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Terminal Evaluation
Strengthening Protected Areas Financing and Management
Systems Project, Egypt GEF 3209, PIMS 3668

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March–April 2020

i. Opening page:

Project Title	Strengthening Protected Area Financing and Management Systems Project, Egypt			
UNDP Project ID:	3668	Project financing	<i>at endorsement (Million US\$)*</i>	<i>at TE (Million US\$)</i>
ATLAS Project ID:	00057529	GEF financing:	3,616,000	3,616,000
Country:	Egypt	IA/EA own:	250,000	250,000
Region:	Arab States	Government:	15,066,200	6,302,880
Focal Area:	Biodiversity	Other:		495,264**
GEF Focal Area Strategic Program:	BD-1	Total cofinancing:	15,316,200	9,018,311
Executing Agency:	Egyptian Environmental Affairs Agency (EEAA)	Total Project Cost in cash:	17,666,000	6,552,880
Other Partners involved:		ProDoc Signature (date project began):		01/06/2010
			Planned closing date: 01/01/2016	Revised closing date: June 2020

- **Evaluation time frame and date of evaluation report**

The evaluation has been conducted March – April 2020.

- **Country and Sites included in the project**

The selected original priority sites are Ras Mohammed, Nabq, St. Katherine, Wadi El Gemal/Hemata, Red Sea Northern Islands, White Desert, Wadi Degla and Wadi El Rayan. The ESPASP project has managed to reach all of the areas as indicated in the project document. However, its level of involvement differed from one area to another depending on various external factors. The project has provided full-fledged strategies for Ras Mohammed, Saint Katherine, Nabq, Wadi Degla and Wadi El Gemal Protected Areas. As for the White Desert, Wadi El Rayan and the Northern Red Sea Islands, the scope of the activities aimed to advance the scientific knowledge in those areas by drafting management plans for each of them. These had enormous effects on safety and security measures.

Nonetheless, the project has managed to include other PAs within its scope in response to emergency events and actions that took place during implementation and that the team, in coordination with the EEAA and the MoE, deemed necessary to act on. Information on the PAs that were added is expanded below along with the motivation behind the inclusion of each within the scope of the project:

- The Petrified Forest: Following the 2011 revolution and with the absence of security enforcement, the PAs witnessed an extreme amount of vandalism and exploitation. Huge amounts of waste were disposed there to cut the cost of waste management businesses. Additionally, the fences around the PA was broken and related contents were stolen. After ongoing discussions with the Ministry of

Environment, the mayor of Cairo and other concerned parties, the project adapted the work there to respond to the extremely hazardous situation;

- Wadi Qatrany: Wady Qatrany used to belong to Wadi El Rayan PA. It did not gain autonomy until after the starting date of the project. Thus it was logical to continue to include in the work plan as per the original document;
- Abu Galum: Similar to the Petrified Forest situation, the inclusion of Abu Galum in the project stemmed from the urgency to tend to the PA since its conditions were deteriorating rapidly and it was losing most of its natural resources as a result of overuse;
- Taba: The intervention done in Taba was related to the development of the local communities there by enhancing its infrastructure. This action was very relevant to the project as those communities lived in very close proximity to St. Katherine and Nabq. Supporting them made sense to provide a complete and inclusive support system for the local communities of the area of South Sinai.

- **GEF Operational Program/Strategic Program**

When designed in 2010, it fit within the GEF focus on Biodiversity- Strategic Objective 1. It continues to fit with the GEF focus area on Biodiversity.

The project main objective is the establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs. This project is firmly within Strategic Objective One. The project was designed based on a thorough understanding of the system's strengths and weaknesses at system and national institutional levels.

Strategic Objective One identified several elements of sustainability which are to be encouraged within a PA systems context. Support to these sustainability elements included the following:

- Institutional sustainability will be strengthened at the systemic level through changes in the institutional structure, including greater autonomy for the PA management authority. It will also be improved through capacity building at institutional and individual levels.
- Financial sustainability, which is closely tied in with the institutional aspect, will be strengthened through an emphasis on generation, retention and improved management of financial resources, together with enhanced decision-making responsibilities within the PA management authority over such resources.
- Political sustainability will also be enhanced through the institutional work, which will raise the management authority's political profile and reduce its vulnerability to political influences.
- Ecological sustainability will be enhanced through an emphasis on reducing the system's vulnerability to climate change and by improved capacities for threat mitigation by a strengthened PA management authority.

- **Implementing Partner and other project partners**

Ministry of Environment EEAA, NCS, GEF and UNDP (elaborated on in report).

- **Evaluation team members**

This evaluation has been conducted by one consultant, Mrs. Stephanie Hodge, Independent Evaluator, with logistical implementation support by the UNDP country office.

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The Terminal Evaluation is grateful to all those who gave their time and experience in assisting with the final evaluation.

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iii. Acronyms and Abbreviations

CEO	Chief Executive Officer (GEF)
CO	Country Office (UNDP)
EEAA	Egyptian Environmental Affairs Agency
GEF	Global Environmental Facility
LFM	Log Frame Matrix
METT	Management Effectiveness Tracking Tool
MTE	Midterm Evaluation
NCA	Nature Conservation Agency
NCS	Nature Conservation Sector
NGO	Non-governmental Organisation
PA	Protected Area
PDF-A	Project Development Fund
PIF	Project Identification Form
PMU	Project Management Unit
PPG	Project Preparation Grant
SRF	Strategic Results Framework
TDA	Tourism Development Authority
ToR	Terms of Reference
UNDP	United Nations Development Programme

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Executive Summary

- **Project Summary Table**

Project Title				
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Project Description (brief)

- Egypt is strategically situated at the intersection of three continents and its terrestrial and marine habitats support biodiversity of substantial global significance. Even though country terrestrial species diversity is relatively low due to Egypt's general aridity, many species are very narrowly distributed, making habitat conservation crucial to their survival. Marine biodiversity is significant, with Egypt's Red Sea coral reefs showing considerable endemism. There is important genetic diversity. At least one hundred forty-three species of threatened animals are found.
- Three main categories of persisting threats and associated causes of biodiversity loss are: (i) conversion and/or destruction of natural habitats, (ii) degradation of natural habitats and (iii) unsustainable utilization of biodiversity resources. Therefore the protected areas have a potentially critical role to play in reducing the above threats to Egypt's biodiversity.
- Egypt's system of protected areas is vast and is currently divided geographically into five management units: Sinai, Cairo, Western Desert, Red Sea and Upper Egypt. Currently, Egypt's twenty-seven PAs cover 148,023 km², or about 15 per cent of the nation's total land area.
- This project is following on a long history of GEF and UNDP support to the Egyptian protected areas system and responding to the largely systemic weaknesses within the system (e.g. lack of strategic and site planning) and the chronic underfinancing of the sector. Furthermore, it comes at a juncture in biodiversity conservation in Egypt, partly driven by the project's objectives and partly driven by a desire to address structural weaknesses and financing challenges within the principal and statutory institution tasked with biodiversity conservation (including protected areas) in Egypt and the Nature Conservation Sector (NCS). The restructuring of the NCS as an autonomous authority, *inter alia*, is capable of raising and retaining revenues and outside the

general civil service constraints recognizing that its functions may be better performed as an economic entity, or General Authority.

- The project has 3 main outputs that were stated in the project document (signed in 2010):

Outcome 1: Legal, policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and functional.

Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt’s PA system.

Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources.

- **Evaluation Rating Table in Endnoteⁱ**

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry	S	Quality of UNDP Implementation	HS
M&E Plan Implementation	S	Quality of Execution—Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation/Execution	S
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	R	Financial resources:	L
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional framework and governance:	L
Overall Project Outcome Rating	S	Environmental:	L
		Overall likelihood of sustainability	L

Summary of conclusions, recommendations and lessons

Design (Relevance)

- The project is highly relevant to nation and international priorities.
- The project design had three interlinked components and eight indicators. With a broad and ambitious scope, it needs interpretation for managing and monitoring capacity building results. As the project was a demonstration and a learning-by-doing project with NCS, the work was enabling yet complex as it also had to make the financial case and demonstrate a cross-sectoral, multi-stakeholder approach to conservation and PA management and services.
- The design did not build in measures for cross-cutting implementation support areas (KM, capacity development and monitoring).
- There were assumptions in the design concerning the general public’s willingness to pay, and the project approach was to make inclusively planned investments in the PA infrastructure, an improvement which became a key feature of the implementation. It supported community, local government and ranger engagement and involvement while building with communities and delineating PA boundaries and protected species. Sustainable architecture and infrastructure improvements were characteristic of the effort. This was balanced nicely with the softer work on community engagement planning and conservation in co-management approaches.

Results (Progress toward Outcomes)

- In terms of progress, 85% of the inputs were delivered at the time of the TE. Progress toward outcome-level results has been impressive and all inputs are likely to be delivered and or handed over to new GEF mainstreaming biodiversity in tourism project in time. Outstanding outputs include: construction of housing for relocation of 51 families, advocacy for policy (see outstanding outputs in summary table and report text below). The institutional reform work is currently advancing at an accelerated pace and the likelihood of passing cabinet is supported by the project's demonstration of good management system, raised revenue and willingness to pay for ecosystem services. Policy-level changes have been significant, including the new financial and online permit system for financing PAs. Some final exit actions by PMU, NCS and UNDP are needed as highlighted below in the recommendations.
- This TE was measured against the broader national changes that had taken place and the constant disruption and inertia that was created within institutions and in the project environment. A key consideration was that the implementation has spanned many fundamentally different operating environments: in pre-2010 during the project's design and start-up, in 2011 with the uprising, in 2013 during the revolution and from 2014 with different counterparts in government.

Adaptive management

- The project has been implemented smoothly since the MTR report was delivered in 2015. The PMU and UNDP have made full use of the project's board (PSC) as the key implementation, adaptive management and oversight mechanism. Evidence shows the PSC was used effectively for guiding the implementation project management and undertaking strategic work planning (toward results) based on what was *most* strategic and pragmatic. This board included senior members of the Ministry of Environment, the NCS, the Ministry of Foreign Affairs and UNDP, among others. The project scope was highly ambitious and the strategies complex in line with original outcomes, with intermingled components at the onset with 10 PA pilots and then an additional two (government asked UNDP to support an additional two with cofinancing), so it was a complex endeavor as a whole. Forcefully employed adaptive management garnered PSCs' (UNDP NCS and EEAA in particular) decisions about pilot focus and scope. This relationship for oversight was critical to the success of this work over time.
- The project support was directed at the reform and the capacity strengthening of NCS. It was primarily a capacity building project working very closely with the NCS operational and programme focal point, enticing their learning by doing. At TE, capacity building is still a need for staff and stakeholders at and of PAs.
- Adaptive management and a high number of adaptive changes of course, however, also negatively influenced the mood at the PMU, which was already overstretched and needed smart reaction in project focus. However, the PMU staff eagerly rose to this constant challenge and should be commended. This was a lesson learned.
- The project design did not build in cross cutting support including knowledge management and a strong monitoring system for the NCS capacity development, the community and women and youth work or inclusion in early implementation. This was corrected by the end with a strong PM and knowledgeable team, including one technical officer who was a gender specialist. This is a lesson learned.

Sustainability and Replication

- On replication the project included 14 PAs, each with different needs for improvement and community-type inputs. The NCS PA system, however, still has 16 PAs whose lessons will need to be

scaled. The replication will need a consolidation of the lessons from this project, including an explanation of the innovative financing strategy, the co-management, the work with communities, the PES approach, the sustainable architecture and cost-effective work on improvising PAs for minimal maintenance and independence in terms of community co-management need to be firmly documented as the policy and legal objective advance in the near future.

- The financial monitoring system (two officers trained) needs to be embodied in the government department, and this now requires an exit strategy.
- The new permit system shall be put into operation and handed over to new GEF project mentioned above before the end of the project.

