 1			
Key Activities 1 (Establish TUs)	8	0	8 (100%)
Key Activities 2 (Institutional Reform)	6	2	8 (75%)
Output 2			
Key Activity 1 (EIA and Licensing Unit)	4	4	8 (50%)
Key Activity 2 (Planning Unit)	6	4	10 (60%)
Key Activity 3 (Marketing and Business Unit)	5	10	10 (50%)
Total	29	15	44 (66%)

* Two partially achieved constitute one achievement.

2.3 Revisions to project indicators. Caution is needed when evaluating the project progress with respect to the existing indicators. Following the UNDP Results-Orientated Project Management System workshop in 2006 the POP and AWP indicators and targets were reviewed. It is apparent that some of the existing targets and indicators lacked precision or were over precise, and in some cases circularity is introduced with regard to indicators and targets. The project indicators therefore need improvement with respect to specificity, measures used and time frame; it is proposed to employ new indicators and targets in the 2007 AWP that better track project progress. A revised POP proposal is attached as an Annexe to this report.

Table 5. NCSCB Project partnership update

Update on Partnership strategies identified	Recommendations and proposed action
LIFP. NCSCB will co-ordinate closely with LIFP on legislative issues relating to the institutional reform of the NCS, particularly the administration of funds, EIA procedures, fee systems and licensing of economic activities.	The NCSCB PMU contributed to the development of the LIFP AWP and participated in the project PECs. LIFP has supported NCSCB with: i). an international review of institutional reform scenarios for Protected Area and Nature Conservation Authority; ii). review of legal implications for implementing a draft co-management agreement for the White Desert NP iii). review of EIA procedures Manual
BioMAP. NCSCB will coordinate closely with BioMAP particularly on PA Management Effectiveness and the Clearing House Mechanism (CHM).	A joint NCSCB/BioMAP workshop for Protected Area Management Effectiveness conducted in January 2006. BioMAP involved developing and implementing an outreach and branding strategy for Egypt's PA system.
LIFE Project. NCSCB will coordinate on planning and management issues in Southern Red Sea.	Participation in TNA surveys. Joint survey conducted along Elba coastline. Plans in hand to coordinate input for BP activities in and review of CEPA

3. PROJECT INPUTS

3.1 Overall Expenditure during reporting period

The total funding approved by PEC for the NCSCB project in 2006 was \$527,737 comprised as follows:

A). DGCD - \$305,175.00

B). EGDS - \$222,361.00

Table 6 shows summarizes the expenditure from project inception to date and the respective fund balances of the project until December 2006. The total disbursement from the project's inception in March 2005 to December 31st 2006 constitutes 61% of the total Project budget of \$1,145,410.00. Total project expenditure to date from DGCD funds is 68% , while expenditure from EGDS is 53% . The 21 month period since project inception is 58% of the scheduled project duration i.e. 36 months, so expenditure rates are on schedule.

Table 6. Summary of Expenditure and Fund Balance (US\$)

Fund	Award	2005 Expenditures	2006 Expenditures	Balance 12/06	Total disbursement rate %
DGCD	633,620	216,342	216,942	201,310	68%
EGDS	510,841	107,537	163,065	240,239	53%
Total	1,145,410	323,879	380,007	441,550	61%

Table 7 shows the actual expenditures of the project against the PEC approved disbursement for the 2006 AWP.

Table 7. Actual Fund disbursements under 2006 AWP

AWP 2006	Allocated	Expenditures	Balances	Disbursement rate - 2006
DGCD	305,175	216,942	+88,233	71%
EG DS	222,361	163.065	+59,296	73%
Totals	527,536	380,007	147,529	72%

The overall project expenditure during the reporting period was \$380,007. The planned expenditure detailed in the 2006 AWP (including overheads) amounted to the equivalent of \$527,536 thus an overall disbursement rate of 72% of planned expenditure was achieved.

i). DGCD Funds

The total expenditure of DGCD Funds during the reporting period was \$216,942 while the 2006 AWP **planned** expenditure was equivalent to \$305,175 – a disbursement rate of 71%.

ii). EG DS Funds.

The total expenditure of ITDS funds during the reporting period was \$163,065. Semester 1 expenditure was \$67,291 and Semester 2 expenditure was \$95,774. The 2006 AWP **planned** expenditure was \$222,362 - a disbursement rate of 73%.

Tables 8 A and B show the expenditure for the Key Activities described in the POP document, to the end of the 2nd Project Semester (31st December 2006) based on the CDR allocated expenditures reported on 21th march by UNDP.

TABLE 8 A. EGDS Funds

Key Activity	Budget	Disbursement	Utilization
1. PMU and TU	126,417.84	86,237.57	68%
2. Institutional Reform	36,998.89	32,857.53	89%
3. Licensing	12,104.90	3,019.14	25%
4. Planning	22,104.60	26,660.40	121%
5. Marketing	24736.10	14,290.38	58%
Total	222,362.33	163,065.02	73%

Table 8 B DGCD Funds

Key Activity	Budget	Disbursement	Utilization
1. PMU and TU	182,928.16	210,759.56	115%
2. Institutional Reform	52,062.84	2,275.35	4%
3. Licensing	13,016.55	3,506.36	27%
4. Planning	19,025.80	400.65	2. %
5. Marketing	38,141.60	0.00	0%
Total	305,174.95	216,941.92	71%

Table 8 B shows very uneven expenditure for the DGCD funds with little or no apparent expenditure for KAs 2, 4 and 5. In most part this is a result of misallocations from KA1 and the relevant expenditures will require to be reallocated to the correct Activity budgets.

