

*United Nations Development Program*

برنامج الامم المتحدة الانمائى



EGYPTIAN-ITALIAN  
ENVIRONMENTAL COOPERATION PROGRAM  
PHASE II

HAND-OVER CERTIFICATE

*Nature Conservation Sector  
Capacity Building Project*

*December 2010*



*Government of the  
Arab Republic of  
Egypt*



*Egyptian  
Environmental Affairs  
Agency*



*National Parks of  
Egypt*



*Italian Ministry of Foreign  
Affairs – Directorate  
General of Co-operation  
for Development*



*Embassy of Italy  
in Egypt*

## **THE UNITED NATIONS DEVELOPMENT PROGRAM**

WHEREAS a Memorandum of Understanding (hereinafter referred to as the “MoU”) for the implementation of the Egyptian Italian Environmental Cooperation Program – Phase II (hereinafter referred to as the “Program”) was signed in Cairo on November 5, 2003, between the Government of Italy (GOI) - acting through the Embassy of Italy in Egypt - as the first Party, and the Government of Egypt (GOE) - acting through the Ministry of State for Environmental Affairs - as the second Party;

WHEREAS the Management Committee of the Italian-Egyptian Debt-for-Development Swap Program approved to co-finance the Program and a specific Project Implementing Agreement, was signed on January 21, 2004, between the abovementioned Management Committee and the Egyptian Ministry of Environmental Affairs / Egyptian Environmental Affairs Agency;

WHEREAS a Third-Party Cost Sharing Agreement was signed on February 18, 2004, between the Government of Italy - acting through the Embassy of Italy in Egypt - as the Donor, and the United Nations Development Program (UNDP), for the provision of support services by the UNDP Egypt Country Office, in the execution and implementation of the Program within the framework of UNDP National Execution arrangement;

WHEREAS a cooperation program in the field of Environment between the GOE and the GOI has been undertaken from 1998 to 2003 through the initiative “Institutional Support to the EEAA to improve planning capabilities for rehabilitation and protection of natural and cultural environmental resources and implementation of pilot projects within the framework of Egypt’s National Environmental Action Plan (NEAP) activities”;

WHEREAS phase I of a project titled “Decision Support System for Water Resources Planning” has been implemented in the framework of the above initiative during the period March 1998 to December 2002;

WHEREAS the GOE and the GOI – considering the need of enhancing the management for the Protected Areas to develop a true national network

WHEREAS the project “Nature Conservation Sector Capacity Building” (hereinafter referred to as “The Project”), has been implemented from April 2005 to June 2008 in the framework of the MoU, with the aim of responding to NCS needs to consolidate its planning strategy for the National Protected Areas Network and to strengthen its ability to support management efforts in the individual Protected Areas.

**NOW THEREFORE,  
UNDP DECLARES THAT**

The Project has been substantially completed in accordance with the MoU and with the Project Document originally approved by the Parties and later amended by the Project Executive Committee (PEC), as per Annex 1 “Declaration of Achievement of Expected Results”;

**APPROVES**

To transfer the ownership of the project to the Ministry of State for Environmental Affairs, which in turn definitely assign the ownership of all physical assets purchased, as well as intellectual assets delivered through the Project - as per Annex 2 “Inventory List”, to the Egyptian Environmental Affairs Agency. Conditions and responsibilities of the recipient party are listed in the Annex 2 “Declaration on Handing over”;

**REQUESTS**

The recipient party to guarantee scientific/technical and institutional sustainability and further development to the results achieved by the project as well as to enhance the dissemination and the use of the system among the main stakeholders as per Annex 3 “Declaration of commitment towards sustainability of Achieved Results and Deliverables”.

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The Parties herewith agree to establish, within 15 days from the signature of the present Hand-Over Certificate, a Quadripartite Committee (*Program Follow-Up and Monitoring Committee*, **PFUMC**) composed by two Egyptian Members (nominated by EEAA and by UNDP) and two Italian members (nominated by Italian Embassy and DGCD-Rome) with the mandate of monitoring the results achieved by the Project as well as the implementation of the strategy for their sustainability

PFUMC shall meet regularly for its ordinary tasks or ad-hoc meetings may be called, upon request of any of the Parties and shall issue decisions and resolutions by consensus.

**The following Annexes constitutes integral part of this document**

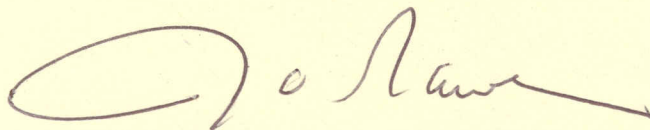
- Annex 1: Declaration of Achievement of Expected Results*
- Annex 2: Declaration on Handing over / Inventory List*
- Annex 3: Shared-strategy for the sustainability of Project results*

**In witness whereof, the parties hereto have agreed the present document in four originals in the English language.**

Cairo, 16th December 2016  
(Place and date)

United Nations Development Program  
Resident Representative

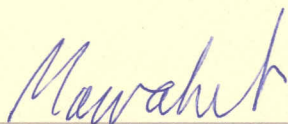
**Dr. James W. Rawley**



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Egyptian Environmental Affairs Agency  
Chief Executive Officer

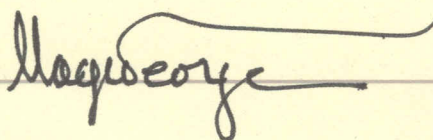
**Dr. Mawaheb Abdel Moneim  
Abou El-Azm**



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The Minister of State for Environmental Affairs

**H.E. Maged George Elias**



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## Annex 1

Declaration of Achievement of Expected Results

The Parties declare that the project has achieved the following results towards the set of planned activities. The table here below summarizes the contribution of the project during its lifetime regarding the attainment of its outputs and related key activities.

