

**Capacity Building and Institutional Support To  
The Nature Conservation Sector  
Of The Ministry Of State for Environmental Affairs And  
Egyptian Environmental Affairs Agency**

**Project Operation Plan  
and  
Annual Work Plan and Budget  
2007-March 2008**

**Report to Project Executive Committee**

**June 2007**

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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 & 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	International Union for Conservation
ICM	International Consultant Manager
KA	Key Activity
LIFP	Legal and Institutional Framework Project
MB	Marketing and Business
MEE	Management Effectiveness Evaluation
MP	Management Plan
MSEA	Ministry of State for Environmental Affairs
MTE	Mid Term Evaluation
NCSCB	Nature Conservation Sector Capacity Building Project
NCS	Nature Conservation Sector
NC	National Consultant
NCM	National Consultant Manager
PA	Protected Area
PAMU	Protected Area Management Unit
PDF-A	Project Development Facility (First Phase)
PHC	Public Holding Company
PL	Planning
POP	Project Operations Plan
PTU	Permanent Training Unit
QT	Quarterly Targets
RAPAM	Rapid Appraisal of Protected Area Management
RBM	Results Based Management
TU	Technical Unit
UNDP	United Nations Development Programme
WDNP	White Desert National Park
WHS	World Heritage Site

### ***Executive Summary***

This report to the Project Executive Committee is in support of the Annual Work Plan for 2007 up to March 2008, which contains the following main points:

1. The AWP takes into account:

- (i) The directives of H. E. the Minister of State for Environmental Affairs (MSEA), aimed to improve the infrastructure of the Nabaq Protected Area;
- (ii) The Mid Term Evaluation findings and recommendations (issued in March 2007), which highlighted several important issues related to the implementation of the project. As it enters on its last year, its remaining efforts would be concentrated in consolidating the achievements.

2. The AWP covers a crucial period in the project. The year 2007 will be critical period in the process of ensuring the capacity building of the NCS. It will be an important transition period as national consultants for the Technical Units (TUs) will be phased out, while the NCS staff will have to assume leadership of the TUs and the project is going to be handed over to the NCS in the 1st quarter of year 2008.

3. The NCSCB Project has been assessed through an independent Mid Term Evaluation process by international and national consultants; the evaluation report of March 2007 acknowledged the project effective results which were inline with the planned budget. On the basis of MTE findings and recommendations, the POP has been revised and the AWP is formulated.

4. The AWP lays out an extensive program of work that builds on activities initiated in 2006. The project will assist, where possible, the recommended actions stemming from feasibility studies and reports that were conducted in 2006.

The financial award for this AWP is \$441,549.78 made up of \$201,310.41 from DGCD and \$240,239. 37 from EG DS funds.

5. The project will concentrate on consolidation of the previous achievements, the TUs are fully instituted and support PAs, training on EIA, BP, MP and produce their systematic manuals and guidelines, assist development management plans for 5 PAs, develop business plans for 2 PAs and a framework for NCS plan, improve Infrastructure of Nabq PA to enhance its ecotourism plan, production of materials for marketing and branding and parks website.

6. A total of 8 months of International Consultants have been scheduled which includes 3 months for the ICM ends up to March 2007, and 5 other missions representing specific international input scheduled for the NCSCB project under the UNDP/IUCN contract; regarding business planning for 2.5 months, archaeology of Gilf Kebir and continuation of one month on MEE of PAs.

7. A total of 42 months of National Consultants have been scheduled including 14 months for 2 Technical Units of planning and business and the biodiversity special adviser on part-time basis, 15 months for the NCM and coordinator for Institutional

support and 12 months for the Technical Unit of EIA, plus 1 month continuation for marketing input.

8. In addition, the project will continue to collaborate with associated EIECP projects and other relative projects which support the capacity of NCS.

## **1. INTRODUCTION**

This report presents the proposed Annual Work Plan from January 2007 to March 2008, the end of the project. It describes the major financial and technical inputs required for the plan's implementation along with the main project activities.

The AWP takes into account:

- (i) The directives of H. E. the Minister of State for Environmental Affairs (MSEA), aimed to improve the infrastructure of the Nabaq Protected Area;
- (ii) The Mid Term Evaluation findings and recommendations (issued in March 2007), which highlighted several important issues related to the implementation of the project. As it enters on its last year, its remaining efforts would be concentrated in consolidating the achievements.

Accordingly, the POP has been revised with respect to 2007-08 annual targets and indicators.