Overview of main findings—Ratings are provided in Annex

GEF criteria/sub-criteria	Rating	Summary Comments
A. STRATEGIC RELEVANCE		
A1.Alignment with GEF and UNDP Strategic priorities	R	Highly aligned. For the GEF, the project is supporting cross-cutting areas of biodiversity, climate change and desertification (three Rios). For UNDP, the project is directly aligned with UNDP corporate priorities of nature-based solutions, gender and eradication of poverty in all its forms.
A2.Relevance to national, regional and global priorities	R	<p>Since project inception in 2011, Egypt has committed support to the SDGs, Nagoya Protocol, Paris Agreement and Sendai and has hosted the Convention on Biodiversity CBD COP in 2018. The project currently fits with Egypt’s national priorities as follows: SDS Egypt Vision 2030, Pillar 2: Energy SDS Egypt Vision 2030, Pillar 9: Environment SDS Egypt Vision 2030, Pillar 10: Urban Development.</p> <p>Protecting biodiversity and natural resources while sustaining livelihoods (SDGs 6, 11, 14, 15) Climate change mitigation and phasing out ozone depleting substances (SDGs 7, 11, 12, 13) Adaptation to climate change (SDGs 13, 15) Support of Egypt’s participation in Global Environmental Conventions (SDGs 17)</p> <p>The importance of institutional reform and sustainable financing for NCS is highlighted in the National Biodiversity Strategy and Action Plan for Egypt (1998), which is the main policy instrument guiding biodiversity conservation in this country over the past decade. The first component in the Action Plan calls for a programme for institutional development and capacity building for nature conservation in Egypt. The National Environmental Action Plan (NEAP) identifies the need for capacity building, institutional reform and sustainability of the PA system as priorities for action. In particular, as mentioned above, the current governmental programme confirms a commitment to reform of governmental bodies in line with changing international norms. The project contributes toward two of the Government of Egypt’s main developmental directives: financial sustainability and introduction of innovative approaches.</p>
A3.Complementarity with existing interventions	R	The project is complementary and synergistic with several ongoing and new initiatives, including those that currently support Egypt’s protected areas and cross-cutting areas of the GEF, such as climate change, desertification and biodiversity. The following is the list of GEF synergies coordinated by the UNDP programme office together with the Egyptian GEF focal point list of projects. TE visited the focal point and managers of these projects and was assured there is strong coordination and integration, and this project is a flagship that holds all these together. The enabling work of this project is very important for the sustainability of the rest of this work. The list of GEF synergistic projects is included in the report.
A4.Overall strategic relevance	R	The project design has been strategic and highly relevant. The component one work focused on PA financing planning, policy and support of the institutional arrangement related to the financing goals and the NCS as the management authority for Egypt’s protected areas. The NCS has worked closely with the project in doing this upstream work in an effort to help them learn by doing, embed new financial and management practices into their systems and showcase the value of the biodiversity assets. It demonstrates the payment for the ecosystem services approach, appropriately showcasing cost-effective

		PA management systems and bringing the value of biological and natural resources to the country's economy to the forefront.
B1 Overall assessment of project results	HS	<p>This project has made significant contributions to the technical and institutional capacities of the NCS. PA management teams have been strengthened through the establishing institutional structures, making continuous capacity building interventions and undertaking learning by doing through close work with the NCS approach. The knowledge about the biodiversity within Egyptian PAs has significantly expanded due to the surge of scientific research and studies that supported the knowledge base and the enabling environment for a working PA system in Egypt. The marine and terrestrial scientific baseline established PA zoning work, testing of innovative financing approaches and undertaking relevant research studies and development of the online permit system for future monitoring and planning. The infrastructure and visitors' facilities of all targeted PAs have improved drastically, allowing for optimum and environmentally conscious use of the PAs as a national resource. Basic infrastructure was completed to upgrade the protected areas, making them world class ecotourism sites and therefore encouraging ecotourism. Awareness has been raised among different stakeholders and the public at large regarding the different PAs and their natural heritage. This knowledge expands to include awareness about ways to protect this heritage and enjoy it responsibly. Most significantly, the project concretely demonstrated the payment for the ecosystem services approach and supported co-management with communities and private sector as CBOs and NGOs had successfully raised awareness and the likelihood of impact on the natural resources management. The project has contributed to the advocacy of new legal and administrative reform within the law regulating the PAs in Egypt, resulting in the drafting an amended version of the PA law to be ratified by the parliament.</p>
B1.1 Delivery of Outputs	S	<p>Of the planned activities, 85% have been delivered at TE. The remainder will be delivered and or turned over (see below, a new GEF initiative on mainstreaming biodiversity into tourism). The project has delivered additional output to what was originally planned (scope was expanded with support to two additional PAs). The scope of the PA support was increased as the government requested the PMU (UNDP) to expand the activities, supported with additional cofinancing. The government requested UNDP to support implementation with critical administrative, financial assistance for procurement and staffing (recruitment). In hindsight, there were also lessons learned on how to support learning and monitoring by doing in these areas. More could have been put in place to build the capacity of the NCS in these areas. The possibility of continuing/finalizing the work that needs time for completion after the end of the project on 30 June 2020 is being discussed with EAAA/MoE and UNDP. This works falls under the "Mainstreaming Biodiversity into Tourism Project." The following areas are included:</p> <p><u>Design and construction of five jetties in the Abu Galum and Nabq Protected Areas:</u> Detailed design and specifications for the jetties have been completed and studies to identify the optimum locations have been conducted to guarantee the sustainable usage of resources and the safety and health of corals. Environment impact assessments have also been conducted. The contracted company has begun implementation and the actual construction of the jetties will take about eight months.</p> <p><u>Design and construction of Al Gharqana Fishermen Village housing units in the Nabq Protected Area:</u> In Al Gharqana Village, 51 houses for the fishermen families were established, including the related infrastructure networks: potable water supply, sanitary system, solar cells panels for electricity and the waste disposal systems for these houses. All engineering designs and specifications were prepared, and a tender was launched for the construction of the village. The company with the winning bid has been contracted. Construction will start in early April 2020 and will take around eight months.</p>
B1.2 Progress toward outcomes ⁱⁱ and project objectives	S	<p>In terms of progress toward the central project objectives, a new ecological monitoring programme was positioned. It claimed evidence for recovery of marine habitats (coral, sea grass) and flagship species inside PAs and severe degradation outside PAs. Moreover, as described above, PA revenue generation and reinjection are very positive. A key project achievement was the approval of PA entrance fees by government and an e-system for collecting fees, which are being piloted in Wadi Gemal NP and can be upscaled to the entire PA system to generate significant new income (complementing the 30% revenue increase from concessions reported in past PIRs). At TE, evaluator observed the new online permitting system. This is about to go live. It may be operationalized before the end of the project This digital online system can be the beginning of a digital and knowledge management evidence-based approach to management at NCS and can be included in an exit strategy.</p>
Objective: Establishment of a sustainable protected areas financing system, with associated management structures, systems and capacities need to ensure the effective use of		

generated revenues for priority biodiversity conservation needs.

Several PA sustainable financing plans and relevant studies, such as of Willingness to Pay in five PAs, were developed. Clarity on actual revenues generated the funding allocated to the PA system and the use of the Financial Scorecard was improved during the course of the implementation with RTA oversight of such matters. For example, in 2018 PIR suggested that NCS consolidate their financial tracking and planning system such that it would be embedded in the new NCS structure and PA financing strategy. This has happened. The summary is as follows:

1- The project, in coordination with the Nature Conservation Sector (NCS), set a comprehensive plan for new permits system as well as a new package of entrance fees for targeted PAs in South Sinai and Red Sea regions. This permits system was designed to provide a tracking system for PAs revenues in the future. Also, the project with NCS managed to have a new set of protected areas entrance fees to cope with the new permits system. Both the permits system and the new set of entrance fees were approved by the Board of Directors of EEAA and preliminary approval from the Prime Minister himself. The newly developed plan for both the permits systems and the new entrance fees with its electronic gate for online collection of the fees was also approved by the Board of Directors of EEAA.

2- The project developed a national regulation that explained the basis of environmental damage assessment for coral reefs that was approved by and is currently used by EEAA for economic valuation of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of funds for rehabilitation of degraded marine resources.

3- Currently, both EPASP and NCS have engaged in major efforts to upgrade the existing law no 102 for 1983 regarding PAs (7th draft of the new law).

4- A new Financial Management System has been developed by the project to facilitate the governmental spending and revenue re-injection policy. According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation for re-injection into the management of PAs as an alternative approach until the new autonomy agency established.

5- To reach a long-term sustainability re-injection policy, the project, in close cooperation with NCS, got the approval of Board of Directors of the Environmental Protection Fund (EPF) to change its current policy and to issue an official decree that approved a new policy to re-inject 25% of the annual PAs revenues to support the development and management of PAs network.

To sum up:

In terms of the overall project objective to increase the level and diversity of the financing for the PA system, there was a reported 41% increase of the annual allocated government budget for PAs compared to the first year of the project in 2011.

For indicator one, "to increase PA revenues and diversification of funding sources," the project spearheaded innovative approaches and set up a concrete online permit system. In relation to the permit system, the project provided government with support to study, benchmark and develop basic equations that will enable the NCS to calculate fees associated with the different economic activities (payment for ecosystems approach) across the PAs. The new fee system was implemented across selected PAs since August 2019 and would include pilots by October 2019. After full implementation, the expected entrance fees were to be USD 5 million annually. For this target, the project conducted enabling studies and financial and management plans. The focus of pilots has been on the South Sinai PAs (Ras Mohammed, Abu Galum, Nabq, Tab and St. Catherine).

For indicator two, "support level of live coral coverage in dive and non-dive sites," the project developed significant baseline science through a study, "*Sensitivity and zoning plan for Sharma El Sheikh coral reefs through spatial multi-criteria analysis.*" This was preceded by an economic valuation of the biodiversity assets in dive sites and a management plan. The project also gave financial support to the NCS to assess the marine habitats along the west coast of the Gulf of Aqaba. The project-supported analyses indicate that human impact on dive sites and the associated coral communities has decreased by at least 40% since the start of the programme (PMU). Scientific indicators from the project report confirmed that the coral reef health has improved as a direct result of the project interventions.

For indicator three, "flagship species at several priority PAs," the project made significant advances with regard to science baseline and management systems. A list of species from the flagship indicators was prepared by the management units at three priority PAs (Wadi El Gemal, Ras Mohammed and Wadi El

		Rayan). The concern at TE is the monitoring system for this information and how that might be followed up and built upon rather than lost as the project closes.
<p>Outcome 1 Policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and operational indicators</p> <ol style="list-style-type: none"> 1. National PA financing strategy 2. Institutional arrangements 3. Financial arrangements for revenue re-injection 4. Policy regarding re-injection 5. Institutional structure and human capacities 6. Legal and regulatory framework 	S	<p>Outcome one supported the enabling environment for sustained cost-effective PA financing, including legal working groups and research on the enabling conditions and toward the target of a fully functioning independent authority with autonomy and resources to manage the Egypt PA system. While the project made significant contributions, including facilitating substantive legal technical scoping work and demonstrating management functioning, the ultimate goal is a bit in the future. TE evaluator’s view is that this project has significantly raised the profile of the PA system and its potential as a major contributor to the GDP and to sustainable inclusive rural development. The institutional and policy work are highly likely to be supported by intersectoral consensuses and the cabinet.</p> <p>This project had significant upstream results, including an inclusive process of drafting the structure and framework for NCS and paving the road toward an independent PA management authority. The description of the process to create the institutional structure draft is attached as an annex. Once deliberated, it will be submitted to the Cabinet of Ministers by the Minister of Environment to amend Law 102/1983 on Egypt’s protected areas (planned for summer 2020). In addition, two articles (18 and 20) were successfully included in the country’s new constitution for the first time: “Conservation of Natural Resources” and “Protected Areas.” Also, new articles (18, 20, 32, 45 and 46) were drafted and were successfully included in the country’s new constitution.</p> <p>A key aim in the amendment is the separation of NCS with its funds from EEAA to achieve autonomy. This needed review by the Minister and then an intersectoral process of comments followed the submission of the new NCS structure to the Cabinet of Ministers once the amendments of Law 102/1983 are approved by the Parliament (TE learned this is to happen in the next six months).</p> <p>UNDP should follow up with support to ensure that the momentum was not lost and that enabling work can continue as a bridge through the cabinet approval. Communication for policy and soft policy work is needed to continue to support these results and ensure sustainability and momentum.</p> <p>The project implementing unit and UNDP/GEF might ensure that the project’s enabling work outputs and results are showcased to the appropriate policy audiences before project closure in June 2020. The project team made significant contributions to the PA financing system and legal arrangements. It tested innovative co-management approaches and engagement with PS and communities and baseline work and evidence for alternative financing modalities (beyond user fees and concessions). It achieved this through a learning-by-doing approach through a work planning partnership with the EEAA, NCS and other government departments and built the enabling environment and knowledge base of what is needed and how to manage the system.</p>
<p>Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt’s PA system (<i>innovative financing strategies and government budgets</i>)</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Improved financial sustainability for PAs as measured by the Financial Sustainability 2. Scorecard 3. Business planning 4. Tools for revenue generation 5. Revenues generated 6. Revenues reinjected 7. Diversified revenues 	S	<p>Significant results included a comprehensive five-year PA financing strategy prepared at national level, discussed and approved at a stakeholder’s workshop attended by the high level H.E. Minister of Environment in the presence of 80 participants, representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs and Planning, as well as universities, research centers, representatives of the private sector, NGOs and the local community. Based on the outcomes of the strategy, 7.9 million .E. (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. Additionally, according to the PA financing strategy, another 10 million L.E (USD 600K) were allocated to support the implementation of five PA management systems which were approved by the Minister of Environment. Moreover, another USD 1.2 million was allocated as a co-sharing to support the upgrade of the visitors’ centers and infrastructure at Ras Mohammed, St. Catherine and Nabq protected areas. Finally, as mentioned above, an institutional reform plan was prepared and submitted to the Ministry of Environment to provide the enabling conditions to ensure the successful realization of the strategy goals.</p> <p>In terms of the project’s aim to sustain the re-injection of financing into the management of PAs, the project developed a new financial management system to facilitate governmental spending and support revenue re-injection policy. With this system, the revenues are transferred from the Ministry of Environment to a special PA account at an independent <i>third party OUDA</i> of the Ministry of International Cooperation. The new process proved to be very successful as well as efficient when the spending rate surpassed 95% last year.</p>