3.2. IUCN Inputs: Following the revalidation of the project document a revised profile for technical assistance and assignment periods was developed to accommodate the widened scope of the project relating to institutional reform. The revised TA profiles were effectively endorsed by the Project Executive Committee (PEC) meeting on the 19th April 2005 within the context of the approved general Project Operation Plan (POP) and Annual Work Plan (AWP). The status of IUCN Technical Assistance to the NCSCB projects in terms of consumed, committed and available inputs until December 2006 is summarized in Table 9 below.

3. PROJECT HIGHLIGHTS DURING REPORTING PERIOD

3.1 Output 1

A). Institutional Reform Activities The reform of the NCS remains a central element of both the NCSCB and LIFP projects, and consequently a considerable amount of effort has been devoted to this issue as described below.

i). Policy and administrative reform: Dr. Graham Child, IUCN consultant, completed his two month assignment in May 2006. Specifically Dr. Child was tasked with advising on:

- “Policy development for nature conservation, Protected Area management, research and planning;” and
- “Institutional Reform ... specifically with advising the NCS’s (Nature Conservation Section) with organizational and administrative structures, undertaking a staff audit and developing guidelines for staff structure and development programmes”.

Table 9: Summary of Status of IUCN Technical Assistance to NCSCB Project

Role	Quantity	Consumed to Dec 2006	Committed	Balance
ICM and IUCN Team leader (Institutional support/Planning)	24	21	3	0
EIA/Legal Affairs Adviser	1	0	0.75	0.25
Information/Communication Adviser	3	3		0
Institutional Reform	2	2.5		-0.5
Training Needs Assessment	2	2		0
Protected Area Socio-economic Evaluation	1	0		1
Business Planning	2		2	0
PA Management Effectiveness	2	2		0
Other (Archaeological adviser)	1.6		1.5	0.1
TOTAL	38.6	30.5	7.25	0.85

On May 8th Dr. Child made a presentation on his recommendations to senior EEAA officials, including the CEO and other invited participants. Dr. Child has submitted his report titled - “Suggestions to Strengthen Policy and Institutional Development in Nature Conservation in Egypt” which is available. This comprehensive report gives a comparative review of the state of parks from 2000 and 2006; presents a road map for NCS reform including a functional review and an organizational structure; a staffing plan, job descriptions and policy proposals.

ii. Review of Institutional models: In association with international consultants engaged with LIFP (Fodella) the NCSCB project has reviewed the institutional arrangements elsewhere for the administration of protected areas to determine what would be the most appropriate institutional model for the situation in Egypt.

Recently a commissioned report on the legal and financial options for an alternative institutional status for NCS was submitted by Mr. Nabil Abd El Messih. The report recommends the establishment of a Holding Company for the management of Protected Areas; the report has been provisionally reviewed by the PAMU but it is suggested that a wider debate should undertaken on this issues. It is anticipated that this debate would be facilitated during the PDF-B phase of the GEF programme (see below).

iii). Training Needs Assessment (TNA): The right technical and personal development of NCS staff will be critical to the ensuring the successful reform of the NCS. In tandem with the input by Child, an IUCN consultant, Maurilio Cipparone, was contracted to undertake a TNA for NCS between March and May 2006. The consultant visited 5 PAs, with NCS counterpart staff, distributed over 500 TNA questionnaires and conducted a SWOT analysis of the Training Centre in Sharm. The consultant presented his findings at a workshop on May 22nd and has submitted a very detailed report, based largely on the 197 returned questionnaires (out of 514 NCS staff members) which were analyzed and processed on a job profile and Protected Area basis. The main recommendations relate to-

- establishing a permanent training unit and conducting a training course for these trainers as a first priority;
- instituting courses aiming at giving a common knowledge and capacities background to all the NCS personnel;
- providing courses dedicated to improve the skills requested by a specific job or rank or position in the NCS functional and hierarchic structure.

In response to a related task, the consultant proposes that the special advantages of the Sharm Training Centre should be exploited to serve a wider audience and by linking it with the network of European training centre (NEETCE). It would then be in a position to share programs and projects, facilitate the exchange of staff and experiences and to define criteria and standards of training for Protected Area Staff.

B). International Funding

i). Twinning Proposal: In relation to the institutional reform the NCSCB project was instrumental in preparing, and promoting, a proposal from the NCS to the Ministry of International Cooperation, for consideration for technical support through the MEDA Institutional Twinning Programme. However the proposal was subsequently reformulated by EEAA and submitted in support of wider reform initiative for the EEAA but the report was not accepted.

ii). GEF proposal: The work of the NCSCB to assist the EEAA establish an autonomous and modern institution for the management and development of Egypt's protected area system has attracted the attention of the Global Environmental Facility (GEF). GEF regards this initiative being hugely significant for biodiversity conservation in Egypt and of considerable importance as an institutional reform model in the Middle East. As a result the GEF Regional office in Beirut has encouraged the NCS to apply for the Egypt's full RAF funding allocation of approximately \$4 million as co-funding support to fully realize this ambition.