A noteworthy is that the AWP targets and activities are aligned with the Program of Work on Protected Areas which was adopted by the Conference of Parties (188 member) to the Convention of Biological Diversity in 2004 aimed by years 2010-2012 to establish comprehensively effectively managed and ecologically representative national system of PAs. To that end the key issues which are considered in this AWP are related to: policy review, procedures to reach sustainable financing of PAs, effective management planning, supportive enabling environment of PA management, frame works of monitoring activities in PAs, management effectiveness evaluation and public awareness.

## **2. ANNUAL WORK PLAN AND INPUTS**

The following section briefly describes the main activities and sub-activities to be conducted during 2007, according to the revised POP structure (attached as Annex 2) and details of Financial and Technical Inputs scheduled for the AWP's implementation (attached as Annex 3).

The AWP covers a crucial period in the project. The year 2007 will be critical period in the process of ensuring the capacity building of the NCS. It will be an important transition period as national consultants for the Technical Units (TUs) will be phased out, while the NCS staff will have to assume leadership of the TUs and the project is going to be handed over to the NCS in the 1st quarter of year 2008.

### **Output 1: Nature Conservation Sector (Authority) Capacity Enhanced.**

#### **Key Activities (KA):**

- **KA 1.1 Three NCS Technical Units created (Planning; EIA and Licensing; Business and Marketing)**

During the first semester 2007 the project will ensure the effective development of the three established TUs through ongoing provision of technical leadership from the National Consultants and from IUCN Technical Assistance, and with logistical support. Throughout 2007 all associated NCS staff will benefit from specialist and training. The project will ensure the close coordination and integration of the TUs

activities with the BioMAP, LIFP and LIFE (USAID) projects where appropriate. The project will also continue to provide technical oversight and support to Elba, Wadi El Rayan and New Valley Protectorates.

The project will maintain the current PMU staff and will employ an accountant on a part-time basis to assist with financial tracking and reporting. An additional staff may be contracted on a short time basis for specific activities as needed.

The office premises will be shared again with the LIFP: this has reduced operating costs, allowed joint facilities and facilitated coordination and collaboration between the projects.

The ICM and IUCN Team leader (John Grainger) will leave the project by March 2007, concluding his mandate. The co-management functions will be ensured by the NCM (Ahmed Shehata) and the Italian Coordinator of the PCU (Marco Marchetti), in compliance to the organizational structure set up with UNDP.

○ **KA 2.1 NCS reformed as an institution.**

The project will continue to support the NCS restructure, principally on its future form and function ensuring that the TUs are effectively embedded, the policy platform agreed and seeking the proper means to establish decentralization and financial sustainability along with the existing laws. This activity will be done in cooperation with LIFP and the Financial & Administration Sector of EEAA, plus some assistance from external experts. This process needs sustained support of MSEA.

The project will focus on capacity building for the the trainers and trainees from NCS and PAMUs stuff, especially on Environmental Impact Assessment (EIA), licensing, management plan, business plans and Management Effectiveness Evaluation (MEE). The main courses will be held in the Training Center in Sharm El Sheikh , while some trainers will be abroad in Italy with economic costs.

Other activities will involve production of high quality materials for capacity building that will support the work done by the project on fulfilling MSEA/EEAA objectives, as well as the promotion of the PAs as tourist destination. It is planned:

- To translate into Arabic, print and disseminate the Management Plan and Management Effectiveness manuals for the PAs;
- To produce EIA and licenses compliance monitoring guidelines, Business Planning model as well as training references for the PAs;
- To translate and publish the Business Planning manual for the PAs;
- To print and distribute information material for marketing and branding the main Pas develop and maintain the parks website.

**Output 2: Nature Conservation Sector Capacity Operational.**

○ **KA 1.2 NCS Staff effectively evaluate, license and monitor economic activities within Protected Areas**

This KA will be serviced primarily through the EIA TU's scheduled operations.

Procedure manual: the Project will have a synergic relationship with LIFP and EIA Central Department of EEAA, to develop updated and standardised procedures for evaluation of EIAs and design the monitoring system for their compliance in the protected areas. The project will publish and circulate the resultant procedural manual which will be finalized before end of year 2007.

EIA compliance: the project will support the EIA TU staff to work with PAMUs to enhance compliance on monitoring of all economic and development activities inside and around PAs, and also work to improve the EIA review capacity, as well as the legal and enforcement performance of PAMU staff with respect to EIAs and their compliance.

Evaluation of EIA studies: the EIA national consultant will continue to support the TU/NCS on evaluation and review of specific EIA studies that need high experience and qualified field inspection. Since NCS has now only one staff in the EIA-TU, it is highly recommended to assign additional staff to that unit. The consultant will continue his assistance for the project up to the end of year 2007.