<p>Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of finances mobilized (includes co-management Approaches: co-management approaches, Private Sector, NGOs, communities, etc.)</p> <p>Indicators</p> <ol style="list-style-type: none"> 1. METT Scores 2. Business planning 3. Alternative management, Co-management-Private Sector, etc. 4. Accounting, audit and reporting 	S	<p>This outcome made significant contributions to the “systems” and enabling “work by doing.” It showcased payment for ecosystem services approaches by focusing on what the offer was, including the upgrading of infrastructure in the PAs. This significantly improved the willingness to pay (testimonials with local NCS and community managers and users). It also supported sustainability through demonstrating working models and making upgrades to sites that increased their value and demonstrated ecosystems services.</p> <ul style="list-style-type: none"> • The project financing scoping and demonstration covered the eight PAs agreed upon in the ProDoc (Ras Mohamed, Wadi El Gemal/Hamata, Wadi El Rayan, St. Catherine, White Desert, Nabq, Wadi Degla and Red Sea Northern Islands) as well as PAs not originally included in the project (Taba, Petrified Forest, Siwa, Abu Galum, Gabal Qatrany, El Omayed, White Desert). The work included scientific and economic surveys, willingness to pay surveys, visitor infrastructure and PA finance and management improvements. • The project successfully supported integrated management systems at five South Sinai PAs and WGNP in order to pilot the financial and performance management systems. • The project supported additional upgrade work with government cofinancing in Ras Mohammed Visitor Center, Ras Mohammed Signage and Trails, Al Gharqana Fishermen Village Development, The Blue Hole Diving Site Development and Mount Sinai Trail Development, development of different visitors facilities and infrastructure in many of these PAs (as trails, environmental toilets, shades, entrance gate facilities, parking areas for buses and cars, waste segregation units, information, interpretative and directional signs, administration & ticketing buildings, design and construction of jetties in Nabq and Abu Galum PAs, and electricity supply and open museum in the Petrified Forest PA. The METT scores indicated improvements in PA management throughout. The TE took note of the RTAs visits to Sharm El Sheikh and surrounding PAs during the reporting period and the concern about observations and reports that do not wholly support management claims. These included patrol boats unused, illegal and little-controlled fishing activities in the PAs, poorly managed if not unhinged boat/snorkel/diving operations in the area and the new visitor center in RMNP closed since its inauguration in November 2018, etc. The TE agrees that further training and enforcement are needed to have impact on the natural environment.
<p>Overall rating of progress toward achieving objectives/ Outcomes</p>	S	<p>This project has made a significant contributions to: The technical and institutional capacities of the NCS and PA Management teams have been strengthened through the establishment of institutional structures and continuous capacity building interventions and undertaking learning by doing through working closely with the NCS approach; The knowledge about the biodiversity within Egyptian PAs have significantly expanded due to the surge of scientific research and studies that supported knowledge base and to the enabling environment for a working PA system in Egypt; the marine and terrestrial scientific baseline established for future monitoring and planning-PA zoning work, testing of innovative financing approaches and undertaking relevant research studies; development of the online permit system, The infrastructure and visitors’ facilities of all targeted PAs have improved drastically, allowing for more optimum and environmentally conscious use of the PAs as a national resource. Basic Infrastructure was completed to upgrade the protected areas making them World class ecotourism sites and therefore encouraging ecotourism.</p> <p>Awareness has been raised among different stakeholders and the public at large regarding the different PAs and their natural heritage. This knowledge expands to include awareness about ways to protect this heritage and enjoy it responsibly.</p> <p>The project has contributed to the advocacy of new legal and administrative reform within the Law regulating the PAs in Egypt, resulting in drafting an amended version of the PA law to be ratified by the parliament.</p> <p>, delineating boundaries and providing support to the system and the capacity of the NCS to manage the PAs. Most significantly, the project concretely demonstrated the payment for the ecosystem services approach and supported co-management with communities and private sector as NGOs had successfully raised awareness and the likelihood of impact on the natural resources management.</p>
<p>B1.3 Likelihood of Impact</p>	HS	<p>There was significant impact in terms of the actual increases in the PA system revenue and in terms of the finances and their reinjection into a new management system.</p> <p>Institutionally, TE learned that the Prime Minister recently endorsed the financing PA sector and has interest to have the private sector engaged in PA co-management.</p>
<p>C1. Efficiencyⁱⁱⁱ</p>	S	<p>Cost effectiveness is a measure of efficiency and effectiveness. While the project is both effective and efficient, this statement needs to be measured against the fact that the project, while it has had some</p>

		<p>notable successes in the early years (e.g. the development of protected areas system plans, protected areas financial planning and accounting), has not been able to benefit from the greater structural changes envisaged in the Project Document.</p> <p>Capacity development involved pilots and learning by doing with rangers.</p> <p>Focus on upgrading evidence-based infrastructure, based on zoning plans, reduced pressure on the natural resources and engaged the communities in co-management and protection by showing the value of preserving the resources.</p> <p>More cross-sectoral work might have supported the NCS park maintenance and sustainability goals. There was no mechanism in place to meet regularly with the related sectors and the NGOs possibly because there were no well-defined cross-cutting areas of the project apart from communications.</p>
D1. Overall likelihood of risks to sustainability	ML	The project successfully demonstrated to the other departments, the NCS and EEAA, the viability of the system and all the payment for services and the co-management approach.
D2. Financial risks	ML	This is a finance focussed support project. The assumption is that the focus on financing Pas will enable stable source of revenue to enable learning for greater management and systems and a payment of ecosystem service approach. The risks are in the replication, both the proposed new institutional arrangement and the performance of the learning on co-management at the PA level. The process and the results need to be firmly documented and shared for scaling. The work on making the case known to the other sectors and to cabinet is imperative.
D3. Socio-political risks	ML	<p>As evident from its title, "Strengthening Protected Areas Financing and Management Systems," the project is mainly concerned with the sustainability of the internal management systems of the Egyptian Protected Areas. The project targets 14 out of 30 PAs currently present across Egypt. Egypt's PAs are very rich in natural resources in their geological composition as well as their biodiversity. However, many of those PAs are void of local inhabitants.</p> <p>Out of the 14 targeted areas, only six PAs include local communities living within their parameters. Several activities were designed to target those groups as part of the "Local Community Development Program," which is the fourth and last component of the project. It aims at supporting Inhabitants of selected Protected Areas (PAs), involving them in the project's activities and strengthening their participation in the PA decision-making process.</p> <p>The program focuses on economically supporting the communities and enhancing their socio-economic conditions. Special attention has been given to women to compensate for their relative marginalization within their communities which hinders their access to education, mobility and other factors. This support was translated into a series of Women's Economic Empowerment activities that include alternative income generation activities, access to financial services and access to productive inputs, logistical services, market linkages and awareness raising initiatives.</p> <p>A number of initiatives were conducted, for instance an initiative in St. Catherine for maintaining the veterinary health of camels, as well as various awareness campaigns across the different PAs. An example of the WEE initiatives is "Sustainable Livelihoods for Women in St. Catherine Protectorate."</p>
D4. Institutional and governance risks	ML	The sustainability is dependent on the policy and legal expected results that will enable the continued re-injection of financing into the management systems for capital improvements, adequate staffing and capacity for management. The handover of the legal work will require providing inputs in to the overall NCS financial management system, including giving guidance what to do with the baseline knowledge projects and setting up long-term monitoring of the biodiversity assets .being protected.
D5. Environmental risks	ML	This was an environmental and conservation of natural resources and biodiversity project. The sustainability is related to the systems and institutional setup to continue to monitor the environmental risks and financing adequate for PA management. While the PAs were supported and advanced in their capacity to manage and have limited protection in the sites supported, much more is needed at the systems level in terms of abilities for regulation, public and policy education and awareness in community and private sector engagement. In addition to protection at the sites, more training on enforcement and community awareness is needed.
D6. Catalysis and replication	n/a	There are 30 PAs. The project covered 14 Pas, and replication is inherent in the design. The expected outcome around PA Policy on Financing and the institutional arrangement for the management of a PES system and co-management approach are very important.