The NCSCB project was instrumental in developing the UNDP Project Initiation Document to request financial support through GEF for the development of a PDF-A project Initiation Document for a project entitled "Strengthening the national system of protected areas" – which is available from the PAMU office. The request, which was approved by the CEO of EEAA (Dr. Kahalil) and the GEF Biodiversity Focal Point, was successful and a grant of \$25,000 was awarded for the development of a PDF-A concept note.

Subsequently the GEF Regional Secretariat based in Beirut contracted an international consultant and experienced GEF proposal writer (Christopher Cosslett) and two national consultants (Dr. Sharif Baha El Din and Magda Nassef) to develop the concept note under the guidance of the PMU. The final concept document was finalized and available for peer review by mid October prior to being submitted to the GEF Secretariat for consideration of a PDF-B grant. A draft copy of the concept is available from the PAMU office.

C). Management Effectiveness Evaluations (MEE)

i). MEE of Egypt's system of PAs: A workshop for 78 PMU managers and other NCS staff was held in January 2006, in coordination with Bio-MAP project, to examine the management status of Egypt's national system of protected areas and

a draft report was subsequently produced. The evaluation approach followed a modified version of the RAPPAM methodology.

In a follow-up workshop held in May, the draft report was reviewed by workshop participants who were asked to review the MEE findings and provide recommendations as how the NCS should proceed, particularly to address the weaknesses that had been identified in terms of policies, strategies and administrative actions

The final report of this MEE on Egypt's PA system includes the general and specific findings and an action plan; a synopsis of which is given in **Annexe 2**.

This was the first occasion that Egypt's 24 PAs have been evaluated for management effectiveness in a systematic and consistent manner, and this evaluation is probably the one of the first to be conducted in the Arab World or the Middle East. This substantial report will be printed and widely circulated in and outside Egypt.

ii). Management effectiveness site level: The results and recommendations of the national assessment confirmed the need to conduct more in-depth site level assessments. The NCSCB project contracted Mr. Dan Paleczny, as an IUCN consultant for two months (scheduled over 5 months) for evaluating the management effectiveness of individual protected areas in the Egyptian system. The TORs requires that the consultant performs the following tasks in 4 of the Protected Areas:

1. Designing and testing a suitable model that integrates the key elements of planning and evaluation into a logical and simple, yet resilient process.
2. Training NCS staff on application of the model so that it can be applied to all PAs.
3. Overseeing application of the process to ensure quality work and results.

The four protected areas are: Wadi Rayan and St. Katherine Protectorates (which both have management plans) and Ras Mohamed and Lake Qaroun (which currently lack management plans). For PAs with management plans it is anticipated that the study will also assist with the revalidation and updating of the existing plans; for those PAs without formal management plans the exercise will establish a management framework and work plan.

The management effectiveness evaluations are being conducted through a series of participatory workshops that engage local communities and other stakeholders as well as the NCS staff. Background reports on the process are available from the PAMU office; the draft report for Wadi Rayan is available and that for Lake Qaroun will be available in early 2007. MEEs will be conducted in St. Katherine and Ras Mohamed in the 1st Quarter of 2007.

3.2 Output 2

A). EIA Activities (KA 1)

During 2006 the EIA TU has been heavily engaged in the review and assessment of an increasing number of EIAs for a variety of development projects both inside and around Protected Areas. The number and variety of EIAs that have been reviewed are shown in Table 10 below. The table illustrates the heavy work load imposed on the TU which is dealing with an increasing number of EIAs.

It should be clearly understood that the NCS EIA Unit works in close collaboration with the EIA central department of the EEAA. EIAs are classified

according to whether they relate to activities inside or outside PAs and/or whether they have a direct impact on biodiversity. Those EIAs relating to activities inside PAs or with a direct biodiversity implication need full EIAs and the final decision to approve or not resides with the NCS. For other projects the NCS Unit merely comments on the EIA. Furthermore the different projects for EIA are ranked and are accorded one of three formats, A, B or C. For those EIA reviewed under format A the evaluation may require less than 1 day, as they relate to small scale projects whereas format B and C projects that relate to tourism, industrial, transport, agricultural and social development (e.g. housing) projects require much longer attention; the EIA for salt extraction proposal from Lake Qaroun has been ongoing since September 2006 and involved a public hearing.

It is proposed in the 2007 AWP that the NCSCB Project will contract an IUCN expert on mining and quarrying issues to review the NCS position with regard to extractive industries inside Egypt's PAs. The consultant will also be asked to review the EIA procedures in light of international practices.