- **KA 2.2 Formalised protected area management planning instituted and management effectiveness increased.**

PA management plans: the project will assist the development of 5 management plans; updated Wadi El Rayan MP including Wadi Hitan, Qaroun including Qatrani tentative WHS, Nabq, Ras Mohamed and the development of a management frame work for Gilf Kebir.

Site level ME evaluation: The results and recommendations of the national management effectiveness assessment of protected areas confirmed the need to conduct in-depth assessments of the management effectiveness of individual PAs. The site level management effectiveness evaluations that have been initiated at Wadi Rayan and Lake Qaroun in 2006 will be continued with St. Katherine and Ras Mohamed PAs.

Gilf Kebir expedition: A major activity scheduled for February 2007 will be a 20 day expedition to the New Valley to the newly declared Gilf Kebir & Jebel Uweinat Protected Area, which extends over 48,100 km<sup>2</sup> of the Western Desert. The expedition consists of a multi-disciplinary team made up of NCS staff members together with specialists in biodiversity, geology, protected area management, pre-history, archaeology, members from the Supreme Council of Antiquities and the University of Cologne, Germany. In addition there will be a number of Western Desert tour operators who will be providing the logistical support and guidance as well as offering co-management advice for the area.

The overall objective of the expedition is to develop a management plan for the site. In the first instance this will involve documenting the site and examining management issues in this remote area the area, in order to devise practical ways to introduce appropriate measures. The main concern will be visitor management and safety aspects generally and specifically for destinations such as archaeological sites and geological features of high visitor interest. The documentation of the outstanding archaeological and natural values of the area and the development and



implementation of proper visitor management systems are also precursors to the initiative to have the Jebel Uweinat section inscribed as a World Heritage Cultural Landscape shared by Egypt, Libya and Sudan.

Dr Rudolf Kuper of the Heinrich-Barth-Institute of Cologne will be contracted through IUCN as an archaeological adviser to the NCS for the period of the expedition. The findings and management proposals of Gilf Kebir National Park will be discussed in a seminar attended by the stakeholders to establish consensus on initial management intervention and recommendations for immediate actions.

Enhance the Ecotourism Plan in Nabq PA: ecotourism is one of the important increasing activities in the PAs of Egypt, which if not well organised will have serious effect on the protection of the ecosystems. NCSCB project pays attention to this issue and it is considered in the management planning of PAs. An emerging priority for the MSEA has been identified on South Sinai, which receives almost 3 million tourists a year, representing 33% of tourism of Egypt, in the PA of Nabq, which is one the main attractive destinations of ecotourism close to Sharm El Sheikh. As its tracking system is not in good condition and tourist 4x4 cars and bikes are moving out of the tracks, damaging the landscape and the biodiversity, the Planning Unit will assist Napq PA in developing its management plan including zonation and visitors plan, and the project will allocate substantial amount of financial resources to improve its main tracks that will enhance ecotourism and protect its ecosystems.

- **KA 3. PA Business planning, resource development, marketing and public relations promoted and support the NCS as the lead institution for biodiversity conservation in Egypt**

Activities previously scheduled under this Key Activity have been constrained by lack of adequate NCS staff resources; it is anticipated that delivery will improve with the allocation of a full-time staff to work in the TU.

Business Planning: Following the development of a proposed BP format and the drafting of the first BP for Wadi Rayan Protected Area, it is planned to review those documents by an IUCN consultant who will establish a standard model for BP of PAs in Egypt, will assist in finalizing the BPs for Wadi El Rayan and Ras Mohammed, and will develop the formulation of a framework 10 year Business Plan for the NCS. In addition will hold training workshops for NCS and the 2 PAs staff.

Dr. Jose Galindo, the IUCN consultant, has extensive experience in business planning and sustainable funding for protected areas, and will be contracted for 2.5 months in the 1<sup>st</sup> Quarter of 2007.

Marketing and Outreach: an IUCN consultant and a national expert are continuing their contracts initiated in the last quarter of 2006 to develop a marketing strategy framework for NCS and to design branding and outreach materials. During this AWP the activities that have been initiated for the Branding and Outreach component of the project will be accomplished. A web site dedicated to PAs will be finished and uploaded, standard information fliers and an information pack for 10

selected parks will be printed; the branding materials (park emblem patches, logo and bumper stickers) will be produced.

### 3. FINANCING THE AWP

The Annual Work Plan (AWP) and Budget for 2007-08 has been prepared in accordance with the POP that was revised. The budget for the AWP, including UNDP overhead (F&A), is made up of \$201,310.41 from DGCD funds and \$240,239.37 from EGDS funds as shown in Table 1 below.