Outputs and key activities	Indicators and targets	Achievements and comments
<b>Output 1</b>		
NCS capacity enhanced	Nature Conservation Sector (NCS) restructured and administratively reformed by end of 2007.	<ul style="list-style-type: none"> <li>- NCS upgraded from a Central Department to a Sector. Its internal capacity increased.</li> <li>- Technical units (TUs) embedded in NCS. Additional support provided to NCS and related projects.</li> </ul>
	Restructured NCS with TUs effectively embedded	Existing NCS structure requires high-level directives about detailed organization and staff recruitment.
<b>Key activities</b>		
KA1.1: three NCS TUs created for planning, EIA and licensing, business and marketing	<ul style="list-style-type: none"> <li>• Technical units provide on demand assistance to NCS Director by mid 2007.</li> <li>• TUs fully institutional issued and effective</li> </ul>	<p>Technical Units performed effectively. Three training course implemented.</p> <p>TUs need more NCS staff and office space.</p>
	<ul style="list-style-type: none"> <li>• NCS policy and regulatory framework in place by end 2007</li> <li>• Final policy platforms approved</li> </ul>	<p>Policy framework developed in 2006 and application depends on MSEA decision on NCS reform (expected through the proposed GEF project).</p> <p>NCSCB, LIFP &amp; WRPA initiated the process towards decentralisation and financial sustainability.</p>
<b>Output 2</b>		
Enhanced NCS capacity operational	1. NCS and TUs provide effective management and technical support to protected areas by end of 2007.	Achieved. TUs continued their duties to PAs effectively.
	2. TUs effectively support PAs	Require more qualified staff and promotion of the training center.

Outputs and key activities	Indicators and targets	Achievements and comments
<b>Key activities</b>		
KA2.1: NCS Staff effectively evaluate, license and monitor economic activities within Protected Areas	Report on EIA procedural reform and recommendations agreed by 2006, monitoring system of licensed activities designed.	Achieved. EIA Procedure reviewed and coordinated with EIA Central department. 292 EIA studies evaluated; 263 accepted and 29 rejected.
	Procedure EIA manual and monitoring of licensed activities issued	EIA procedure, including licenses monitoring, issued and distributed. Requires regular PAMUs reports.
KA2.2: Formalised protected area management planning instituted and management effectiveness increased	Technical support to PAMUs for management planning and management effectiveness by end 2007.	Achieved. Technical support provided for 9 MP and 4 MEE. Training of 100 PAMUs staff. Conditional to effective implementation of PAMUs and NCS commitment.
	Management plans (MP) of 5 PAs and management effectiveness (MEE) evaluation of 4 PAs produced;	PA-MPs of Petrified Forest, Wadi Degla, Taba, White Desert, Qarun, Nabq, RMNP draft and GEPA draft and Gilf Kebir framework developed; WRPA MP updated by its project. Integrated RAPPAM for all produced and MEE of WRPA, QPA, RMNP & St. K PA reported.
	Nabq PA tracking system improved.	Nabq PA tracking system project contracted and implemented.
KA2.3: PA Business planning, resource development, marketing and public relations promoted and support the NCS as the lead institution for biodiversity conservation in Egypt	Financial analysis of NCS , PA Business Plan established and marketing and branding strategy developed by end of 2007.	Achieved. Business plan model and manual of PA and a framework of NCS – BP developed. Report on marketing and branding strategy. Public relations materials produced.
	Pilot BPs for WRPA and RMNP as well as NCS BP framework produced. Marketing and branding actions initiated	Final draft of WRPA- BP produced. RMNP-BP drafted. Package of 10 PA leaflets printed and published. Parks website designed.  Requires high-level decision on NCS's future status.

More in details, with respect to the different output and activities, the project has achieved the following results:

Output 1 NCS Capacity Enhanced

KA (1) 1: Three NCS Technical Units (TU) created for Planning, Environmental Impact Assessment (EIA) and Licensing, Business and Marketing

(I) Creation of Technical Units

The project ensured the development of the three TUs for Planning, EIA and Business through the provision of technical assistance of international and national consultants, who were phased out during 2007 first semester (except EIA). However, the TUs require recruiting more full time qualified staff to tackle their duties in support of all PAs. The PMU with its limited staff continued the technical support to the units in years 2007 and 2008 relaying on NCS staff, as possible, who work mostly independently and effectively by the end of the project. The human resources development within the Units and the NCS in large is crucial.

The Central Authority for Organisation and Administration restructured the NCS from a Central Department to a Sector within EEAA in June 2006, but without any commitment to extra Governmental employment, which will be taken care of by MSEA and was very limited. To reinforce this structure of NCS, high level support and ministerial directives are necessary, allowing the recruitment of sufficient staff and issuing procedures towards self-financing of PAs.

(II) Summary of Technical Assistance Provided

Table (3) International Technical Assistance

Themes
Institutional support & planning
Institutional reform
Training need assessment
PA management effectiveness
Communication and marketing
Business planning
Archaeology
Institutional development
EIA unit
Business and marketing
Marketing and outreach
Biodiversity

### (III) The Egyptian Protected Areas Work Plan in Respond to CBD Program of Work on PAs

The National PA work plan was developed in 2005 as part of Egypt's commitment to CBD's resolutions, which gave directions and recommended actions to all parties in order to reach common goals. The work plan covered the four program elements, which should be maintained by 2010 for terrestrial and 2012 in marine PAs:

- Direct actions for planning, selecting, establishing, strengthening and managing PA system and sites.
- Governance, participation, equity and benefit sharing.
- Enabling activities.
- Standards, assessment and monitoring.

In May 2008, the Project participated in producing the National Biodiversity Status Report which presented the status, trends and threats of biodiversity, implementation of strategies and National Action plans, synergies between different sectors and results toward achieving 2010 targets and strategies. The planning unit of NCS reported the achievements of the National PA Work Plan, which was set in 2005 where the main progress was mostly related to NCSCB actions.