Table 10. Summary of EIA reviews and decision status

Projects	Touristic	Industrial & petroleum	Agricultural & Fish farms	Housing & Development	total
Decision					
Approved	88	16	8	10	122
Refused	6	2	7	-	15
Total	94	18	15	10	137

i). EIA Guidelines. New guidelines have been developed by the EIA TU for EIA procedures for underwater construction. These procedures will be applied to the underwater observatory to be built with Italian funding in Ras Mohamed.

ii). Cooperation agreement. The TU has now established a co-operation agreement with the EIA central department of EIA and Nature Conservation Sector in arranging an investor meeting as a first step before starting licensing procedures.

iii) Liaison with Ministry of Defence. Following negotiations with the Ministry of Defense the TU now has started to receive a copy of their permissions for all kinds of activities (Industrial activities, agricultural and land reclamation activities, scientific research and expert visits, etc), in accordance with the EEAA licensing procedure.

iv). EIA procedures manual. A review of the EIA procedures followed by the EEAA has been completed by the TU. The draft document that outlines the procedural reforms that are required has been discussed from a legal perspective with the LIFP project and it was subsequently revised. The document will be circulated for discussion with the EEAA central EIA Dept to implement reform of the current procedures.

v.) Investors Information exchange. NCS has started an initiative to exchange information with investors to help inform them not only of the correct EIA and legal procedures to process their project EIAs but also to inform them of environmental issues and other precautions with regard to improving the sustainable nature of the respective development. Particular examples relate to:

- The heavy minerals black sand mine at El Burullus (East of B.PA)

- The construction of artificial lake in the inter-tidal zone in south Nabq (Moran Resort)
- The methanol project in Damietta port.
- The MAC project for the extraction of salts North Qaroun PA

vi). Mitigation study. The EIA TU was tasked with undertaking a development review and mitigation study (EIS) for the proposed development in the Wadi Hitan World Heritage Site. The report outlines different scenarios for use and development in the site and gives prescriptions for the type, style and construction techniques for all infrastructure in the Site.

vii) EIA workshop. The EIA Unit attended the two workshops (4th – 9th of November 2006 and 16th – 21st of December 2006) that were arranged for NCS staff in Sharm El Sheikh Training Center and which were financially and technically supported by the NCSCB project. The primary purpose of the workshops was to address critical safety and staff management issues in PAs following a spate of tragic accidents in 2006 involving NCS staff. However the workshops provided an opportunity for both the EIA and MB TUs to introduce field staff to their respective activities. The EIA Unit presented an introduction to the EIA process in Egypt that included the following:

- 1- The procedures of the whole process of the EIA (from receiving the proposal to giving the license) including:-
 - Preparation phase of EIA.
 - International and national mechanisms.
 - Cycle of EIA according to EEAA system (law 104/1994) and the proposed cycle for protected areas.
 - Distribute the proposed follow-up sheet for all the trainees to standardize the reviewing and follow-up techniques.
- 2- The role of P.A. staff for compliance monitoring
- 3- The role of P.A. to stop the violations at right time and preparing the technical report for environmental impacts for any violation.

B) Planning Activities (KA 2)

i). Management planning for the White Desert. Following the successful 2005 workshop in Farafra the NSCB project has undertaken 3 visits to the White Desert to examine visitor management and collaborative governance issues. A follow-up planning meeting was held with stakeholders in Farafra on June 6th when a draft plan was presented and co-management ideas and arrangements were discussed along with an orientation and the proposed certification of White Desert operators. The draft management plan has now been finalized following the mapping of access tracks that was accomplished in coordination with White Desert operators. The plan will now be circulated for review and comment by all stakeholders prior to it being formally approved by the NCS.

The co-management agreement referred to below will be a central element of the management protocols for the Park. The draft plan is available from the PAMU office.

ii). Co-management agreement for the White Desert. Stemming from the participatory approach, a simple bilateral agreement, between the NCS/EEAA and the two local NGOs, for the co-management of the White Desert National Park has been drafted as a basis for discussion, and legal review and negotiation with the various actors and stakeholders. The document has been presented to

LIFP for legal review. LIFP has submitted a proposal to EEAA or an assessment of law 4 to accommodate co-management system.

iii). White Desert Operator training and certification. Following the successful 3-day participatory planning workshop held in November 2005 at Farafra for the White Desert management plan considerable effort has been given to involve local communities in the effective and sustained management of the WDNP. A central element of the WDNP's management is to ensure that tourism operators, both local and national, abide by the WDNP's regulations.

In association with two local NGOs the NCSCB helped arrange 2 consecutive 4-day workshops for 108 operators in the White Desert in Bahariya between the 11th and 17th September. The purpose of these orientation courses is to ensure that the operators are properly orientated to sustainable tourism practices that also deliver high quality experiences to their clients. The courses were designed as part of a local certification process for White Desert operators thereby ensuring that the operators attained a required standard. The Training Course was supported through a grant of Euro 12,500 from IUCN Netherlands to "El Hayah" a Farafra NGO. This NGO contracted a training coordinator (Ali Hamdi) and a number of trainers for the initial course. Two four-day courses were conducted on aspects of desert conservation, biodiversity, geology, cultures of oasis peoples, history of desert exploration, Global Positioning Systems, First Aid and safety measures etc. The NCSCB project was closely involved in the design and development of the courses and their content

At the conclusion of the course, the participants had to sign a desert code of conduct and pass an oral examination, prior to being certified. The certification process will be formally instituted in late 2007 when all operators (estimated at around 500) have completed the course and when the mechanics of the certification license and its monitoring should have also been established.

An assessment of the course was conducted based on the participants' evaluation and this will be used to refine future courses which are scheduled in 2007. The course was in line with the UNEP practical guidelines to managing social and environmental impacts in the desert recreation sector published recently (Tourism and Deserts UNEP 2006).