E1. Project design and readiness ^{iv}	S	<p>The project design had an ambitious “systems” scope with many simultaneous activities. It was a learning-by-doing approach with NCS and filled in capacity gaps while upgrading 14 national protected areas. It intended to make contributions to the viability of innovative and financing management, PA co-management approaches.</p> <p>The design was complicated from the management point of view. The PMU was set up as part of NIM implementation, and there was no cross-cutting component for the work on building capacities for monitoring, knowledge management or institutional capacity building. The gap was noted by all the project managers. With the turnover in personnel and complex operating environment during period, it was surprising there were so many concrete results, which was mostly due to high government ownership and excellent UNDP support to implementation throughout. The government needed support on the PA system as it related to development and GDP.</p>																																								
E2. Quality of project implementation	S	<p>UNDP Egypt is the GEF Implementing Agency, and the Implementing Partner is the Ministry of Environmental/Egyptian Environmental Affairs Agency, following the UNDP national execution modality. The NCS and the Environmental Protection Fund (EPF) were the key departments within EEAA responsible for project implementation.</p> <p>There were six PMs, excellent UNDP/GEF support and an excellent PMU staff.</p>																																								
E2.1 Project oversight (GEF/UNDP, PMU. etc.)	S	<p>There was a steering committee with UNDP support. A Project Board was established and had representation from UNDP, MoE, EEAA, EPF, Ministry of Tourism, Ministry of Foreign Affairs and NGOs. The steering committee provided oversight and guidance to the Project Management Unit (PMU) that was established and located in Cairo to manage the project and provide coordination among stakeholder organizations at the central level.</p> <table border="1" data-bbox="526 835 1354 1182"> <thead> <tr> <th>Serial No</th> <th>Day</th> <th>Date</th> <th>Project Manager</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Wednesday</td> <td>2 November 2011</td> <td>Dr. Moustafa Fouda</td> </tr> <tr> <td>2</td> <td>Wednesday</td> <td>30 January 2013</td> <td>Dr. Moustafa Fouda</td> </tr> <tr> <td>3</td> <td>Wednesday</td> <td>12 February 2014</td> <td>Mr. Adel Abd Allah</td> </tr> <tr> <td>4</td> <td>Wednesday</td> <td>4 February 2015</td> <td>Mr. Adel Abd Allah</td> </tr> <tr> <td>5</td> <td>Wednesday</td> <td>26 January 2016</td> <td>Mr. Adel Abd Allah</td> </tr> <tr> <td>6</td> <td>Monday</td> <td>6 February 2017</td> <td>Dr. Mahmoud Sarhan</td> </tr> <tr> <td>7</td> <td>Tuesday</td> <td>16 January 2018</td> <td>Dr. Mahmoud Sarhan</td> </tr> <tr> <td>8</td> <td>Sunday</td> <td>28 October 2018</td> <td>Mr. Tarek Saleh</td> </tr> <tr> <td>9</td> <td>Tuesday</td> <td>12 March 2019</td> <td>Mr. Ahmed Taha</td> </tr> </tbody> </table>	Serial No	Day	Date	Project Manager	1	Wednesday	2 November 2011	Dr. Moustafa Fouda	2	Wednesday	30 January 2013	Dr. Moustafa Fouda	3	Wednesday	12 February 2014	Mr. Adel Abd Allah	4	Wednesday	4 February 2015	Mr. Adel Abd Allah	5	Wednesday	26 January 2016	Mr. Adel Abd Allah	6	Monday	6 February 2017	Dr. Mahmoud Sarhan	7	Tuesday	16 January 2018	Dr. Mahmoud Sarhan	8	Sunday	28 October 2018	Mr. Tarek Saleh	9	Tuesday	12 March 2019	Mr. Ahmed Taha
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E3. Quality of project execution	S	<p>The government interest has been very high. The PMU was well situated to integrate and facilitate inclusive work planning and ensure the best use of project funds, including the PSC as a vehicle for decision-making and adaptive management.</p>																																								
E3.1 Project management arrangements and delivery (PMU, financial management, etc.)	S	<p>The PMU in Cairo managed the project and provided coordination among stakeholder organizations at the central level during the project period. There have been six Project Managers (PM). The first PM, a Technical Advisor, was replaced in July 2013 by two PMs, one dealing with technical issues and the other with operational issues. The final PMU consisted of the PM, a Technical Advisor, Financial and Administration Manager, a technical officer, financial and administrative assistants and several technical specialists. The full list of staff since inception is included in the annex. In general, the project was well managed; however, there was high turnover (six PMs since inception), and this was highlighted by most stakeholders as being disruptive and challenging, especially for the morale of staff in the PMU. Each project manager had a personal style of work planning and approach to implementation. This meant the staff had to the trajectory and do educational work to help the PM get up to speed on implementation and requirements.</p>																																								
E4. Cofinancing	HS	<p>Cofinancing has been very healthy. The final table is included in the report. The UNDP was requested to provide administrative support to government for delivery of the financing. This demonstrated the relationship and the trust the government had in UNDP to get results and transparent in its procurement and financial systems.</p>																																								
E5. Project partnerships and stakeholder involvement	S	<p>The most immediate and important stakeholders were those involved in the complex arrangements surrounding the internal funding of the EEAA and the Environmental Protection Fund. These included the NCS, the protected areas themselves, the EPF and EPF Board, the EEAA and two other GEF projects (NBSAP</p>																																								

		<p>and the Migratory Soaring Birds project) due to the strategic nature of the Protected Areas Financing project.</p> <p>The upstream ‘institutional and enabling work “involves consultation with relevant sectors as part of the process. This is currently ongoing. A new project was also started, called “Mainstreaming Biodiversity in Tourism,” which will take advantage of the tools and planning provided by the project. It is also a vehicle to continue outstanding work on village relocation and the construction of 51 new houses near a PA site. The project management included a fourth management/monitoring component that considered the important community level and others (private sector stakeholders). Also see gender and inclusive dimensions section commentary below.</p>
E6. Communication and knowledge management	S	<p>There were design issues in terms of having cross-cutting area focus at PMU for capacity building. The project was designed over 10 years ago. In hindsight a cross-cutting area, including communication, knowledge management and monitoring, would have been instrumental to oversee the capacity building results with NCS and other sectors. The project compensated by hiring a communication and social Consultant, but this could have been more concrete with a strategy for capacity building for financial monitoring, knowledge management, public awareness and monitoring, including results-based management. This is a lesson learned.</p>
E7. Overall quality of Monitoring and Evaluation (ME)	S	<p>In addition to the findings mentioned above in communication and knowledge management, the project implementation required technical monitoring inputs on key areas, in particular infrastructure, architecture and community level inputs. The entire project’s technical needs were multidisciplinary. The PMU included technical staff for monitoring inputs across different areas, including engineering, institutional work and finance. It was technically monitored through the PMU by a host of professionals: two finance professionals and other professionals with socio-economic, geophysics, communication and social and gender, engineering, architecture, policy and institutional and procurement and administrative capacities.</p>
E7.1 ME Design	S	<p>The project design is discussed above, but in general it had the normal GEF/UNDP monitoring support with annual PIRs, quarterly reports, annual reports and steering committee and technical monitoring by the PMU technical teams and the UNDP and GEF RTAs.</p>
E7.2 ME Plan Implementation (including financial and human resources)	S	<p>The UNDP and GEF RTA monitored through day-to-day and key planning and events work. The TE finds that the quality and emphasis on the harder technical support needs was excellent, yet there were lessons concerning the socio-economic monitoring for gender and inclusion-type areas. The project needed a monitoring strategy for social results, which were probably underreported throughout the project’s life. This could be consolidated and highlighted as the project team’s cons, provided with the results and given to the new stewards for PA management in Egypt. It is especially important that all institutional work is reviewed from the aspects of gender and inclusion of vulnerable groups as part of the strategies.</p>
E8. Overall assessment of factors affecting performance	n/a	<p>Despite several factors that negatively influenced the project’s performance, including delaying the implementation, the early political disruption of implementation (revolution) and continued changes in project management and staff attrition at the NCS, the <i>project was able to get results</i>. With UNDP support and the working steering committees, this project adapted to the changing context and inclusively planned for needs and presented and showcased the value of the PA system to the national economy and to inclusive sustainable development, including peace and stability (co-management with rural indigenous communities). In hindsight, the additional time (project delays) supported the windows of opportunity for taking forward the enabling environment for the case for institutional reform. This work is now at the forefront of the agenda of the EEAA. The project’s enabling work was consultative and extensive and needs to continue in order to support the case for a new independent authority to manage the PA system. The PA co-management approach was shown to be relevant to rural and remote development and peace and inclusion.</p>
F1. Gender and other equity dimensions	S	<p>Having a project gender baseline was not a requirement at inception; however, the project implementation approach applied gender sensitivity and targets in work planning and implementation, including capacity building activities and pilots on co-management and alternative livelihoods and had significant results that can be scaled in practice and the approach as the work is scaled further.</p> <p>The program was designed based on the needs assessments conducted for the local communities in the area. The program took into consideration the Bedouin traditions and customs as well as their customary law. All steps were taken carefully to empower women without harming the social solidarity of the society and in close cooperation with the St. Catherine protected area management team and the local NGOs.</p> <p>The project, in cooperation with CARE Egypt, implemented an “Improving Employment and Income Opportunities Program” for Bedouin women in St. Catherine. It aimed to empower women by helping</p>

		them to access the financial resources needed to generate their own income and improve their livelihood. A pre-assessment of their needs was conducted to decide the appropriate intervention by the project that would simultaneously improve the biodiversity conservation and women’s livelihood. The program design was based on the needs assessments report that was conducted for the local communities in the area. Around 350 women were engaged in the “Improving Employment and Income Opportunities Program.” With an equal gender balance in the PMU there were no gender issues within the project’s management. On the broader project’s impact-scale, there were no critical issues related to gender inasmuch as the project is addressing protected areas financing.
F2. Human rights issues	S	This project had been centered on a rights-based capacity building “learning-by-closely-doing” approach with NCS (half women management on staff) and demonstration of proven PA payment for ecosystem services approaches that enable the inclusion of women, communities, indigenous groups and vulnerable groups in the economy.
F2. Environmental and social safeguards	S	At its essence, this is was an environmental and social protection project. The ecosystem-based approach embodied by the co-management concept and approach embodied these goals. The project preparation and plans inherently designed the work to screen for and cover environmental and social safeguards. In general, while the project has had significant enabling results toward more inclusive sustainable development, sustainability is the question at TE. More is needed to support the sustainability and bridge the period that it takes for cabinet to learn about the economic and social benefits and enact the legal reform work undertaken.
Overall project rating	S	This project has been highly satisfactory. The work has fully demonstrated, in a symbiotic positive relationship between Egypt and UNDP/GEF the systems and financially cost effective approach to PA management. It has provided the evidence based business cases for the need to continue as a priority of the Government related to sustainable development aspirations and growth. There is a risk of loss of the system approach without bridge support needed to firmly embed the developed institutional arrangement and embed the financial system and regulator/better citizen and co management practices into the NCS and the public at large. The work must continue to advance with softer policy work, capacity building for PA stakeholders and staff and obtaining the cross-sectoral inputs in the drafted legislation. UNDP could also provide a gender and inclusion consultant to go through the policy for these aspects before it goes to cabinet.

Lesson Learned

Project Challenges & Mitigation strategies: In light of the successes highlighted above, the project has faced a number of challenges within the scope of its implementation as well as several solutions developed for a smoother performance as follows:

The high turnover rate in project management: Maintaining undisrupted communication and collaboration with all relevant actors was critical considering the multi-institutional management arrangement of the project. Managing was challenging in many instances because there were inconvenient repetitive changes in project management during the overall duration of the project. This rapid and frequent turnover in project managers has caused inconsistencies in maintaining a smooth communication thread with different stakeholders and also in building the institutional history and knowledge of the project. This was addressed by providing an effective communication strategy under the overall coordination of the EPASP team to secure effective communication among the project’s stakeholders through various mechanisms including technical/administrative consultation meetings and others.

The difficult situation during the revolutions 2011–2013: It was a great challenge working in remote protected areas during such a period.

The prolonged project duration: The project has endured three extensions over the course of its implementation, bringing its total duration to almost a decade. This has also been a factor in the complexity of the implementation because the socio-political context in the country has changed rapidly during this duration. It also contributed to the partners repetitively witnessing changes in focal points, which weakened the multi-institutional collaboration to an extent. The project team addressed this shortcoming well by maintaining maximum levels of resilience and flexibility. They were keen on updating and/or improving the activities continuously to respond to the project results periods

of changing contexts and circumstances. The project document was used as a base upon which more contextual activities and components were rectified.

Project Documentation and Knowledge Transfer: The extended length of the project coupled with changes in project management created a significant deficiency in the proper and linear documentation process for the project. This resulted in an unfulfilled potential for some of the activities that could have been better utilized and built on.

This glitch was reconciled by the integration of a proper documentation strategy and system that is working on organizing all the project-related knowledge and information into one database to ensure the protection of all project details.

Project Handover: Financial and management sustainability of PAs is a process, not a product. Sustainability of Outcomes and longer-term impact require continued commitment by EEAA, both in terms of financial and staffing support to NCS and in providing the enabling environment for genuine partnerships within government at different levels and with external agencies, including both the civil society and private sectors. Despite its extension, the project has not planned for an adequate time for the handover, when all the NCS and EEAA will be trained and prepared to take on the responsibilities that the EPASP project has undergone.

This subject is under revision currently in order to set up the most effective and efficient methodology that would enable the partners to take over the activities without compromising their sustainability.

Resilience of the Work Plans: For a project with this magnitude and timeframe, setting strict results and work plans was not feasible due to the several changes in the country's socio-political conditions as mentioned above. Fixation on only one scheme leading to specific pre-defined results created a challenge in attaining those results, especially if the activities of that set scheme built on each other. Having an issue with one activity would lead to the delay and/or cancelation of the whole process. This challenge was mitigated by establishing different alternatives and/or work plans for each result. This contributed toward a more resilient implementation approach that resulted in higher success rates. An example of this mitigation strategy is very visible in the two parallel plans that were put in place for the "Re-injection of PAs Revenues into Their Management and Operation."

The first plan spanned the advocacy and amendment of the PA law 102 for the year 1983, to reallocate the financial resources generated from the different activities PAs (e-ticketing system, entrance fees, etc.) to a specific fund established within the Environmental Protection Fund (EPF) and dedicated to maintaining an effective management of those PAs. Since law amendments can be a long process, an alternative plan was established by the project with both NCS and EPF within EEAA to issue an official decree from the EPF's Board of Directors to approve a new policy to re-inject 25% of the annual PAs revenues to support the development and management of PAs network.