### (IV). Ecotourism Strategy

Egypt has a long history of tourism based on its cultural heritage, but recently is a major destination as well for ecotourism, which is the responsible travel to natural areas that conserves the environment and improves the well being of local people. Protected areas were visited by more than 2 million people in 2007.

The NCSCB was aware about the importance to formulate a national policy and strategy for development of ecotourism in Egypt based on the National Biodiversity Strategy and Action Plan (1997 – 2017). The project had produced a National Ecotourism Strategy in June 2005 on the occasion of the International Environmental Day, aimed to establish world class recreation destinations, ensure that PA network is the cornerstone of ecotourism, enhance environmental management of tourism activities, encourage the use of new and clean technology and promote partnership with stakeholders and local communities.

The ecotourism strategy proposed several national programs regarding: development of protected areas system; effective management of ecotourism; information technology centre for ecotourism; communication, education and public awareness; partnership with private sector and local communities; capacity building and funding mechanisms and integration of national ecotourism activities with regional and international activities.

### KA (1) 2: NCS Reformed as Institution Process

#### (I) Institutional Reform of NCS

The NCSCB Project worked effectively in 2005 and 2006 in close cooperation with LIFP project to develop NCS towards an autonomous economic institution as a Nature



Conservation Authority with defined policy, clear mandate, detailed organisational structure and supporting comprehensive studies. The institutional reform study was prepared by national and international consultants with wide range discussions with environmental, managerial and economical experts as well as NCS and PA staff. The study had been concluded that the existing NCS structure is not suitable for the scope of authorised works, international commitments, expanded geographical areas of protectorates and national responsibilities of biodiversity convention. Besides, NCS suffers from shortage of staff, lack of needed equipment and insufficient financial resources to tackle its mandate, while the primary feasibility study of possibilities of PA generated resources showed it can cover the needs for effective management within five years.

A round table was held in partnership with high-level advisors, scientists and managers; to discuss the study and solutions, in addition to different presentations to H E the Minister of State for Environmental Affairs, CEO of EEAA and leaders of EEAA. The participants had reached a consensus that the most suitable institution for nature conservation is the establishment of an autonomous General Authority affiliated to MSEA according to the Egyptian law of public sector reform. This authority will realise decentralisation of management, flexibility of works, reaching self financing and achieving sustainable development of PA network and biodiversity. This proposed institution was guided by Presidential Election Manifesto about national reform, the government five years plan and the worldwide trends of PA management that depends on effective business actions and supportive partnership of the stakeholders and communities.

In addition, NCSCB in cooperation with LIFP had produced another alternative option of establishing a Holding Company which became a new economical institution for many national services and self dependent. The framework and legal background for the company was produced which could secure sufficient financial and technical resources to improve the management system of PAs and biodiversity conservation.

The MSEA undertook the legal measures and official documents in the direction of Nature Conservation Authority establishment by a Presidential Decree, but the process stalled in the Prime Minister office. However, on the occasion of the Environmental Day of June 2007, H.E. the Minister of State for Environmental Affairs declared in a press conference that this target is still in the coming plan of the Ministry. This ambitious institution is likely to be achieved through the Global Environmental Facility (GEF) Project which is now in the pipeline: the NCS reform toward a self financed decentralised entity is imperative to ensure sustainability of the Protected Areas. It is important to mention that NCSCB, LIFP and WRPA projects initiated by the end of 2007 studies, discussions and proposals towards implementation of decentralisation and financial sustainability based on business planning concept considering the national and international experiences. However the ideas need more elaboration and testing with specific high level decision support.

It is recalled that the institutional development study prepared by the project had attracted the attention of the GEF to launch a project entitled “Strengthening the National System of Protected Areas”. To this end a concept paper was produced by the end of 2006 in cooperation with NCSCP and during the first semester 2007. The project's National Advisor to NCS Director presented to the GEF National Committee the proposed project

for funding. In September 2007, the project participated in the review of the project proposal, which has an indicative co-financing budget of US\$13millions (4 m from GEF and 9 m from MSE) over 5 years. The project is scheduled to start on April 2009 with the objective of establishing a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity needs. It is worth mentioning that during the closing workshop for the project of synergies between Rio-Conventions, held in December 13, 2007 and chaired by HE Minister of State for Environment, Prof. Mostafa Tolba, the Head of GEF National Committee, emphasised the importance of the GEF proposed project to strengthen the PA network in Egypt to achieve financial sustainability relaying on its generated resources.

### (II) Mandate of the Nature Conservation General Authority

- Create and maintain an ecological representation system of wetland, terrestrial and marine PAs to protect the nation' natural values.
- Ensure that PAs are properly governed, effectively managed and sustainably used in support of the local and national economy.
- Make PAs as financially self supporting as possible by optimising revenue generation, without threatening natural values, which enhance PA protection and management.
- Promote better long term conservation of wild resources outside PAs through supportive regularity mechanisms and pricing structures that offer local people incentives to conserve and manage these resources more sustainably.
- Monitor the status and trends of biodiversity throughout the country with a view to initiate appropriate actions to prevent the dissipation or genetic contamination of valuable species, ecological processes or despoiling of aesthetically attractive scenery.
- Increase awareness among decision makers and public at large of the value of wild resources, the importance of managing them effectively and realise their potential to support the national prosperity.
- Ensure the presence of efficient organisation, qualified staff, adequate equipment and sustainable financing to fulfil this mandate and achieve international standards.
- Fulfil Egypt's obligations in terms of international conventions and bilateral or regional agreements relating to nature conservation.

### (III) Training of NCS staff

A training needs assessment for NCS and PA network was undertaken in 2006 in participation with PAs staff where analysed the training profiles of the staff, identified training courses contents and proposed upgrading of the Training Centre. The main recommendations were related to the establishment of a permanent Training Unit in the NCS and conducting a training course for trainers, instituting courses aiming at giving common knowledge and capacity background to all NCS personnel and providing courses dedicated to improve skills of specific jobs or positions. It advised to exploit the NCS training centre in Sharm El-Sheikh to serve wider audience and be linked with the European Training Centre Network. The NCSCB project considered these recommendations and concentrated on training of some trainers and broad staff in addition of producing unified comprehensive training materials.