The process has been discussed with the Egyptian Tourism Federation to secure their backing and the Minister of Tourism has agreed to endorse the system so the participants were given to understand that the certification will give them a semi-official status as certified operators. It is proposed that the system should eventually be applied to the whole Western Desert

iv). Gilf Kebir: a proposal document for the declaration of the Gilf Kebir/Gebal Uweinat complex as a new protected area was drafted by the NCS Planning Technical Unit under the supervision of the NCSCB during the reporting period. The report was extensively illustrated. The proposal was submitted to the Government of Egypt and the Gilf Kebir Protected Area was formally declared as a Egypt's newest protected area on January 4th by Prime Ministerial decree No. 10 2007. The decree has formally created one of the world's largest protected areas extending over 48,100 km² of the Western (Libyan) Desert – almost 5% of Egypt's terrestrial area. This decree followed the earlier declaration of the Northern Red Sea islands in August 2006 which together increases the number of protected areas in Egypt to 26, covering over 142,280 km of Egypt which

represents about 14.2% of the country's total sovereign area. The Gilf Kebir Protected Area alone increased the protected area coverage in Egypt by almost 50%.

The declaration at this time of this large protectorate in one of the world's most hyper-arid areas is particularly appropriate as the United Nations had declared 2006 as the International Year for Deserts and Desertification. This new protected area will extend the conservation coverage of the Saharo-Arabian floristic province which generally has been poorly represented and it is hoped that the Gilf Kebir protected area will eventually constitute part of a larger trans-boundary protected area shared with Libya and Sudan.

This new protected area has been identified as a candidate for a trans-boundary World Heritage Cultural Landscape. It will however require a detailed management plan prior to inscription and a field trip to develop management prescriptions and protocols is planned for February 2007.

v). Field investigations: In November two members of the Planning Unit made a preliminary survey of Mograh, on the eastern part of the Qattara Depression as a prelude to developing a proposal for its declaration as a protected area. The objective was to define the southern boundaries of this proposed PA and better document the resources and management issues in the eastern sector of it.

The most significant findings were:

- The largest concentrations of petrified trees are found just south of Moghra Oasis and north of latitude 30°N and the position of each major cluster of petrified trees was documented and photographed and its status noted.
- The region is still free from any major developments (but petroleum development is encroaching closely to the sensitive areas) and oil developments south of the proposed PA are extensive and have resulted in a great deal of environmental damage, including oil spills, solid waste disposal, landscape damage etc.
- Falcon catching is a major management issue throughout the region (at least 8 separate hunters and their camps were encountered at random in the desert, mainly near Moghra).
- The geological resources of the region are at a great risk from quarrying and petroleum activities, with widespread destruction of fossil trees and damage of the landscape from gravel quarries in particular (documented outside the proposed PA, but this could soon reach the PA if it is not declared soon).

C). Marketing and Business Activities (KA 3)

i). Business planning; the first business plan (BP) for a protected area in Egypt was drafted by the staff of the Marketing and Business Unit under the supervision of Myrette Sokkari, NCSCB local consultant. The draft BP for Wadi Rayan Protected Area (WRPA) has been circulated for comment and is currently under revision.

ii). BP workshop. The MB TU attended one of the two workshops (16th – 21st of December 2006) arranged for NCS staff (see EIA report above). The MB TU staff made a presentation on the principles, purpose and the process of the business planning for PAs using the draft Wadi Rayan BP as an example.

The value of the business planning process in providing a useful communication tool was explained and the support it provides park managers with financial and operational baseline information for future decision-making. The business planning process accomplishes three main tasks.

- First, it provides the park with a synopsis of its funding history.
- Second, it presents a clear, detailed picture of the state of current funding.
- Finally, it outlines park priorities and funding strategies.

The purpose of business planning in the Nature Conservation Sector (NCS) to improve the abilities of parks to more clearly communicate their financial status with principal stakeholders was also explained in terms of a business plan answers questions such as:

“What is the business of this park unit?” and “How much funding and staff does this park need to operate within appropriate standards?”

ii). Revenue Generation Options —Ras Mohamed: As part of the work plan of the Marketing and Business unit, an assessment of revenue generation has been completed that identifies procedures for Ras Mohamed National Park that optimizes cost effectiveness and capitalize on opportunities to increase revenue without prejudicing natural values. The study (Financial Sustainability and Revenue Generation: A Case Study on Ras Mohamed. Sept 2006) was conducted by Rady Talat, of the Gulf of Aqaba PAMU, under the supervision of the M/B TU. The study examines different current sources of revenue, and sources of income, including entrance fees, concessions, donor projects, and any other sources income. The study also analyzes the current sources of income and address issues of fee evasion and also issues of under collection, and issues of non-fee areas such as Tiran.

The study also proposes other sources of projected income, and means by which to ensure effective fee collection, effective pricing of the concessions, effective levy of penalties etc. and a discussion of how to more effectively manage collection and implementation of revenue sources. A draft copy of the study is available from the PAMU office.

iii). Outreach and Branding Programme: During the reporting period detailed TORs were drawn up for an IUCN and a local consultant to assist the Business and Marketing Technical Unit, established under the NCSCB project, with the following:

1. Develop and implement a plan for the effective “branding” and projection of the NCS image and profile, and fostering a positive corporate culture within the staff.
2. Execute an integrated communications strategy to improve visibility, locally and internationally, of the Nature Conservation Sector and Egypt’s Protected Areas in support of the aim of gaining more autonomy and greater funding for the NCS.