Other Lessons Learned noted by TE:

Although key challenges have been addressed with relevant corrective measures that have relatively compensated for any shortcoming, it is highly recommended to take the following lessons learned into consideration while conceptualizing and implementing similar projects.

Lessons Learned		
Design Relevance	Strategy	Maintaining a strong project design based on assessment of needs and will.
		Cross-cutting areas in KM, CB, Monitoring and Evaluation need to be built into the design and funded as part of the PMU support. Strong, intact strategies for knowledge management and documentation should be in place before the start of any project to ensure proper documentation and knowledge transfer among the different stakeholders. The lesson was to ensure cross-cutting areas to support capacity building of NCS at the same time, i.e. KM, monitoring and capacity building, for financial management built into the design with financing.
		The “learning-closely-by-doing” approach by NCS needed close monitoring. By not doing so, it would be difficult to implement and monitor the “learning-by-doing” results. The PMU was outside NCS, but supported complex reforms and building capacity of NCS through a learning-by-doing approach on financial systems at the same time.
	Log frame	The log frame was assuming cross cutting project implementation areas. Strong management for interpreting the log frame for results was a lesson learned.
Implementation Effectiveness and Efficiency	Project management	<p>There have been excellent lessons based on the implementation arrangements and the proximity and neutrality and the relationship-building work of the PMU.</p> <ul style="list-style-type: none"> • The high turnover of project managers was a key factor in delays. The final project manager reconstructed the log frame in order to accelerate the implementation around results. • Project management employed parallel track approaches for increasing the chance of success and provide alternatives when planned courses of action prove unfeasible. • The proximity of the PMU office very close to the NCS office supported day-to-day collaboration and working relationships. • The quality of technical support staff for monitoring and procuring was high, including an interdisciplinary team that worked together on work planning under direction of a strong team leader. • The excellent relations between the project manager, NCS, EEAA and the UNDP programme manager were a key feature of the day-to-day implementation. • Consistency of the UNDP programme team was a central factor for success. The relationship was a central comparative advantage per other donors in the country. • The UNDP and PMU included two financial support staff members who supported procurements and financial management. This was a best practice and good demonstration of financial oversight systems for the NCS. • The project implementation units dealt with a design oversight on cross-cutting support areas for monitoring knowledge management, communication and monitoring.
	Over-sight and adaptive management	<ul style="list-style-type: none"> • The steering committee was a best practice feature of this project. It showed how leadership and high level oversight support working very well. It was high-level and included active, involved management and oversight by the Ministry of Environment, NCS and UNDP.
	Hand-over	<ul style="list-style-type: none"> • Adequate timeframes should be planned for proper handover and training of partners on the project’s long-term components in order to guarantee the optimal amounts of sustainability on the governance level. • The handover process can be made simpler by renting equipment. In this way, there will be no old and outdated equipment and good old cars and computers to dispose of, and there will be no undue processing as the project ends.
Results	Outcome 1	<ul style="list-style-type: none"> • Policy results are likely due to the successful demonstration of the increases in revenue and co-management approach.

	ational Goals	<ul style="list-style-type: none"> • Policy and legal results are showing signs of likelihood due to the adaptation of the IUCN classification to Egypt. This inclusive and evidence based process including tailoring to what is most realistic for the country is a good practice that might be shared globally. • Knowledge management and monitoring: The project included contributions to the overall knowledge base for PA financial and management systems. This knowledge work has become the basis for planning and for continued work. It should not be lost. TE made recommendations about this aspect for future monitoring and planning as a part of the sustainability plan. • Communication and showcasing good practices: The project was very focused on socio-economic assessment and demonstration of the co-management approach with the PA borders and communities living within the boundaries. These successes needed communication, and the project included this factor in the strategies with a strong focus on communication at the PMU.
Outcome 2		<ul style="list-style-type: none"> • Inclusive financial planning: How to get engagement on inclusive PA management and financial models and planning has been a key lesson learned and was a target result. • Lessons based on implementation were input in the new legal framework and the demonstration while doing led by EEAA.
Outcome 3	Business planning and demonstration	<ul style="list-style-type: none"> • Sustainable Design: To fully employ the willingness to pay for work, it was essential to showcase the ecosystem service and upgrade the information and infrastructure using sustainable architecture and design concepts to sell the products. The work on infrastructure is working as a way to ensure that the construction and PA product is of high quality and to increase the willingness to pay. • The project generated many lessons based on relations of co-management and working with local communities and negotiating the agreement in a rights-based way. These lessons and the activities should be documented and shared for other projects concerning climate change adaptation.

Recommendations

- **Recommendation 1: UNDP/GEF/EEAA/NCS: Bridging activity needed in advance of legislation approval by cabinet.** As TE learned that the Minister and government are in favor of an Autonomous General Authority(TE verified), the UNDP/GEF project should concurrently chair a cross sectoral dialogue on the legal documents, support policy advocacy and engage a donor roundtable for resources and for bridging support to enable the institutional goals i.e. firmly advance and finalize the legal work. The bridging work should focus on build capacity of users and rangers and begin planning for a new project that supports the movement toward an autonomous authority charged with both economic activity and meeting the larger public good of biodiversity conservation.
- **Recommendation 2: UNDP/GEF/NCS/EEAA** Many aspects of the financing strategy work need updating. The project unit was doing critical work of the NCS and, after almost nine years of implementation, there is a need to update the financing strategy to cover new rising issues such as (1) matching the financial needs of the updated NBSAP, (2) recording all the success stories related to the newly implemented permits system, (3) matching the new global biodiversity targets (post-2020) and (4) linking to the global SDGs as well as Egypt’s vision for 2030.¹
- **Recommendation 3: UNDP/GEF/NCS** The project generated an extensive knowledge base that requires further consolidation, guidance and uploading to the NCS website to be used as a monitoring program for scientific and other inputs to a management system, including state of infrastructure and communities at PA. The project unit can begin a process of consolidation of all the knowledge generated onto the NCS platforms and websites. The project needs an exit strategy including handing over the monitoring inputs to the NCS.

¹ The project has already developed this relationship with the strategic planning.

- **Recommendation 4: GEF/EEAA/NCS/PMU** The science of the resilience of the Red Sea coral should be further documented in the right sharing format i.e. academic paper and shared for potential global value work in terms of potential of red sea corals genetics for global resilience and disaster mitigation.
- **Recommendation 5: GEF/UNDP/NCS/PMU** For outstanding activities, the handover, in particular, needs an exit strategy including firm agreements on unfinished work involving relocation of 51 housing units and documentation to ensure that the monitoring and lessons based on the process of inclusive and co-management work with private sector and communities are not lost to policy and future work in practice. This work is transferable to other work including work on climate change adaptation. UNDP has two new projects about to start and or started recently that can support the sustainability and needs for time for the bridging work for this project, and aspects can be built into the following:
 - Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt;
 - Green Sharm El Sheikh Project has outcome 2022, Egypt's natural resources, including urban environments. They need to be managed in an equitable, sustainable and productive manner to increase incomes, reduce food insecurity and mitigate environmental hazards.

1. Introduction

1.1.1 Background and Purpose of the Evaluation

The project was designed to have a comprehensive, ecologically representative and effectively managed national protected area system operating in Egypt, in line with its commitments agreed at the CBD Conferences of Parties. The project objective is to establish of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs. It will achieve this objective by strengthening legal, policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and ensuring that other aspects of sustainable PA financing and management are established and functional. Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt's PA system. And business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources. The objectives of the terminal evaluation TE were to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming.

1.1.2 Scope and Methodology

The TE was conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. This terminal evaluation was also guided by the OECD-DAC Evaluation Criteria of relevance, effectiveness, efficiency and sustainability and will follow the guidance for Evaluators in the UNDP Evaluation Guidelines (http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf).

Strategic questions included relevance, effectiveness and efficiency, sustainability and, most pointedly, what were the lessons learned that can support future programming. The evaluation-designed matrix-annex guided questioning with different stakeholders.

Phase One included the desk review and inception report. The phase covered the time when the project document analysis took place. With this analysis, the evaluator included a brief synthesis of the relevant existing literature, namely the different PIR reports and the Project Steering Committee Meeting Report (see full list reviewed in annex as per ToR section below). The analysis of the relevant documents was systematic and reflected the methodology developed and approved during the Inception Phase:

- Project document
- Annual Project Review (APR)/Project Implementation Report (PIR)
- Mid-Term Evaluation Report
- Project Technical Reports
- Project brochures and awareness materials.

The activities conducted during this phase allowed for the data and provision of preliminary responses to each evaluation question, stating the information already gathered and its limitations. The activities also identified the issues still to be covered and the preliminary hypotheses to be tested. During this phase, the evaluator fine-tuned the evaluation matrix and survey tools to be used during the Field Phase and described the preparatory steps already taken and those to be taken for its organization, including the list of people to be interviewed, dates and itinerary of visits, and attribution of tasks within the team.

Data Collection and Field Phase: TE visited Egypt and made selected field visits 14–20 March 2020.

The Field Phase started after the approval of this inception note by the Evaluation Reference Team Project Manager, UNDP Egypt Focal Point and UNDP-GEF RTA. The Field Phase aimed at validating/changing the preliminary answers to key questions formulated during the desk phase and primary research. In the first days of the field phase, the evaluator held a Skype briefing meeting with the UNDP-GEF RTA and the Project Manager (15 March 2020). During the field phase, the evaluator ensured adequate contact and consultation with, and involvement of, the different stakeholders (see below) with the relevant government, including local authorities and agencies through the reference group. She visited a key site. Throughout the mission, the evaluator used the most reliable and appropriate sources of information, respected the rights of individuals to provide information in confidence and was sensitive to the beliefs and customs of local social and cultural environments. At the end of the field phase, the evaluator summarized the work, analyzed the reliability and coverage of data collection, and presented preliminary findings in a meeting with the Reference Group.

Data Synthesis Phase (20 March 20–15 April 2020, Mission Plan, Annex)

This phase was devoted to the preparation of two distinct documents: the Executive Summary and the TE Final Report, whose structures are described in the ToR Annex. It entailed the analysis of the data collected during the desk and field phases to answer the Evaluation Questions and preparation of the overall assessment, conclusions and recommendations of the evaluation. The evaluator presented a single report with annexes, the findings, conclusions and recommendations in accordance with the structure in ToR. A separate Executive Summary was produced.

The evaluator thus ensured the following:

- The assessments were objective and balanced, statements were accurate and evidence-based and recommendations were realistic and clearly targeted;
- When drafting the report, the evaluator acknowledged where changes in the desired direction were known to be already taking place;
- The wording, inclusive of the abbreviations used, took into account the audience as identified in stakeholders mapping.

The Final Report was expected to be used by for post-TE programming and identification of future actions and interventions. The dissemination phase was used to communicate the good practices to the development cooperation community and interested public.

The evaluator delivered and presented a Draft Final Report to the Reference Group and key stakeholders to discuss the draft findings, conclusions and recommendations. The evaluator consolidated the comments expressed by the UNDP Reference Group members and sent them directly for the report revision. The evaluator requested anyone with comments to send them back directly without copying anyone in, so that any person could freely and comfortably submit comments. UNDP or anyone else was to “consolidate” comments to avoid any perception of UNDP (or IP) influence on comments submitted to the evaluator by any person. The evaluator developed an audit trail on how she responded to comments, as per ToR.

The evaluator finalized the Final Report and the Executive Summary by addressing the relevant comments. Potential quality issues, factual errors or methodological problems were corrected and comments linked to diverging judgments were either accepted or rejected. In the latter instance, the evaluator explained the reasons in writing. After approval of the final report, the comment trail was updated.

Limitations

The project was reviewed in TE in 2014. It has been a long time and the project team may have disbanded. The consultant will work closely with the UNDP office to fill in data gaps.