During the first semester of 2007, a training course of trainers was conducted in Italy (University Milano Bicocca) for two rangers from the Red Sea protectorate, aimed to enhance their knowledge on marine biology, with particular focus on the activities undertaken in Samadai at the Dolphin House. After two months spent in Italy, they returned to their duties in Marsa Alam, where they have conducted, besides their usual work, specialised research which will be lead to obtain their Master degree.

Three training courses for 100 junior rangers from PAs were held in years 2006 and 2007 in the Nature Conservation Training Center of Sharm El Sheikh. The course focused on increasing rangers' experiences in planning issues especially management, business, effectiveness evaluation and EIA. In addition to other important subjects that will enhance their knowledge on; biodiversity monitoring, law enforcement, international conventions, leaderships functions, safety measures, First Aid and some national case studies. The trainers were mostly selected from the qualified senior NCS and PA staff; the training materials were prepared, printed as a comprehensive manual. Reports had been produced and presented to H E MSEA and published in the Newspaper. The training courses were successful and productive and should be continued.

#### (IV). White Desert Operator Training and Certification

Following the successful 3-day participatory planning workshop held in November 2005 at Farafra for the White Desert National Park (WDPA) 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 2006. The purpose of these orientation courses was, 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. 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.

#### (V). Biodiversity Support

It provided support by The National Advisor to NCS on biodiversity: on reporting; establishing Egypt's Biodiversity Cleaning House Mechanism; drafting the Bio-safety National Legislation; unifying the format for PA's Managers reports; synergies of Bio-conventions evaluating the proposed GEF project about strengthening PAs system and preparing a number of policy documents and technical papers on biodiversity.

Output 2: Enhanced NCS Capacity Operational

K (2) 1: NCS Staff Effectively Evaluates License and Monitor Economic Activities Within Protected Areas:

(I). EIA Procedures and Operational Guidelines

During the project lifetime the EIA TU supported by NCSCB 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 1 below.

The NCS EIA Unit is working in close collaboration with the EIA Central Department of the EEAA and is assisted by PAMUs through verifications of data and information as well as following up and monitoring the licensed activities. EIAs are classified according to whether they are related to activities inside or outside PAs and/or whether they have direct impacts on biodiversity. Those EIAs relating to activities inside PAs or with a direct biodiversity implication need full EIAs and the final decision to approve then or not resides with the NCS, while for other projects the NCS EIA Unit merely comments on their EIAs.

Table 5. Summary of total EIA reviews and decision status

Projects Decision	Tourism	Industrial & Petroleum	Agriculture & Fish farms	Housing & Development	Total
Approved	166	59	18	20	263
Refused	15	2	11	1	29
Total	181	61	29	21	292

The EIA procedure manual was developed and coordinated with LIFP and the EIA Central Department and was discussed with PA staff during the third training course in December 2007. The manual includes the operational guidelines for monitoring and some case studies as examples. This manual has been published and circulated to PAs.

PAs staff are monitoring projects during their construction and operation, their results are made available to different authorities: the Environmental Department of Governorate, the Regional Environmental Branch and the EEAA Central Departments for EIA and Investigation. PAs regularly report to NCS about projects commitment to licenses terms and undertake corrective in case of deviations.

The lessons learnt from field monitoring are: the transfer of soil from outside district for land reclamation is prohibited to avoid invasive species; adoption of restricted dimensions for floating pontoons (4-8m) to minimise the negative effects of shadows on the marine life; the proper design for jetties to reach deep water with minimum environmental effect, while the floating walk-ways are only recommended in lagoons and

semi-closed areas. The experience of EIA TU about disposal of high salinity brine from the desalination plants was published worldwide (UNEP – MAP Technical Report no. 139, Athens 2003).

#### (II). EIA Coordination with Stakeholders

EIA- TU initiated a mutual agreement between EIA Central Department and the Nature Conservation Sector to arrange investors meeting and to hold public hearing with the main stakeholders as a first step of EIA process in order to exchange information, increase awareness about environmental issues and to achieve sustainable development. Some particular examples are: the heavy minerals black sand mine at El-Buruls; artificial lack in South Nabq Tourism Centre; Methanol project in Damietta port; EMAC project for salt extraction in Qaroun lake; Crocodile Park at Saloga and Gazal PA and tourism projects of Wadi El-Gemal PA.

The EIA-TU was assigned to undertake environmental impact assessment and to define mitigation measures for Wadi El-Hitan World Heritage Site development in cooperation with WRPA and the construction of the Southern coastal road at GEPA in coordination with the Ministry of Defense. EIA-TU has maintained good collaboration with the National Center for Planning State Land Use (NCPSLU), Ministry of Defense and the EIA Central Department in EEAA.

#### K (2) 2: Formalized Protected Areas Management Planning Instituted and Management Effectiveness Increased

##### (I). Protected Area Management Plans

NCSCB project produced and published PA standard management plan and reporting formats in 2005. Accordingly, it concentrated on developing management plans for different categories of PAs depending as much as possible on the PAMUs staff after their training and supported by the NCS Planning Unit for their review and elaboration. It was planned in the project to produce 5 management plan while 9 plans were achieved for: Petrified Forest, Wadi Degla, Taba, White Desert, Qaroun, Nabq, Elba, Ras Mohamed (draft) and El-Gilf El-Kebir (framework); that in addition of updating Wadi El-Rayan management plan by its project including the Wadi El-Hitan World Heritage Site. Now 15 PAs are having their management plans which represent 60% of the declared PAs until 2008 (27 PAs). It is important to encourage the implementation of these plans, improving them as result of lesson learnt and new interventions. The other 40% of PAs should be supported to develop their management plans through the Planning Unit.