**Table 1. Summary of Expenditure and Fund Balance (US\$)**

<b>Fund</b>	<b>Award</b>	<b>2005 Expend.</b>	<b>2006 Expend.</b>	<b>Balance 12/06</b>	<b>% spent</b>	<b>AWP 2007-08</b>
DGCD	634,549	216,342	216,942	201,310.41	68%	201,310.41
EGDS	510,841	107,537	163,065	240,239.37	53%	240,239.37
<b>Total</b>	<b>1,145,435</b>	<b>323,879</b>	<b>380,008</b>	<b>441,549.78</b>	<b>61%</b>	<b>441,549.78</b>

### 4 PROJECT PERSONNEL INPUTS

**4.1 International Consultants.** Table 2 below shows the planned inputs from International Consultants to be contracted through IUCN over the course of the project. It is envisaged that by the completion of the 2007 AWP all of the international inputs will have been delivered with the presence of IUCN Team Leader until end of March 2007, plus 5 IUCN short term missions. The TORs for all the Short Term missions have been prepared, the consultant profiles were determined by the NCS.

**Table 2. International (IUCN) Consultants Inputs**

<b>IUCN Missions 2007</b>	<b>Months</b>
<b>Role</b>	
<b>Long Term</b>	
ICM and IUCN Team leader	3
<b>Short-term</b>	
Business Planning for PAs and NCS	2.5
Archaeological Adviser	1.5
PA Management Effectiveness (ongoing)	1
<b>Total</b>	<b>8 months</b>

**4.2 National Consultants.** The AWP and POP budget plan envisages that out of the 5 long term national consultants (NCs) that were recruited during 2006 for the TUs i.e. (i) the Co-manager (Shehata), (ii) the heads of the three Technical Units (S. Baha el Din, M. Sokkari and O. Hassan), and (iv) the special adviser (H. Zedan) to NCS director for biodiversity related issues (i.e CBD, biosafety), only the NCM and the head of EIA TU will be retained after the first semester. The NCM until the end of the project and Mr. Hassan until the end of the year.

The NCs have detailed TORs that specify primary responsibilities and tasks to be performed; it is important to stress that only the NCM and the national consultant for the EIA Unit are on full-time contracts.

**Table 3. National Consultant and staff Inputs**

<b>Proposed National Consultant inputs</b>	<b>Length of m/m contract</b>
<b>Role</b>	
National Co-manager and Institutional Reform (A. Shehata)	15
Consultant for Planning TU (S. Baha El Din)	2 (PT)
Consultant for TU EIA (O. Hassan - full time)	12
Consultant for TU Marketing/Outreach (M. Sokkari )	6 (PT)
Biodiversity special adviser (H. Zedan)	6(PT)
Consultant for Marketing and Outreach (N. Aly Hassan) extension	1
<b>Total</b>	<b>42</b>

PT – Part time averaging 3 days/week

Table 4 indicates the main deliverables expected to be produced by the NCSCB project under the supervision of the individual National Consultants and project Managers.

**Table 4 Substantial NCSCB deliverables to be supervised by National Consultants in 2007**

<b>National Consultant</b>	
PL-TU	5 management plans (Wadi El Rayan, Qaroun, Elba, Nabaq, Ras Mohamed, Gilf Kebir) 4 completed site management effectiveness evaluations
EIA-TU	Procedural manual for EIAs Report and guidelines on compliance monitoring of EIAs in PA EIA reviews as required
MB-TU	Business Planning manual for PA Business Plans for Wadi El Rayan and Ras Mohamed Report on Branding/ marketing strategy and associated materials
CBD	Reports on compliance with biodiversity related conventions

## **5. OPERATIONAL FEATURES**

### **5.1 Incorporation of TUs into Nature Conservation Sector structure.**

A significant issue relating to the long term impact of the NCSCB project will be the formal institution of the Technical Units into the future structure of the new Nature Conservation Sector. At present these Units are not identified within the new structure of the Sector and the incorporation of the concept of the TUs should be acknowledged.

### **5.2 Biodiversity Technical Unit.**

The original project document described the establishment of four Technical Units including a Biodiversity Monitoring Unit. Over the last project period it is evident that the BioMAP project and associated international and national consultants effectively support the National Biodiversity Unit within the NCS and effectively provide the function and role of the proposed Technical Unit. It was agreed that this situation makes the establishment of a Biodiversity TU by the NCSCB project redundant.

### **5.3 Project Collaboration**

The NCSCB project will continue to collaborate with associated projects i.e.