1.1.3 Structure of the evaluation report

- This report is structured in parts. Section 1 provides a description of the project, including contextual information that clarifies understanding of the key events that have unfolded and shaped the project, its performance and progress. These events may still affect the overall impact of the project.
- Section 2 consists of three subsections. Section 2.1 provides the main findings of the evaluation and addresses mainly its architecture, design, current operational status and management arrangements. Section 2.2 considers the quality of design and whether the project, as described in the Project Document and any amendments made during the inception phase, was fit for purpose. Section 2.3 considers the project's performance, determining how well it was implemented and executed (whether it has done what it said it would do). Section 2.4 considers whether the project is having an impact and is actually having any effect on systemic management of the protected areas in Egypt and improving the financing of the system.
- Section 3 provides the main conclusions, recommendation and lessons of the evaluation based upon the evidence, reasonable argument and the professional opinion of the evaluator. This section identifies the project's strengths and weaknesses against its stated outcomes and objectives.
- The annexes provide a detailed record of the evaluation, the cofinancing and an assessment of the current status of the objective and each outcome.

2. Project description and development context

- Egypt is strategically situated at the intersection of three continents and its terrestrial and marine habitats support biodiversity of substantial global significance. Even though country terrestrial species diversity is relatively low due to Egypt's general aridity, many species are very narrowly distributed, making habitat conservation crucial to their survival. Marine biodiversity is also significant, with Egypt's Red Sea coral reefs showing considerable endemism. There is also important genetic diversity. At least 143 species of threatened animals are to be found. Three main categories of persisting threats and associated causes of biodiversity loss have been identified. These are (i) conversion and/or destruction of natural habitats, (ii) degradation of natural habitats and (iii) unsustainable utilization of biodiversity resources. Therefore the protected areas have a potentially critical role to play in reducing the above threats to Egypt's biodiversity.
- Egypt's system of protected areas is vast and is currently divided geographically into five management units: Sinai, Cairo, Western Desert, Red Sea and Upper Egypt. Currently, Egypt's twenty-seven PAs cover 148,023 km², or about 15 per cent of the nation's total land area.
- This project is following on from a long history of GEF and UNDP support to the Egyptian protected areas system and responding to the largely systemic weaknesses within the system (e.g. lack of strategic and site planning) and the chronic under-financing of the sector. Furthermore it comes at a juncture in biodiversity conservation in Egypt, partly driven by the project's objectives and partly driven by a desire to address structural weaknesses and financing challenges within the principal and statutory institution tasked with biodiversity conservation (including protected areas) in Egypt, the Nature Conservation Sector (NCS). The restructuring of the NCS as an autonomous authority, *inter alia*, capable of raising and retaining revenues and outside of the constraints of the general civil service constraints recognizing that its functions may be better performed as an economic entity, or General Authority.

2.1.1 Project start and duration

- The PA Financing Project was conceived in 2006. A Project Development Fund (PDF-A) was approved. In February 2008, a Project Identification Form (PIF) was approved and a Project Preparation Grant (PPG) was finally awarded in September 2008. The Project Document was approved by the GEF Chief Executive Officer (CEO) in May 2010 and by the UNDP Implementing Agency in June with a five-year implementation period and planned closing date of January 2016.
- After GEF CEO Endorsement in May 2010 and ProDoc signature in June 2010, the project started with the recruitment of the Project Manager and the Inception Workshop between January and July 2011. Originally designed as a 5-year project, it has now concluded 9 years since signature, including 8 years of actual implementation.
- The political situation at the time of approval in Egypt caused significant turbulence, and security and governance challenges affected project implementation. Due to the political situation in Egypt at that time, the project did not start up until March 2011 with the appointment of a Project Manager.
- The MTR 2014, recommended a first project extension, after which a revised Planned Closing Date of 30 April 2017 was granted under RTA. With project's very low financial delivery in the 2016, the PIR raised and the steering committee questioned whether the project should be extended again. In early 2017, the project team submitted an extension request through UNDP Egypt to UNDP-GEF, which was eventually approved by UNDP-GEF HQ in Nov 2017, formally setting the new closure date at 30 June 2019.
- In mid-2018, however, the Project Manager (PIR) in post was suddenly dismissed by the Ministry/Government after about half a year. In Q1-Q2/2019, a new PM was then appointed and led the project until closure. A valuable part of the additional implementation time granted was lost. The Government requested another 1-year extension, which was formally requested and approved by UNDP HQ. The latest extension was approved until 30 June 2021. The TE had been postponed to Q1-2/2020.

Table 1 KEY DATES

Project start	24 Jun 2010
Project manager hired	January 2011
Inception	July 2011
MTR	January 2015
TR	March–April 2020
Closure	June 2020

2.1.2 Problems that the project sought to address

The Project Document stated the end result: "...long-term solution for biodiversity conservation of Egypt's protected areas is an effective and sustainable protected areas (PA) system operated by an autonomous NCS that has the financial wherewithal and management capacities needed for effective management. A PA system which is effective in conserving biodiversity, run on a solid economic basis, well marketed and seen as playing a positive role in the future economic development of Egypt, will be able to secure substantial political and popular support and leverage."

There were three critical barriers to be addressed to achieve this goal:

The existing governance framework, including legal, regulatory and institutional components, provides inadequate support to sustainable PA financing. Overall, legal, regulatory and institutional frameworks are failing to provide an adequate enabling environment for sustainable PA financing. In particular, the Project Document identified that some aspects necessary for achieving this were either missing or they were substantial. They were the following:

- Legal, policy and regulatory support for revenue generation by PAs;
- Legal, policy and regulatory support for revenue retention and sharing within the PA system;
- Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government;
- Weak national PA financing policies and strategies;
- Economic valuation of protected area systems lacking;
- Improvement needed in the government budgeting for PA systems;
- A lack of clearly defined institutional responsibilities for financial management of PAs
- Well-defined staffing requirements, profiles and incentives at site and system level were largely absent.

Existing tools for resource mobilization are operating well below their potential: Under Egypt's baseline system, revenues generated by the PA system consist mainly of funds collected from visitors to five of the 27 PAs. From 2005/06 to 2007/08, an average of \$3.7 million in revenues were generated annually by the system as a whole; about 70% of these revenues consisted of entrance fees collected at only three of these PAs—Ras Mohamed, St. Catherine and Red Sea Islands. At least nine other PAs have substantial potential for revenue generation, but no institutional framework or mechanisms have so far been established to generate revenues there effectively. Revenues generated through concessions and other sources remain at low levels.

The Project Document identified the following:

- There was a limited number and variety of revenue sources used across the PA system;
- There was a poorly developed and unsophisticated system for setting and establishing user fees across the PA system;
- The system for fee collection was ineffective;
- Marketing and communication strategies for revenue generation mechanisms were poor;
- There were no operational PES schemes for PAs;
- The system for concessions operating within PAs was poorly developed and inefficient;
- PA personal lacked the training for revenue generation mechanisms;
- Inadequate processes existed for business planning and cost-effective management. While NCS lacked funds to undertake its critical management and protection tasks, due to its limited capacities and lack of systems to effectively prioritize, plan, manage and monitor. Most PA management systems established to date remain ineffective due to inadequacy in design and limited capacity and funding. Together, these factors serve to undermine cost effectiveness.

To this end, the Project Document identified the following:

- The protected areas site-level management and business planning was weak or non-existent.
- Operational, transparent and useful accounting and auditing systems were lacking;
- There were no systems for monitoring and reporting on financial and management performance;
- There were no methods for allocating funds across individual protected area sites;

- Training and support networks to enable protected areas managers to operate more cost effectively were a prerequisite for cost-effective management.

2.1.3 Immediate and development objectives of the project

The project proposed a long-term solution for biodiversity conservation of Egypt’s protected areas as an effective and sustainable protected areas system operated by an autonomous NCS that has the financial wherewithal and management capacities needed for effective management. The foundation of the long-term solution, the project surmised, was a sustainable financing system resting on the following three pillars:

- (i) Legal, regulatory and institutional frameworks that support sustainable PA financing;
- (ii) Tools and practices for revenue generation and mobilization;
- (iii) Business planning and other tools for cost-effective management.

To this end, the Project Document provided the following objective: the establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs. This was elaborated in an “impact statement,” produced to provide guidance for the PMU on the project’s LFM *Impact Statement: Protected Areas strengthened to conserve marine and terrestrial biodiversity and scenery to improve economic growth (bio-tourism), poverty reduction (community development) and biodiversity conservation in Egypt.*

2.1.4 Baseline Indicators established

Per MTR, shortly after the project started, an international consultant was engaged to develop a strategy to execute the project. The indicator wording was changed (subject and basis for the indicator remained the same). These new indicators were more refined than the original Project Document indicators, particularly with regard to biological indicators. However, the project has continued to report on the original indicators and used the “new” indicators for guidance.

Baseline Indicators were established at project inception and remained relatively unchanged.

Objective / Outcome	Indicator	Baseline
Objective	Level and diversity of financing for the PA system	Financing of PAs is below 20% of basic scenario Only two predominant sources (government and tourism) are in use
	Levels of live coral coverage in dive sites and non-dive sites	Most Red Sea dive sites are being degraded by heavy and careless diving
	Flagship species at priority PAs	Flagship species at several priority PAs have been declining (species to be defined)
Outcome 1	National PA financing strategy	No strategy
	Institutional arrangements	<i>Ad hoc</i> arrangements
	Financial arrangements for re-injection	Generated revenues are comingled with revenues from other sources and allocations to NCS are <i>ad hoc</i> and minimal
	Policy regarding re-injection	No policies to guide level of re-injection
	Institutional structures and human capacities	Minimal human capacities or institutional structure to address issues of financial sustainability
	Legal and regulatory framework	41%=39 out of 95

Outcome 2	Improved financial sustainability for PAs as measured by the Financial Sustainability Scorecard Business planning Tools for revenue generation	41%=25 out of 61 43%=31 out of 57 Total 42%=95 out of 227
	Revenues generated	2005–2008 annual average of \$3.7 million
	Diversified revenues	95% of revenues generated by fees; Entrance fees at Ras Mohamed generating 53% of total systems revenues
Outcome 3	METT scores	Ras Mohamed=69 Wadi El Gemal/Hamata= 64 St Catherine=63 White Desert=60 Nabq=59 Wade Degla=51 Red Sea Northern Islands=47
	Business planning	Business plans in 2–3 sites, but not operational Management plans in several sites, but lacking funds for implementation
	Alternative management	<i>Ad hoc</i> arrangements
	Accounting, audit and reporting	Systems in place do not reach international standards

2.1.5 Main stakeholders

Stakeholder	Roles and Responsibilities
Nature Conservation Sector (NCS)/Ministry of Environment	NCS will be responsible for the overall coordination of the project. It will also be a primary beneficiary of project activities.
Ministry of Tourism	To participate in agreements on entry fees and tourism related concessions and participate in identifying additional revenue generating options related to the tourism sector. Will be a member of the Project Steering Committee.
Tourism Development Authority (TDA)	To provide data on tourism development activities in different areas relevant to PAs along with associated EIAs of tourism investment projects, which will help identify obstacles and opportunities for project implementation.
Ministry of Petroleum and Mining (including the General Department of Petroleum and the Mining Authority)	To provide information on mining and extraction activities, ensure the application of responsible extraction principles and take the lead in combating oil spills as participation in the protection of the natural resource base within PAs.
National Federation for Tourism Chambers	An important umbrella organization (NGO), which includes the Association for Diving and Marine Sports and an Environmental Affairs Department. This NGO will promote partnerships and communication with other NGOs and private sector actors involved in the tourism industry and will also ensure that its network of NGOs and private sector partners keeps abreast of developments regarding fees and other project interventions. It will also play a role in identifying additional revenue generating options within PAs.
Private sector	To play an important role as partner in the project. In tourism, this includes hotels, resorts, dive centers, local craft shops and other businesses. In petroleum and mining, private sector companies should apply CSR principles and engage in responsible extraction practices. Telecom companies, such as Mobinil and Vodafone, are also to apply CSR principles.
Authority of Fisheries Resources within the Ministry of Agriculture	To apply regulations with regards to fishing in and around PAs.