This input is an important element of NCS’s transformation as it will help with the positive “branding” and projection of the NCS image and profile, and with fostering a positive corporate culture within the Sector. The input will also contribute to raising the profile of Egypt’s protected areas and elevating the general awareness of their role, value and importance to Egypt. Under this intervention communication materials will be designed and produced including an information pack, a web site dedicated to protected areas and standard format leaflets will be printed for each protected area. The IUCN and National

consultants were contracted in October and their reports and associated communication materials will be delivered early in 2007.

In the 4th Quarter 2006 the MBU and the consultants were involved with two NCS workshops held in Sharm where NCS branding issues were reviewed with PA staff. A report is available on the workshops and their assessments.

iv). Protected Area Publication. As part of the strategy to raise the profile of Egypt's PA system nationally and internationally the NCSCB produced and published 1500 copies of an illustrated report titled "Protected Areas of Egypt – Towards the Future" which was launched on June 6th World Environment Day. The report has been well received and is now available as a PDF file in low resolution format that can be posted on web pages.

v). Business Planning TORs. During the reporting period TORs were developed for an IUCN consultant to assist with Business Planning for protected areas in Egypt. The consultant will be required to review and comment on the Business Planning Model, advise on alternative models, assist in the preparation of the Business Plan for NCS, assist in the preparation and implementation of the Business Planning Workshop. The consultant's specific tasks will be to:

- Review and advise on the selected Business Plan Model that has been developed by the MB Unit
- Advise or develop alternative Business Plan Model
- Advise and assist in the preparation of the NCS Business Plan framework
- Assist in preparation for the Business Planning Workshop
- Prepare Material for training on Business Planning
- Prepare a manual of "How to prepare a Business Plan"

The IUCN consultant, Jose Galindo, from Ecuador, who has considerable experience in PA Business Plans, has been provisionally identified for the input which is scheduled for February 2007.

vi). International conferences. Following up on her representation at the IUCN convened conference in Seville (Sustainable Funding of Protected Areas in the Mediterranean 29th to 31 January), Myrette El Soukkari, M/B Unit consultant, was invited to the MedPan (Marine Protected Areas in the Mediterranean) workshop in the Asinara NP, Sardinia in June 2006. The workshop was held to review financing strategies for marine parks. Two well received presentations were made: on the Red Sea revenue generation strategy and; the recreational value of Ras Mohamed coral reefs. Unfortunately the invited NCS staff member was unable to attend.

4. SUPPORT TO OTHER EIECP PROJECTS

The NCSCB has technical oversight and support for the three EIECP projects at Wadi Rayan, Siwa and Gebal Elba. The section summarizes the activities related to these sister projects.

A). Siwa Project: During August 2006 a team of IUCN consultants, with various backgrounds, was assembled along with local PAMU to develop an integrated strategy and implementation plan for sustainable tourism in Siwa including the health center/SPA proposed by the Governor. The task team's collective and individual TORs related to the development of an integrated strategy and implementation plan for ecotourism in Siwa PA. The team's first field visit to

Siwa took place between the 20th and 28th August and was followed by a subsequent visit by the team leader in September.

The team members and their task outlines are summarized below.

IUCN Team Member	Total weeks of effort	Tasks
Gabriel Mikhail Architect and team leader	10	Team coordination; “ecotourism” infrastructure development plan and valuation; spa concept development and interpretative plan
Silvia Martinelli Architect	3	Support to team coordinator for infrastructure planning and design of Spa
Tareq Abul Hawa Social Scientist	3	Mission scoping and local community involvement and entrepreneurship
Annibale Grassi Tourism planner/writer	3	Tourism marketing and promotion strategy and plan; destination and activity identification “ecotourism” operating standards (including spa);
Alberto Siliotti Travel guide writer	2	“Ecotourism” information and materials production plan for biodiversity, cultural and historical heritage.

A central element of the plan is the development of an infrastructure programme to serve the management and ecotourism development needs of the area. This will include a feasibility study for the proposed health Spa and accordingly propose means of how this could interact and be integrated within the overall plan for the area

The plan is to be developed in close consultation with the local communities and other partners, including the private sector, so as to ensure ecotourism activities bring social and economic benefits to the indigenous communities while preserving the environmental and cultural balance of the areas.

The initial report was presented to the Governor of Mersa Matrouh who is the PEC chairperson for the Siwa project on the 6th December in order to secure his support for the plan as a step towards revitalizing the stalled PA project component. The report will be finalized during the first quarter 2007.

In the course of the field visits the task team discovered that extensive seismic surveys are being conducted for oil/gas deposits within the Eastern Sector of the Siwa Protectorate. Western Geco, a company specializing in seismic surveys, has been operating in the area since May this year on behalf of Tharwa Oil, which reportedly has the exploration concession in the area. Western Geco have established 5 camps in different parts of the area and are running a series of seismic transects up to 180 kilometers in length.