##### (II). Strategic Planning

The planning technical unit, supported by NCSCB, was engaged with essential strategic actions responding to the Presidential Election Manifesto about a Reform Program of Egypt for 6 years (2006 – 2012), as well as the Government National five years plan (2007 – 2017). The production and follow up of these plans, along with NCS annual work plans and reporting, took extensive efforts and continuous updating of information.

It is important to attract the attention to the sorrow accidents of 5 staff died during assigned activities in El-Alaqy, Taba and Elba PAs within two months, August and

November 2006. For the analysis of these accidents, developing corrective and undertaking actions and awareness measures to avoid that in the future, NCSCB project hold a specific two days workshop participated by all PA managers, NCS staff, CEO/EEAA, some EEAA sector directors and different experts. The workshop discussed all details of each accident, reasons and shortages, the precautions rescue actions and the needs for each PA. The results and recommendations were presented to HE the Ministers of State for Environmental Affairs, spilled in improvement of some PA, NCSCB provided PAs with 7 satellite phones, the lessons were published, education materials of safety, first aid and leadership courses were produced and became elements of the training manual.

### (III). Management Effectiveness Evaluation

A two days workshop was held in January 2006 to enable NCS and PAs' staff to undertake a Rapid Assessment and Prioritization of Protected Areas Management (RAPPAM) methodology. The reason for using this system-wide MEE was to provide a yardstick for NCS to assess the status of the nation's system of PAs by determining the extent to which they are achieving their objectives, identifying relative management strengths and weakness and focusing attention for action and policy intervention. Applying this methodology was the first occasion that Egypt's 24 PAs (at the time of the workshop) were been evaluated in a systematic and consistent manner and the results allowed NCS to understand and address important management issues at a system level.

The main finding from this assessment were:

- Egypt has declared a good protection of its land as PAs which offer high ecological and socio-economical benefits.
- The PAs are generally meeting their conservation objectives and the PAMU staff has good technical skills.
- Egypt PAs are all under-resourced, far below the norm for Developing Countries. There is a marked disparity in allocation of staff and budgets to PAs as opposed to their needs.
- The system is vulnerable as a result of poor law enforcement, overexploitation of resources and excessive pressure on managers to accommodate some demands.
- Site planning is not enough, only half of PAs have formal management plans. This makes it difficult to implement proper management, to track effectiveness or develop business plans.

As recommended by RAPPAM, the project carried out, through 6 months in 2006-2007, a detailed site Management Effectiveness Evaluation (MEE) at four protected areas, two of them have management plan (WRPA and SKPA) and the two other were working without planning documents (QPA and RMNP) at the time of conducting that exercise. It was an important tool for senior managers and PAs staff to focus on the important priorities rationalises the financial needs and can attract additional support from higher level and stakeholders. The objectives of MEE are to assess the conservation status; identify threats, causes and measures, track record of implementing the management plan, examine the problems and possible solutions, improve communication about PA management and establish site level monitoring activities. The findings and recommendation were introduced to a 5 year action plan for improvement of the management effectiveness on the level of each PA which should be the reference of the

yearly work plans. A summary report for MEE process in Egypt National Parks was produced that combined and integrated the whole results and needed actions.

#### (IV). Declaration of New Protected Areas

NCSCB project provided technical assistance to NCS planning technical unit in preparation of studies, formulation of documents and submission of proposed memoranda and decrees of the new protected areas. The Northern Red Sea Islands was declared by the Prime Ministerial decree no. 1618 of 2006, the Gilf El-Kiber by Decree no. 10 of 2007 and Debabia by Decree no. 109 of 2007. By the declaration of those new PAs the protected area network increased to 27 PAs and their territory expanded from 10000 km<sup>2</sup> to almost 150000 km<sup>2</sup> which represent an increase from 10% to 15% of the country land. In addition, the project prepared a complete study for Qattara Depression as a proposed new PA. It is worth to note that the project undertook an expedition to El-Gilf El-Kibeer for 21 days in February 2007, in participation with NCS staff, IUCN consultants and representatives of stakeholders and local community. The team work examined conservation issues, defined hot spots and advised protection measures. The final report included the main features of the new PA, status of management approach and proposed management framework. This report became a basis of activities considered by the NCSCB component for protected areas of the New Valley (PANV) during 2008.

#### (V). Improvement of Nabq PA tracking system

To enhance ecosystem protection and ecotourism plan of Nabq PA by improving its track system, in the framework of its management plan, was developed by NCSCB project. In response to H E the Minister of State for Environmental Affairs, the project allocated in AWP 2007-2008 an amount of US \$ 130,000 from the Debt Swap fund for that option. The field work investigations, technical specifications and bid measures and implementation process were undertaken in cooperation with the Engineering Department of EEAA. The project contracted the Hegaz Company, the bid winner, in Dec. 30, 2007; the works started by the contractor on Jan. 13, 2008 and was ended by June 25, 2008. The improvement of Nabq tracks encouraged more tourists to visit the PA and respect the defined ways movement, increased PA revenues from entrance fees and promoted conservation of biodiversity.

### K (2) 3: Business Planning, Resources Development, Marketing and Public Relations promoted.

#### (I). Business Planning and Resources Development

The business planning is a new mechanism in Egypt while it became a wide trend in many countries to achieve financial sustainability of PA system. Financing is one of the key pillars of all conservation efforts and is necessary to ensure effective management and proper protection of the valuable natural resources. The business approach is based on the idea that PAs provide real economic benefits to individuals and society as a whole. These contributions are often neither fully recognised nor compensated. By identifying what are the environmental goods and services provided by a PA and who are the beneficiaries, it is possible to evaluate the value of these benefits and generate payment from them. Through years 2005 and 2006 the project started by financial analysis of NCS budgets and revenues generated by PAs through the last 5 years, compared that with the

needs and the general norms of expenditures in PAs of Developing Countries which showed the gap between financial resources and proper management of PAs system in Egypt. In the mean time, the project had prepared a proposal for business planning report of WRPA with detailed analysis for its financial expenditures over 5 years.