Stakeholder	Roles and Responsibilities
Local fishing associations	To apply regulations with regard to fishing in and around PAs and participate in biodiversity conservation through involvement in local ecotourism initiatives.
Environmental and coastal police, the latter affiliated with the Ministry of Defence and the former with the Ministry of Interior	To participate in the enforcement of regulations and aid in responses to environmental accidents.
Governorates	Governorates in selected pilot area will be represented in all local committees and be involved in relevant project activities.
Municipalities	Municipalities in selected pilot areas will be represented in all local committees and be involved in relevant project activities.
Health and Environment Committee of the People's Assembly and Shura Council	Can ensure the wide dissemination of the PA system's contribution to the national economy, shoring up wider support for the project.
National NGOs	Relevant national NGOs will act as important partners in selected PAs and will be represented on local committees.
Local NGOs	Local NGOs (such as handcraft NGOs like Fansina in St. Catherine, environmental NGOs like the Abu Salama Society in Marsa Alam, fishing cooperatives, etc., based in the selected pilot project areas will be invited to local committees and will be encouraged to take an active role in implementing project activities.
Representatives of local communities	Inhabitants of the selected pilot project areas will be made aware of the issues and invited to take part in the decision-making process. They will be represented in the local committees and actively involved in the project activities. Their cooperation will be sought in project implementation, including alternative income development (ecotourism, organic agriculture), awareness raising, etc. Heads of local tribes and respected community leaders will be the main counterparts in linking the project objectives and activities to the needs of the people in the project area.

2.1.6 Expected Results

The anticipated results of the project were expressed in three outcomes:

Outcome 1: Legal, policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and functional.

Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt's PA system.

Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources.

These outcomes were summarized in an "outcome statement," similar to the objective:

Protected area financing and management systems are reformed to substantially enhance and sustain financial and technical viability and effectiveness of PAs and biodiversity conservation.

3. Findings

3.1.1 Project Design/Formulation

- The project is highly aligned to Egyptian international and national priorities. The importance of institutional reform and sustainable financing for NCS is highlighted in the National Biodiversity Strategy and Action Plan for Egypt (1998), which is the main policy instrument guiding biodiversity

conservation in this country over the past decade. The first component in the Action Plan calls for a programme for institutional development and capacity building for nature conservation in Egypt. The National Environmental Action Plan (NEAP) identifies the need for capacity building, institutional reform and sustainability of the PA system as priorities for action. In particular, the current governmental programme confirm a commitment to reform of governmental bodies in line with changing international norms. The project also contributes toward two of the Government of Egypt's main developmental directives: financial sustainability and introduction of innovative approaches.

- The project is highly aligned to UNDP and GEF priorities. For the GEF, the project supports cross-cutting areas: biodiversity, climate change and desertification (three Rios). For UNDP, the project is directly aligned with UNDP corporate priorities: nature-based solutions, gender and eradication of poverty in all its forms.
- Since project inception in 2011, Egypt has committed support to the SDGs, Nagoya Protocol, Paris Agreement and Sendai and hosted the Convention on Biodiversity CBD COP in 2018. The project currently fits with Egypt's national priorities as follows:
 - SDS Egypt Vision 2030, Pillar 2: Energy
 - SDS Egypt Vision 2030, Pillar 9: Environment
 - SDS Egypt Vision 2030, Pillar 10: Urban Development.
 - Protecting Biodiversity and natural resources while sustaining livelihoods (SDGs 6, 11, 14, 15)
 - Climate change mitigation and phasing out ozone depleting substances (SDGs 7, 11, 12, 13)
 - Adaptation to climate change (SDGs 13, 15)
 - Support of Egypt's participation in Global Environmental Conventions (SDG 17).

3.1.2 Analysis of LFA/Results Framework (Project Logic/Strategy, Indicators)

Project Logic/Strategy

- The project is complementary and synergistic with several ongoing and new initiatives, including those that currently support Egypt's protected areas and cross-cutting areas of the GEF, such as climate change, desertification and biodiversity. The list of GEF synergistic initiatives and coordination by the UNDP programme office together with the Egyptian GEF focal point list of projects is provided in the section on UNDP/GEF linkages and synergies below. TE visited the focal point and managers of these projects and was assured there is strong coordination and integration, and this project is a flagship that holds all these together. The enabling work of this project is very important for the sustainability of the rest of this work.
- The project design has been strategic and highly relevant. The Component One work focused on PA financing planning and policy and supported the institutional arrangement related to the financing goals and the NCS as the management authority for Egypt's protected areas. The project worked closely on this upstream work with the NCS in an effort to help them learn by doing, embed new financial and management practices into their systems and showcase the value of the biodiversity assets. The work demonstrates the payment for the ecosystem services approach, appropriately showcasing cost-effective PA management systems and bringing to the forefront the value of biological and natural resources to the country's economy.
- See attached Log Frame Status and Review in Full Annex

Project Results

Outcome 1: Legal, policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and functional.

The project, working closely with NCS, has made significant contributions to sustainability of a cost-effective financing system through a learning-by-doing approach.

- PA financing and framework for PA management was developed. A comprehensive five-year PAs financing strategy was prepared at national level and approved at a stakeholders' workshop attended by the high level H.E. Minister of Environment, in the presence of 80 participants representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs and Planning, in addition to universities, research centers, representatives of private sector, NGOs and the local community. This strategy is considered an important part of NCS in the overall strategy. The framework for the Protected Areas financing policy and strategy includes diverse funding resources, effective financial administration, enabling environment, mainstreaming and capacity building programs. Based on the outcomes of this strategy, 7.9 million L.E. (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy included an integrated plan for all financial needs over the next four years.
- The fact that there was significant cofinancing provided (by government) shows ownership and indicates the practicality and utility of the technical and finance support to the government's actual needs for technical support (relevance) to enact reforms conducive to a sustainable financing system that will support policy level goals.
- According to the PA financing strategy, 10 million L.E. (USD 600K) were allocated to support the implementation of five PAs' management systems, approved by the minister of Environment. Moreover, another USD 1.2 million was allocated as a co-sharing to support the upgrade to the PAs' visitors' centers and infrastructure at Ras Mohamed, St. Catherine and Nabq.
- The project has significantly supported the legal and enabling environment for a "systems" approach.
 - The project supported the research and development of an institutional reform plan which was submitted to the Ministry of Environment to provide enabling conditions to ensure the successful realization of the strategy goals.
 - The full consultative process is attached as Annex. Most recently, in November 2019, EPSAP, in coordination with the NCS, convened a second workshop on the EPSAP premises for the senior officers of NCS to review and finalize all proposed articles in the law, considering all the recommendations of the second workshop referred to previously by adding an article in this draft law on opening a special account in EPF and reviewing all the articles on the classification of the PAs.
 - Currently, the semi-final draft (seventh draft) of updated Law 102 of 1983 on PAs was sent by NCS to the Ministry of Environment for final adoption, and this version will be sent again to the Parliament for official adoption and issuing.
 - The project has provided significant knowledge inputs including research and learning support for NCS. The project also provided technical and financial support for NCS through programs that were initiated to investigate possible alternatives regarding re-injection, such as development of financial policy for the training center at Sharm El Sheikh, and upgrading concession agreements and terms of contracts with the private sector and through re-injected revenues.

- Financial arrangements are in place for revenue re-injection with ministerial approval on allocation of PAs, based on the management systems of targeted PAs conducted by the project.
- The re-injection of capital into PAs management was substantive. Revenues were injected into the PA system, focusing on infrastructure and visitors' facilities development at the following PAs: Wadi El Gemal, Wadi Degla, Petrified Forest, Ras Mohammed, Nabq, Abu Galum, St. Catherine and Taba.
- An independent agency for PAs (The Nature Conservation Authority) planned to be established which, in its final stages, will be used as an alternative solution to enable PAs to be self-managed where the financial planning and revenue distribution process will respond to the PAs' management needs and conservation priorities.

Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt's PA system.

Revenues were generated. The project support has exceeded this target. Here the project expressed impressive progress with encouraging trends. Revenue generation from PAs is at a cumulative 75 million for the six years of implementation. The original target was set at 74 million. There has been an increase of the PA revenues of about 123% in the last three months of 2019, much more than compared with the same time one year before (verified by TE consultations).

The re-injection of financing into the system was USD 9.9 million from 2014 until 2019. This includes government budget, donor and EPF. The project was moving quickly toward the end target and sustainable and innovative financing. It created a robust PA online permitting system and provided institutional management capability (how to do it) for the innovative financing (also see capacity building discussion). During TE, many key stakeholders interviewed shared the consensus that the project demonstrated, and the institutional work was moving rapidly forward. The project has done very well on diversification of revenue, and there were good results on the concessions side. The FSC scores increased substantially over baseline and are close to the project end target.

The diversification of revenues was significant. Capacities at NCS were built and the demonstration was done to make the case for the PA co-management and "systems" approach. The project, in cooperation with NCS, took several actions toward enhancing the diversification of revenues generated by PAs. A summary of the efforts discussed during the TE with stakeholders follows:

- Coordination took place with the private sector to promote implementing ecotourism activities at WGPA and to promote the investment opportunities at the PAs. This generated more revenues to the PAs and improved their operational, infrastructure and human capacities and contributed to the development of WGPA economically, environmentally and culturally.
- Commercial service plans had developed for four PAs (WGNP, RMNP, WRNP and WDPA), which determined other sources of revenue with approximately revenue of USD 12 million over 10 years in addition to USD 10 million as new assets and 420 job opportunities.
- Eleven concession projects were approved by the EEAA CEO to be implemented within three PAs (Wadi Rayan, Wadi Degla and Wadi El Gemal), which will increase generated revenues from different sources, such as partnership with the private sector and touristic and agricultural projects.
- The WGPA Visitors' Center concession was opened for bidding.
- The project documentation showed support to a series of field visits accompanied by a technical committee spearheaded by the governmental services authority (supported by the project) in the

Ministry of Finance to develop the estimated values for all investment portfolios within targeted PAs.

- Evidence showed the improvement in revenue generation from non-traditional sources. Revenue from concessions *increased by 30% in five years*.
- The project documented alternative uses, including special events and activities, such as camping, sports, filming and rappelling, that are providing additional streams of revenues for NCS.

Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources.

This outcome made significant contributions to a “systems” approach and supported with enabling work and by doing with PA teams and local communities. It supported sustainability by demonstrating working models and making upgrades to sites that increased their value and demonstrated cost-effectiveness and the potential of revenue generating ecosystems services.

- The project financing scoping and demonstration covered the eight PAs agreed to in the ProDoc (Ras Mohammed, Wadi El Gemal/Hamata, Wadi El Rayan, St. Catherine, White Desert, Nabq, Wadi Degla and Red Sea Northern Islands) as well as PAs not originally included in the project (Taba, Petrified Forests, Moussa Mountain, Aswan, Wadi El Hitan). The work included scientific and economic surveys, willingness to pay surveys, visitor infrastructure, PA finance and management improvements.
- The project successfully supported integrated management systems at five South Sinai PAs and WGNP in order to pilot the financial and performance management systems.
- The project supported additional upgrade work with government cofinancing in Ras Mohammed Visitor Center, Ras Mohammed Signage and Trails, Al Gharqana Fishermen Village Development, The Blue Hole Diving Site Development, Mount Sinai Trail Development and development of different visitors facilities and infrastructure in many of these PAs (as trails, environmental toilets, shades, entrance gate facilities, parking areas for buses and cars, waste segregation units, information, interpretative and directional signs, administration and ticketing buildings, design and construction of jetties in Nabq and Abu Galum PAs and electricity supply and an open museum in the Petrified Forest PA and electricity supply to Petrified Forest PA. The METT scores indicated improvements in PA management throughout. The TE took note of the RTAs’ visits to Sharm El Sheikh and surrounding PAs and the concern about observations and reports that do not wholly support management claims including patrol boats unused, illegal and little controlled fishing activities in the PAs, poorly managed if not unhinged boat/snorkel/diving operations in the area and the new visitor center in RMNP closed since its inauguration in November 2018. The TE agrees that further training and enforcing are needed to have impacts on the natural environment.

3.1.3 Assumptions and Risks

The project had many key assumptions.

- First was the assumption about the government’s readiness for institutional reforms and ability to embark on reform efforts.
- Second was the broad learning-by-doing approach and doing the NCS work in a learning-by-closely-doing approach. These goals were highly ambitious in the original time frame.