The Siwa PAMU had no knowledge of these operations and as far as we can ascertain the seismic surveys have not been authorized by the EEAA or been subjected to any EIA procedures. This was reported to the NCS Director in an urgent memo and steps were taken to immediately stop the activity.

B). Gebal Elba Project:

i). During the reporting period detailed TORs were drawn up for the Gebal Elba Protected Area (GEPA) Project. The international Technical Support provided through IUCN to GEPA is only 4.5 person/months. The GEPA PMU staff requested technical support from IUCN for two particular components to support management planning for the PA viz:

- sensitivity and biological assessment maps of the GEPA coastline as a prelude to management zoning that anticipates future development (the input will utilize 1.5 months of the IUCN contracted input);
- wildlife conservation management surveys and related monitoring programmes for large mammals within the GEPA (the missions will be undertaken by two IUCN consultants working in tandem which will utilize 2.5 months of the IUCN contracted input).

The NCSCB project helped develop TORs for these two major inputs to the management planning process. In December 2006 the IUCN consultant (Dr. Tony Rouphael) in collaboration with the Elba PAMU, the Planning Unit and Red Sea staff undertook a preliminary survey of the coastal resources of the Elba Protected Area north of Shalateen. The survey will be completed during January 2007 and the report presented in the 1st Qtr 2007.

ii). The NCSCB project has also assisted the Elba PAMU with project reporting and accounting procedures during 2006

C) Wadi Rayan: The NCSCB was closely involved with the development and visitor management planning for the Wadi Hitan World Heritage Site. The project was involved with developing the conceptual theme for the visitor interpretation and subsequently reviewing and editing the content and texts of the 12 information panels that are to be installed. The project also gave technical advice and support for drafting the design tender for the nine interpretative stations and in the review of the offers. See WRPA progress report for further details.

5. SOFT ASSISTANCE.

During the reporting period the NCSCB PMU have provided support to the NCS Director on a number of non-project issues principally through providing technical advice and reviewing documents.

i) NCS Workshops and safety support: The NCSCB project contributed technically and financially to the NCS staff safety and orientation workshops that were arranged following a spate of tragic accidents in 2006. One workshop was held in Cairo on general safety and staff management issues and a follow up workshop (divided into two sessions (4th – 9th of November 2006 and 16th – 21st of December 2006)) was held in Sharm. At the latter workshop general principles of PA management were addressed along with desert safety and leadership. The EIA and MB Units also made presentations on the activities being undertaken by their respective units and the implications for the PAs.

The NCSCB subsequently purchased 8 hybrid satellite, GSM and GPS phones for distribution to remote or extensive PAs as a safety measure for the staff.

ii). St. Katherine trip: At the request of Dr. Fouda the IUCN team leader and ICM of the NCSCB project, John Grainger, accompanied a NCS delegation, which included Dr. Khalil (CEO/EEAA) and General Menshawi, to the St. Katherine Protectorate. The primary purpose of the mission, which took place from 3rd to 5th July, was to seek ways to address the Bishop's concerns relating to

the decline in visitor services following the ending of the EU project and his request to locally recycle a larger proportion of the entrance fees. A secondary purpose for the mission was to identify the financial requirements of the PAMU to better manage the Protectorate.

iii). St. Katherine Conference Paper: A regional conference organized by the Hanns Seidel Foundation was held in Saint Katherine from 5th and 6th September 2006. The conference theme was “Preservation of Protected Areas” and at the request of the organizers a paper was prepared by John Grainger entitled “Institutional constraints relating to the proper management of Egypt’s protected areas” A personal view.

iv). South Africa cooperation. NCSCB project staff assisted with briefings and itinerary arrangements for the Minister’s visit to two parks during his mission to South Africa in November 2006 and also drafted an Annexe for the MOU for cooperation on Protected Areas and Biodiversity between the two countries.

v). Pharaoh’s rally: The NCSCB project was also involved with ensuring the route of recent Pharaoh’s rally through the White Desert National Park was scheduled as a special stage in order to avoid excessive impacts.

vi). Review of reports: Project staff have undertaken numerous reviews of reports and other documents on behalf of the NCS Director. Among the major reports that have been reviewed are:

- a review of the proposal for an ecotourism facility and desert park submitted by Environmental Quality International:
- a review of the “management” plan for Jebel Qatrani submitted by national UNESCO committee to the World Heritage Committee as a precursor for the site’s inscription to the list of World Heritage sites.

6. PROJECT CHALLENGES

The main challenges to project implementation and achievement of Outputs are summarized below.

A. Operational

i). Support for reform: The original NCSCB project document was revalidated to facilitate the transformation of the NCS into an autonomous authority. This initiative is in line with the of National Environmental Action Plan (NEAP) first 5 year plan which identifies the need to support the institutional framework and enhance the capacity of organizations concerned with biodiversity conservation”. The MSEA supported the proposition and significant progress was made with a detailed proposal being sent to the Prime Minister’s office for review in September 2005. However in 2006 the initiative appeared to stall and though the actual situation remains unclear, it is looking increasingly unlikely that there is enough support for the evolution of a new Nature Conservation Authority at this time. The Project Operational Plan (POP), approved in March 2005, clearly stated the following:

“It would be ambitious, however, to believe that the evolution of the NCS from an EEAA Central Department into some form of parastatal could be fully accomplished within the project period, even though the prevailing Egyptian Government policy may be supportive of such an initiative. The Project Outcome is largely conditional on the understanding and support of the senior decision makers within the MSEA and other tiers of Government. To this end the project, over the three years, shall be closely involved with the preparation of documents

and policies that can be used to justify and support the NCS's progress towards achieving this vision".