NCSCB project contracted in 2007 Mr. Jose Galindo, IUCN consultant for business planning support that contributes to the financial sustainability process for the protected areas system of Egypt. To achieve this, the consultant designed and generated capacity planning at site (PA) and system (NCS) levels. The consultancy was delivered for 2.5 months and was carried out in cooperation with the national consultant and NCS staff. The expert reviewed and commented on the proposed business planning report outlined for WRPA, produced an alternative model for business planning of PAs, that fit with Egypt's context and reality, which includes a strategic approach, objectives, audiences, guidelines and methodology. A design for systematic framework of NCS business plan was formulated including objectives, stakeholders, outlines, necessary information, scope and links with PA BPs. A manual was produced on how to prepare a business plan of PA which assisted the initiation of RMBP and WRBP through two weeks workshops for PA staff and stakeholders as well as 2 days workshop held in June 2007, attended by 70 participants from NCS, PAs and other projects.

The main results achieved are: increase of understanding of BP as management tool in Egypt, NCS and PA business planning team established and trained. Models and references for future learning produced. The business planning methodology and the gained experience had been presented to H.E the Minister of State for Environment who encouraged the exerted efforts, requested to develop those plans and put them into actions and to present to him the implementation programs.

NCSCB-PMU, WRPA, and NCS-BP team-work had concentrated on developing WRPA-BP as a pilot model which, could be tested and applied. In December 2007, after series of meetings, discussions and communications with WRPA staff and stakeholders which produced several drafts, an adequate final form was reached. The final draft has been circulated to relevant parties and experts and was openly discussed in a round table in January 2008 in presence of EEAA leaders, PEC members of NCSCB, LIFP project and advisors. The main output of this round table: the participants encouraged the application of WRPA-BP as a model which is worth to be tested with assistance of an economist; the Egyptian laws could accommodate this business approach for PA, which merely needs a ministerial administrative decree to organise that mechanism; and this achieved business planning experience represents a good basis for the financial sustainability aimed by the coming GEF project for strengthening the national system of PAs. The continuation of business concept application is crucial for PAs to increase their effectiveness and overcome the gap between needs and resources.

Along with that, the NCS-BP team had outlined a draft BP for Ras Mohamed National Park which was submitted to South Sinai PAs Sector (SSPAS) and RM-PAMU for more development. NCS-BP team had some meetings with SSPAS and RMNP staff for more discussions. This plan is expected to be finalised later.

As the business planning is a new concept for achieving financial sustainability of PAs, the project translated the manual and the model of PA business plan into Arabic, which was also utilised in the third training course held in December 2007 for PA rangers. The



manual was distributed to PAs to spread the knowledge and philosophy of business management.

To that end, it should be acknowledged that the business planning process is just in its preliminary stages which should be further improved and updated as build on tool according to the experiences gained and results of its applications. We have to take in consideration that not all PAs are facing the same realities and circumstances, and the business planning is a continuous process rather than an isolated document which needs establishment of enabling environment for its preparation and implementation.

## (II). Marketing and Outreach

According to the National Communication, Education and Public Awareness (CEPA) Strategy, the objectives of NCS communication is to encourage the people of Egypt to take greater national and personnel responsibility for their natural resources and to help establish conservation and sustainable use of biodiversity; introduce the institutional reform of NCS, increasing revenues of PAs system to match sustainability and improving employee ownership and satisfaction.

NCSCB contracted the IUCN consultant Ms. Victoria Harper for Marketing and Outreach and a national expert who had developed a marketing strategy framework for NCS locally and internationally, designed branding and outreach materials for projection of NCS image and profile. The input achieved: an agreed mission statement and corporate identity for the nation's PA system Park Egypt; attractive and standardised 100,000 leaflets in Arabic and English for 10 PAs along with 10,000 retaining folders were printed and partially distributed to PAs, visitors and national and international conferences; design of a dedicated website for protected areas in both languages Arabic and English which is now managed and updated by NCS staff and produced 1500 copies of illustrated report titled " Protected Areas of Egypt – Toward the Future" which was launched in the Environmental Day 5<sup>th</sup> June 2006.

It would be deserve to mention that, the published materials were the result of joint efforts from NCS staff, at the headquarters, PAs staff in the field and NCSCB experts. Two presentations were made to communicate the value of the NCS as Egypt's leading body for nature conservation, and to present the institutional reform of NCS. The importance of a strong corporate image for the purposes of marketing and seeking funding opportunities is part of business planning strategy; the input reported has established a solid basis for NCS marketing and branding campaigns with standard templates and formats from which to organise and launch communications and messages related to Parks Egypt. However, the marketing and branding strategy is a process which is unfinished and needs to be continued. In particular information leaflets have to be created for the remaining 17 parks and the website has to be completed and maintained. It is imperative that the NCS consolidates and build on this foundation.

It is also worth to appreciate the NCS internal efforts of design and production of a monthly newsletter over the last two years and is still continued with attractive articles, interested information and good quality pictures. Along with that a variety of outreach materials have been produced by other projects especially BioMap and LIFP projects which are integral actions of CEPA strategy.

Annex 2  
Declaration on Handing over

UNDP certifies that all physical assets purchased and used during project implementation, as well as all intellectual assets delivered through the above project - as per the Inventory List here below - have been delivered to the Nature Conservation Sector of the Egyptian Environmental Affairs Agency.

The recipient Party commits, where possible, to make use of the above assets for the same objectives, target area and target beneficiaries of the project and in accordance to the *Shared-strategy for the sustainability of Project results* (Annex 3).