1. The LIFP, to review the legal implications for implementing a draft co-management agreement for the White Desert NP, to review and finalize the EIA procedures Manual and to support specific cases in the Protected Areas, concerning particularly the EIECP sister projects;
2. BioMAP, particularly on PA Management Effectiveness and developing and implementing an outreach and branding strategy for Egypt's PA system;
3. GEPA, to which NCSCB will continue to provide the required backstopping from Cairo, and
4. LIFE to coordinate input for BP and training activities.
5. South Sinai Regional Development Programme, to increase the effectiveness of its support provided to South Sinai PAs in terms of equipment and furniture.

### **5.4 NCS Staff Deliverable payments**

It is proposed that NCS staff involved on the project will continue to receive modest project payments for the delivery of substantial products such as TU reports or activities that have been approved by the PMU. These payments will be regulated on the basis of a simple invoice system.

### **5.5 Closure of the project and handover process**

During the last project quarter (January to March 2008) the main activities carried out by the skeleton PMU staff (NCM, Administrator and Accountant) will be to finalize the planned activities, wrap up the project administrative and financial affairs, produce the final project reports and undertake measures for handover to NCS and closing the project.

## **Annexe 1. Extract from Mid Term Evaluation Report**

## **Extract of Mid Term Evaluation Report**

### **Nature Conservation Sector Capacity Building Project (NCSCBP)**

#### **Quote of executive summary:**

"By the time of the MTE, the Program has officially entered its last year. In general, the level of implementation of most of the projects is less than expected, except for Gabal Elba and NCSCB, whose activities are in line with the planned budget (more than 60% of overall budget used)."

#### **Project Objectives**

- To support NCS in managing PA system by enhancing planning, EIA, licensing, monitoring and marketing functions by establishing dedicated technical units
- To provide Backstopping to EIECP-supported PA (Siwa, Elba, Rayan) and other PAs of Egypt in order for the NCS local staff to effectively manage their Protectorates as well as evaluate, license, and monitor economic activities in the PAs ;
- To capitalise on site-specific activities and experiences to enhance NCS capability to replicate outcomes, formulate policies, and report to International Conventions;
- To engage in PA business planning, resources development, marketing, and public relations promotion to support the NCS.

#### **Project achievements**

- Capacity building of NCS has occurred through NCSCB project intervention (training policies development, establishment of technical and administrative procedures).
- Foundation work carried out has contributed to raise interest of other donors to continue investing into Institution Building for Nature Conservation efforts, with the project having been instrumental in preparing the ground for a new project presently in the pipeline (*Strengthening the National System of Protected Areas*) which should take over many of the activities initiated by NCSCB.
- Three technical units were established within the structure of the NCS for the goal of supporting NCS in managing PA system (Protected Area Planning, Environmental Impact Assessment (EIA) & Licensing, and Marketing / Business promotion.

#### **Project Efficiency/Effectiveness**

- Project resources in terms of financial and human availability have been planned and utilized in an efficient way, given the limited Project timeframe and its ambitious objectives.
- Effectiveness has been ensured by focusing the role of international and national expertise on initial organizational set-up, development of guidelines, etc. while ensuring functional enhancement of the structure at all levels, improving performance of local staff.
- The achievements made so far are the result of a well-conceived integration of expertise and the contribution of motivated NCS personnel both at central and local level in the entire on-going process of activities planning and implementation

### **Project weaknesses**

- Weak coordination/ communication between EEAA and NCS.
- Ambitious objectives in a limited project timeframe.
- The project rests on a fragile institutional environment, particularly referred to the under-staffing, financial shortages.

### **Recommendations**

- The coordination/ communication mechanisms between the EEAA and the NCS should be better organised and improved in the remaining duration of the project.
- To focus on training especially regarding EIA, licensing, and Business Plan making.
- To complete the process and procedures for systematisation of the operational evaluation of EIA at headquarter level, instead of concentrating on single evaluations.
- To complete the design of a Monitoring System for EIA licensed activities and to include it into an operational manual for PAMU staff.
- To complete design at the head office of an M&E Reporting system and include it into a comprehensive manual for PAMUs staff containing standardised PA procedures, reporting formats and requirements, general administrative norms, etc.
- To speed up the process of planning documentation, strategies, operational guidelines, organisational charts, Terms of References, and other administrative requests originating from the project as part of NCSCB agreed discharging of approved activities;
- To strengthen the staff capacity in the NCS Structure in term of training, equipment, etc.
- To implement a rotation mechanism for the Rangers of the PAs in order to exchange experiences that can contribute to improve the management in those where more support is needed.
- To follow up the process of transformation of the NCS into an autonomous entity within the MSEA in order to ensure its sustainability.

## **Annexe 2. Revised Project Operation Plan**





### **Annexe 3. NCSCB Annual Work Plan 2007/08**