The POP also makes it clear that the successful accomplishment of the transformation of the NCS will be dependent on a sustained commitment by the senior decision makers within the MSEA to change. In fact during 2006 the Nature Conservation Central Department was upgraded to a Sector within the EEAA but no additional resources were allocated to support the new administrative body..

ii). Appointment of New National Co-Manager. As a result of Dr. Sharif Baha El-Din's resignation from the post of National Co-manager (NCM) in April Mr Ahmed Shehata was appointed to this position effective the 1st June 2006. Dr Baha El Din continues to provide leadership to the Planning Technical Unit. The next Project Quarter will constitute a transition period for handing over the full administrative responsibility of the project to the NCM, as the International Co-manager is scheduled to depart at the end of March 2007.

The PMU was originally planned to be located within the NCS office facility but lack of space has required the PMU to locate in rented office space in a building adjacent to the EEAA. The Technical Units are physically embedded within the NCS offices.

iii). Deployment of TU staff from NCS: For sustainability reasons the NCSCB project intends to build on existing staff resources rather than "importing" the capacity for the limited duration of the project. However this strategy required the identification and deployment of the most qualified and motivated individuals from within the NCS staff ranks to work with the Technical Units. A NCS staffing structure was proposed to the NCS Director in July 2005. However most of the NCS staff can only work on a part-time basis and since the approval of the staff structure there were developments that affected these staff arrangements and compromised the operational efficiency of the TUs. The activities of the Marketing and Business TU have been particularly constrained by the limited availability of NCS staff. In recognition of this concern the PEC meeting in November authorized the engagement of a staff member from outside the NCS.

A pressing issue is the identification by the Director of suitable NCS staff for the permanent training unit to be established at the Sharm Training Centre which was identified as a priority in the TNA report

iv). Reconciling the POP with ATLAS The original Project Operation Plan (POP), approved by the PEC in May 2005 was reformulated in January 2006. This was necessary because though the original POP contained 4 Outputs to reflect the project document, and the initial approved AWP had multiple Activities, the original ATLAS work plan for the project instituted by UNDP on the other hand had collapsed these 4 Outputs to 2, with only 2 Key Activities for each Output. It proved very difficult and time consuming to allocate the agreed AWP allocations to the ATLAS lines and then to track and report back on expenditure. As it was not possible to reconfigure the ATLAS structure the POP and the AWP were restructured to dovetail with the ATLAS structure while retaining the logic and cohesion of the project framework. The ATLAS Output (project) IDs were retained for reference. The revised POP is attached as Appendix 1, along with a brief explanation of the POP's logical framework.

LESSONS LEARNED

1. Genuine capacity building takes time and perseverance. The NCSCB project is designed to utilize the existing NCS staff resources rather than “importing” the capacity to undertake the activities for the limited duration of the project. However this strategy requires the identification and deployment of the most qualified and motivated individuals from within the NCS staff ranks to work with the Technical Units and for the most capable of these individuals to later assume positions of leadership in the NCS. This also requires the cooperation of the NCS managers in assigning the individuals and the persuasion of the individuals concerned, who will continue to have other duties that the extra work they undertake now for a modest recompense, will be serve them in-good stead in the future.

Major NCSCB Project Reports and Publications produced during 2006

Business Plan for Wadi Rayan Protected Area: M/B TU

Financial Sustainability and Revenue Generation: A Case Study on Ras Mohamed. Sept 2006: M/B TU

Protected Area of Egypt: Towards the Future. NCSCB PMU

Management Plan for the White Desert National Park: Planning TU

Draft proposal: Co-management Agreement for the White Desert National Park

Documents and Prime Ministerial decree for the Declaration of the Gilf Kebir Protected Area: Planning TU

Documents and Prime Ministerial decree for the Declaration of the Northern Red Sea Islands: Planning TU

Training Needs Assessment for the Nature Conservation Sector: Maurillio Cipparone and PMU

Suggestions to strengthen policy and institutional development: Graham Child and PMU

Management effectiveness evaluation of Egypt’s Protected Area System: NCSCB and BioMAP

The state of Wadi El-Rayan Protected Area and the Valley of the Whales World Heritage Site: Dan Paleczny and PMU

EIA reviews (137): EIA TU

Enhancement of ecotourism in PAs that generate job opportunities within the Presidential Election Program.

Annexe 1

Annotated Work Plan 2006 Record

Annexe 2

UNDP ATLAS expenditure Account for 2006

Annexe 3

Summary of Expenditures from Budget Lines

Annexe 4

Revised Project Operation Plan

The main revisions to the POP for 2007 relate to the change of indicators and targets for the institutional reform of the NCS. It is now regarded as unlikely that the NCS will be established as an autonomous self funded institution during the course of the NCS project as there does not appear to be sufficient high-level support for this initiative. The NCS has been officially established as a Sector within the EEAA and it is likely that the NCS will remain so for the foreseeable future. Therefore the indicators and targets have been revised accordingly.