Inventory List

***Physical assets:***

Asset description	Entity in charge	Location /Office
HP laptop	EEAA/NCS	NCS Office
HP laptop	EEAA/NCS	NCS Office
Desk	EEAA/NCS	PMU Office
Desk Drawers	EEAA/NCS	PMU Office
Desk Chair	EEAA/NCS	PMU Office
Desk	EEAA/NCS	PMU Office
Desk Drawers	EEAA/NCS	PMU Office
Desk Chair	EEAA/NCS	PMU Office
HP laptop	EEAA/NCS	NCS Office
Dell CPU	EEAA/NCS	NCS Office
Dell Monitor	EEAA/NCS	NCS Office
Desk Chair	EEAA/NCS	PMU Office
Safe	EEAA/NCS	PMU Office
HP laptop	EEAA/NCS	Siwa PA
Filling Cabinet	EEAA/NCS	PMU Office
Filling Cabinet	EEAA/NCS	PMU Office
Desk Drawers	EEAA/NCS	PMU Office
Desk	EEAA/NCS	PMU Office
Desk Drawers	EEAA/NCS	PMU Office
Desk Chair	EEAA/NCS	PMU Office
Dell CPU	EEAA/NCS	NCS Office
Dell Monitor	EEAA/NCS	NCS Office
Meeting chairs	EEAA/NCS	PMU Office

Meeting chairs	EEAA/NCS	PMU Office
Meeting chairs	EEAA/NCS	PMU Office
Meeting chairs	EEAA/NCS	PMU Office
Meeting chairs	EEAA/NCS	PMU Office
Meeting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Waiting chairs	EEAA/NCS	PMU Office
Meeting round table	EEAA/NCS	Wadi Digla
Desk	EEAA/NCS	PMU Office
Filling Cabinet	EEAA/NCS	PMU Office
Filling Cabinet	EEAA/NCS	PMU Office
Cell phone/Nokia 2600+Vodafone Line	EEAA/NCS	EEAA storage
HP work center 2510	EEAA/NCS	PMU Office
HP work center 3030	EEAA/NCS	PMU Office
HP Printer 1320	EEAA/NCS	NCS Office
Nokia 2600 Mobile and Vodafone line	EEAA/NCS	EEAA storage
Filling Cabinet	EEAA/NCS	PMU Office
Fridge 8 feet, Ideal	EEAA/NCS	NCS Office
GPS - Garmin / Int'l Atlantic	EEAA/NCS	NCS Office
GPSmap - German / Extra	EEAA/NCS	NCS, (EIA Unit)
Fax machine - Panasonic KX-F342	EEAA/NCS	NCS, (EIA Unit)
Xerox work center photo-copier PE16 all-in-one	EEAA/NCS	NCS, Manager Office
Desk Jet Printer	EEAA/NCS	NCS, (EIA Unit)
Desk, desk drawers and desk chair	EEAA/NCS	NCS, (Planning Unit)
Desk, desk drawers and desk chair	EEAA/NCS	NCS, (EIA Unit)
Network switch - Link Sys. 10/100 16 port	EEAA/NCS	NCS, (EIA Unit)
NCS Computers upgrading	EEAA/NCS	NCS, Management
NCS Computers upgrading	EEAA/NCS	NCS, Management
NCS Computers upgrading	EEAA/NCS	NCS, Management
NCS Computers upgrading	EEAA/NCS	NCS, Management
NCS Computers upgrading	EEAA/NCS	NCS, Management
Laser jet-Printer	EEAA/NCS	NCS, Manager Office
Laser jet-Printer	EEAA/NCS	NCS, (Planning Unit)
Laser jet-Printer	EEAA/NCS	NCS, Manager Office
Filling Cabinet	EEAA/NCS	NCS, Manager Office
Filling Cabinet	EEAA/NCS	NCS, (EIA Unit)
Filling Cabinet	EEAA/NCS	NCS, Management
Desk, desk drawers and desk chair	EEAA/NCS	NCS, (Planning Unit)

Desk, desk drawers and desk chair	EEAA/NCS	NCS, (Marketing Unit)
Filling Cabinet	EEAA/NCS	NCS, (Marketing Unit)
Desk, desk drawers and desk chair	EEAA/NCS	NCS, (Marketing Unit)
Desk, desk drawers and desk chair	EEAA/NCS	NCS, (EIA Unit)
Laptop HP	EEAA/NCS	NCS, Manager Office
Dell CPU and Monitor	EEAA/NCS	NCS, (EIA Unit)
Dell CPU and Monitor	EEAA/NCS	NCS, (Planning Unit)
Dell CPU and Monitor	EEAA/NCS	NCS, (Planning Unit)
Dell LCD Monitor	EEAA/NCS	NCS, Director Office
Dell CPU and Monitor	EEAA/NCS	NCS, (EIA Unit)
Dell CPU and Monitor	EEAA/NCS	NCS, (Marketing Unit)
Dell CPU and Monitor	EEAA/NCS	NCS, Manager Office
Dell CPU and Monitor	EEAA/NCS	NCS, (Marketing Unit)
Archive Shelves	EEAA/NCS	NCS, Management
Nokia 2600 - cell phone	EEAA/NCS	NCS, Management
Nokia 1100 - cell phone	EEAA/NCS	NCS, Director Driver
Nokia 2600 Mobile and Vodafone line	EEAA/NCS	PMU Office
A Peugeot 2004 vehicle	EEAA/NCS	NCS Office
A Toyota Prado (4x4) vehicle	EEAA/NCS	NCS Office
Cell phone/Nokia 2600+Vodafone line	EEAA/NCS	EEAA storage
Flash Memory	EEAA/NCS	NCS, Management
Flash Memory	EEAA/NCS	NCS
Flash memory	EEAA/NCS	PMU Office
Flash memory	EEAA/NCS	PMU Office
Flash memory	EEAA/NCS	PMU Office
Nokia 2600 Mobile and Vodafone line	EEAA/NCS	EEAA storage
Nokia 2600 Mobile and Vodafone line	EEAA/NCS	EEAA storage
Nokia 2600 Mobile and Vodafone line	EEAA/NCS	Wadi El Rayan
Norton anti-virus	EEAA/NCS	PMU Office
Office 2003 Software	EEAA/NCS	PMU Office
Windows XP software	EEAA/NCS	PMU Office
Stove	EEAA/NCS	WDNP Office
Charger	EEAA/NCS	PMU Office
Carpet	EEAA/NCS	EEAA storage
Frigidaire	EEAA/NCS	EEAA storage
Flash memory	EEAA/NCS	WDNP
Vehicle net - Prado	EEAA/NCS	PMU Office
Sleeping bag	EEAA/NCS	PMU Office
Chair - Colman	EEAA/NCS	PMU Office
Windows XP software	EEAA/NCS	PMU Office
Satellite Phone + Super SIM Card	EEAA/NCS	PMU Office
Satellite Phone + Super SIM Card	EEAA/NCS	PMU Office

Satellite Phone + Super SIM Card	EEAA/NCS	NCS/ GEPA
Satellite Phone + Super SIM Card	EEAA/NCS	NCS/Taba PA
Satellite Phone + Super SIM Card	EEAA/NCS	NCS/Abu Gallum PA
Satellite Phone + Super SIM Card	EEAA/NCS	NCS/Siwa PA
Satellite Phone + Super SIM Card	EEAA/NCS	NCS/WDNP
Satellite Phone + Super SIM Card	EEAA/NCS	NCS/Sant Katherine
Data Show -VIEW SONIC PJ656	EEAA/NCS	NCS/Siwa PA
Camera Panasonic	EEAA/NCS	NCS
Satellite ((8) car charger	EEAA/NCS	PMU Office

All abovementioned physical assets in good working conditions.

### ***Intellectual Assets***

Asset description	Entity in charge
Management plan for White Desert National Park	Planning unit in EEAA and PAs
Management plan for Qarun PA	
Management plan for Petrified Forest PA	
Management plan for Degla PA	
Management plan for Nabq PA.	
Management plan (draft) for Ras Mohamed National Park	
Management plan for Taba PA	Planning unit in EEAA and PAs staff
Guidelines on how to prepare a management plan for PAs	
Guidelines on how to prepare a management effectiveness for PAs	Planning unit in EEAA and NCS staff
Management effectiveness evaluations in Egypt National Parks	
The State of Saint Katherine Protectorate and World Heritage Site	
An Evaluation of Management Effectiveness	
The State of Wadi El-Rayan Protected Area and Valley of the Whales	
World Heritage Site An Evaluation of Management Effectiveness	
The State of Qarun Protected Area An Evaluation of Management Effectiveness	
The State of Ras Mohammed NP An Evaluation of Management Effectiveness	WRPA & RAS Mohammed NP & NCS
WR Business Plan	
Ras Mohammed NP Business Plan (draft)	
Nature Conservation Sector Financial analysis report 2000- 2005	
Concession management in Egypt	

<b>Reports:</b>	
* Gilf Kebir National Park Expedition	NCS
* February - March 2007 Final Reports	
* Procedures of EIA For the commercial activities within protected areas, adjacent protected areas and projects affecting the biodiversity in Egypt	
* Regulation of hunting in Egypt.	
* Report for Declaration of Gilf Kebir National Park.	
<b>Institutional reports:</b>	
* Suggestions to Strengthen Policy and Institutional Development in Nature Conservation In Egypt. By Graham Child IUCN Consultant.	NCS and PAs staff
* Report Business Planning Consultant by José Galindo	
* Training needs assessment part I & II prepared by: Istituto Pangea - European Institute for Environmental Education and Training	
* Towards a strategy ecotourism in Egypt	
Books and brochures:	
* 10 brochures for 10 protected areas in Arabic and English	NCS and PAs
* Protected Areas of Egypt towards the future.	
Training Report :	
* The First Training Course for Desert Drivers and Guides	NCS and PAs staff
* The First Training Course for NCS staff.	
* The Second Training Course for NCS staff	
* The Third Training Course for NCS staff	
* Wahat El Bahariya – Sept 10-13, 2006 (100 trainees)	

### Acknowledgments and awards

Description	Entity in charge
The project received Certificate of Recognition for their diligence in contributing to an excellent NIM audit rating from UNDP.	NCSCB

### Annex 3

#### Shared exit-strategy for the sustainability of the Project results

The general success, and therefore, long term sustainability of the project is deeply affected by the institutional, legal and organisational mechanisms which will be set in motion to enable the Protected Areas to be managed in a sound and economically viable way, profiting of at least a percentage of the revenues.

To this regard, MSEA/EEAA shall:

- Support the Management Unit, which has been established within NCS during the project lifetime, to continue preparing management plans for other PAs and transfer experience gained during the project to PAs staff.
- Update management plans of PAs to ensure implementation of the right work plans.
- Included the work done by the Project to prepare business plans and implement them within the framework of GEF project as a separate pilot project.
- Prepare management effectiveness evaluation of the PAs to answer the Convention on Biological Diversity requirement that by 2010 at least 50% of PAs have management effectiveness evaluation.
- Prepare, through the implementation of the GEF project, guidelines to foster a higher degree of local community participation in the co-management of PAs.
- Devise and adopt, taking into account the existing differences in qualitative levels of both the PAs and their staff, an adequate set of basic standard performance requirements, to be included and met in business plans and to orient future training.
- Produce and adopt guidelines for the optimal use and distribution (both in paper and digital form) of all the information and education material produced.
- Assure visibility to the activities carried out by the Project through the Ministry of Foreign Affairs/DGDC funding, by keeping the Italian Cooperation logo on all material originally produced by the Project such as signposts, interpretative panels, IEC materials even after the end of the project, as well as including it on the foreseen activities related to dissemination and divulgation.
- Take into consideration the recommendation issued by EIECP Final Evaluation mission, which will be carried out upon conclusion of the project's activities. In particular the Final Evaluation Mission will also provide the main guidelines for the sustainable management of the Protected Areas, versus the environmental pressure and the anthropic carrying capacity.