- Third was assumption of cooperation *across department* and its sustainability. There was no technical mechanism set up for cross-sectoral monitoring and, in hindsight, this was a lesson learned. It can be corrected as the project continues to engage other sectors on the legal work.
- Fourth, the project implementation unit assumed abilities and finances for cross-cutting areas, including monitoring capacity development and knowledge management. It did include a communication focal point, which was a good adaptation. However, for results and learning, a knowledge management strategy might have helped with sustainability and handover.
- The main goal was to improve biodiversity conservation and sustainable use of natural resources while improving the livelihood of the local communities. The project succeeded with its overall aims to demonstrate the viability of the systems and payment for ecosystems services approach and to prepare an innovative financing model. Financial inclusion schemes were integrated with biodiversity conservation, which includes conducting environmental public awareness sessions, supporting eco-friendly income generating projects and encouraging resisting environmentally harmful projects. These goals have been firmly met. The capacity building approach had benefited from the long implementation period for the constructive engagement on readiness activities and from showcasing the financial management, inclusive co-management and PA services learning-by-doing approach (PMU) with the Egyptian government departments, particularly in its close work with NCS and EEAA.

3.1.4 Lessons from other relevant projects (e.g. same focal area) incorporated into project design

- The PA financing project followed on a number of UNDP-GEF-funded and other donor-funded projects, most of which had ended by the time this project started. The ProDoc makes it clear that all of these earlier initiatives directed at protected areas had been largely site-based; therefore, this project was a logical development into *a systemic approach* toward protected area management in Egypt. In this regard, there were and still are many actors/stakeholders active in the sector, including EIECP, SGP, GEF and others. For instance, at the time of inception, the completed Egyptian-Italian Environmental Cooperation Programme (EIECP), funded through a bilateral debt-for-development swap programme, had focused on improving management of PAs and providing the institutional capability to effectively manage and monitor them. According to reports and consults, different studies and projects have identified the need to strengthen policy and institutional development in Egypt's Nature Conservation.
- The current project was thus built on the illustration of the need for the development of the institutional and managerial capacity of the NCS, outlined in earlier proposals.² In addition, multiple donor agencies (EU, USAID, GEF/UNDP and the Italian Cooperation) reportedly stressed the importance of management planning for PAs by supporting management plans for St. Catherine, Wadi El Gemal and Wadi El Rayan protected areas.

3.1.5 Planned stakeholder participation

- Key stakeholders were those involved in the complex arrangements surrounding the internal funding of the EEAA and the Environmental Protection Fund. These included the NCS, the protected areas themselves, the EPF and EPF Board, the EEAA and two other GEF projects (NBSAP

² Pearson, Michael 1995. The Nature Conservation Section of the Egyptian Environmental Affairs Agency: Framework for the Development of Institutional and Managerial Capacity an Essential Element for the Sustainable Future of Natural Protectorates in the Arab Republic of Egypt.

and the Migratory Soaring Birds project) due to the strategic nature of the Protected Areas Financing project.

- The upstream ‘institutional and enabling work “involves consultation with relevant sectors as part of the process. This is currently ongoing. A new project was also started, called “Mainstreaming Biodiversity in Tourism,” which will take advantage of the tools and planning provided by the project. It is also a vehicle to continue outstanding work on village relocation and the construction of 51 new houses near a PA site.
- The project management approach included a fourth management/monitoring component that considered the important community level and others (private sector stakeholders). Also see gender and inclusive dimensions in commentary below. The TE visited South Sinai project sites and observed the high community engagement and the appreciation of the improvement in the PA sites in Blue Hole and Sharm El Sheikh. During the project, interviewees confirmed that all of the key reports or documents (e.g. PA financial strategy, PA resource mobilization, institutional reform study, etc.) went through a strong consultation process with different stakeholders (e.g. governmental bodies, private sector, NGOs, local communities, etc.). In most of its activities, this strong consultation process allowed the proper implementation of these activities with minimum challenges.

UNDP and External Visitors to the project

Event Name	Date	Attendees list	Location
Mid-Term Review	2014	Francis Harrice	Project Office
Portugal’s Ambassador visit	March 2017	Portugal’s Ambassador EEAA CEO NCS Director Construction company from Wadi Degla PA development project	Wadi Degla PA
UNDP Evaluation	September 2018	Yves De Soye	Project Office
Official opening of infrastructure upgrade at Ras Mohammed Protected Area	November 2018	<u>UNDP</u> Ms. Randa Abul Hosni (UNDP Country Director) Mr. Sylvain Merlen (Deputy UNDP Country Director) Ms. Amany Nakhla (Team Leader) Ms. Heba Helmy (Programme Assistant) Mr. Waleed Afifi (Operations Manager) Mr. Mohammed Shazly (Operation Assistant) Mr. Marc El Mankbady (Programme Assistant) Ms. Carla Naoudi (UNDP Regional Security Advisor)	Ras Mohammed PA

Official opening of infrastructure upgrade at Ras Mohammed Protected Area	November 2018	<u>GEF</u> Mr. Mark Thomas Zimsky (GEF Biodiversity Focal Area Coordinator) Mr. Gustavo Alberto (GEF Advisor) Christian Andreas (Senior Communication Officer) Sarah Wyatt (Programme Analyst) Glynis Afong (Programme Assistant) Jamie Clavelier (Sr. Biodiversity Specialist) Claus Astrup (Advisor to the CEO)	Ras Mohammed PA
UNDP AUDIT VISIT	November 2019	Sylvain Merlen (UNDP) Inas Nafee	Wadi Degla PA

3.1.6 Replication approach

Replication was built up as a way of doing and as an expected result scaling to other PAs. The idea was that support to the enabling and planning environment would help all PAs in terms of scaling potential. The project additionally intended a scaling with the PAs in terms of sharing good practices, learning by doing and better application.

- The project supported NCS capacity development with training and by doing, working closely with NCS. It promoted innovation in PA management and increased capacity of the NCS to undertake financial planning and management, including assessing proposals.

A monitoring baseline was established and needs follow-up.

- The project aimed to fill the gaps in knowledge through conducting a marine ecological survey designed to accommodate reduplication and to be used as the backbone of an extended monitoring program as well as to generate the needed information to enable formulating management strategies and plans for the invaluable natural resources of the Gulf of Aqaba.
- The project established a knowledge baseline including the high ecological importance of the Gulf of Aqaba. Reliable baseline data on the biological and ecological aspects of the western coast of Gulf of Aqaba is not in place so far. Those data are essential for meaningful subsequent assessments since comparisons can only be achieved when initial values are there to measure changes against.
- A plethora of ecological studies and assessments has been conducted on the Gulf of Aqaba, most of which were patchy in nature and useful only within the narrow scopes for which they were conducted.
- The adopted methodologies for the majority of these studies were often non-standardized and, as such, the data they generated were rendered not usable for further monitoring attempts.

Replication was built into the design.

- Financing for replication was a project strategy and expected to be generated through the project itself. The replication is an essential element for ensuring that generated funds continue to be spent wisely and cost effectively.³

³ Project Document, section 2.7, p. 51

- The reforms facilitated by the project, e.g. institutional reform and restructuring of the NCS into a General Authority, were expected to be embedded in the institution and will have far-reaching impacts on the management of protected areas and the conservation of biodiversity in Egypt when the policies and practices are adopted (subjected to scrutiny during TE, and assurance was given that the process is ongoing and near results). However, until these reforms take place, the NCS remains financially challenged because it was not fully in control of revenue flows and thus had *limited opportunity to roll out the protected areas' site-level developments across the whole system*.
- The Project Document stated that “The project will put in place a set of systems, structures and processes that will facilitate (i) resource mobilization, (ii) management effectiveness and (iii) conservation action. Coupled with the legal, policy and institutional reforms promoted by the project, these will constitute the backbone for the replication of the processes established by the project. While the project intends to test novel financial mechanisms at eight sites, these processes are intended to be institutionalized and replicated throughout the PA system.
- Based on the monitoring and evaluation processes, successful pilots will be retained and a replicability strategy will be developed at the end of year three of the project. Replication of successful experiences is also fostered through the proposed organogram and staff deployment system, which will ensure transfer of expertise within the PA system and not only from the center to the field.
- There is clear evidence that the protected areas system plans (site-level), financial planning and accounting will be implemented in other protected areas not directly within the project’s remit. For instance, the “mainstreaming the conservation and sustainable use of biodiversity into the tourism development and operations in threatened ecosystems in Egypt” project⁴ currently being implemented assured TE that they will use these templates in their PA sites.
- Evidence of replication can be seen in the use of instruments such as the standard concession agreement, an existing national concession agreement which has been used to improve the efficiency and profitability of concessions granted within a protected area. Having been demonstrated through project activities’ concessions, such instruments are being used in a number of instances to increase revenues and provide a transparent basis for commercial activity within a protected area. Therefore, TE concluded that the components of the protected areas system were being developed within the project and will be replicated across the system providing that sufficient resources remain available to do so.

3.1.7 UNDP Comparative Advantage and Value Added

UNDP has been providing essential support to the implementation in terms of oversight, programming, administration and procurement. The government highly value this trusted relationship.

- UNDP has been strategically positioned, providing administrative and implementation support. UNDP also coordinate a portfolio of synergistic GEF projects that benefited project’s thematic focus on policy and ecosystem PA co-management approaches (see linkages and synergies section). The UNDP administration helped to facilitate a major exercise in national-level procurement and provide other central financial oversight and implementation support.
- The UNDP/GEF support is highly appreciated as a regional- and national-level implementing partner for thematic work on PA financial systems and governance. The track record and global experience in successfully implementing PA approaches was established with the government.

⁴ GEF PMIS #: 5073; UNDP PIMS #: 4590

This has been verified. A steady flow of international guidance and experiences on biodiversity financing and PA systems feed this project through UNDPs global network.

- The UNDP guidance inputs and technical assistance from country office was very supportive on international best practice on work with women, youth, indigenous peoples and rural communities, gender and safeguards and structural inequalities. This value added is a good practice and might be highlighted as a major focus in the future work.
- UNDP provided a global platform for Egypt to share its good practices (It hosted COP in 2018), communications and KM learning for showcasing and learning.
- UNDP was very supportive to content and active with government on the steering committee in order to successfully adapt the project towards practically useful results in keeping with expected project outcomes.

3.1.8 Linkages between project and other interventions within the sector

The project was well coordinated with a portfolio of ongoing GEF and other ongoing projects. It had been designed with links to other interventions within the sector. Within the UNDP-GEF portfolio, early project linkages included the MSB⁵ and NBSAP⁶ ongoing projects at the time. Currently, there are several ongoing synergistic projects, and UNDP and the GEF focal point at EEAA Ministry have been coordinating them (TE verified), including the following:

00093761	Migratory Soaring Birds Tranche II
00087169	Mainstream Biodiversity into Tourism Development
00106017	Sixth National Reports on Biodiversity in MIX regions
00083523	Egyptian-Italian Environmental Cooperation, Phase Three
00098847	SGP, Small Grants Programme, FSP
00091903	CB3 FSP, Rio Convention
00091904	PIMS6248 Green Sharm El Sheikh

3.1.9 Management arrangements

- A Project Board was established with representation from UNDP, MoE, EEAA, EPF, Ministry of Tourism, Ministry of Foreign Affairs and NGOs. The steering committee provided oversight and guidance to the Project Management Unit (PMU) that had been established and located in Cairo to manage the project and provide coordination among stakeholder organizations at central level.
- UNDP Egypt is the GEF Implementing Agency and the Implementing Partner is the Ministry of State for an Environmental Affairs/Egyptian Environmental Affairs Agency following the UNDP national execution modality. The NCS and the Environmental Protection Fund (EPF) are the key departments within EEAA responsible for project implementation.
- The PMU consisted of the PM, Financial and Administration Manager, a Technical Advisor, Financial Administrator (a position shared with two other UNDP-GEF projects), a Technical Officer, an Administrative Assistant and several technical specialists. The full list of staff since inception is included in Annex and highlighted below.

⁵ Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley// Red Sea Flyway

⁶ National Biodiversity Planning to support the implementation of the CBD 2011–2020 Strategic Plan in Egypt Project

- The PMU was to manage the project and provide coordination among stakeholder organizations at the central level during the project period. There have been five PMs. The first Project Manager (PM), a Technical Advisor, was replaced in July 2013 by two PMs, one dealing with technical issues and the other with operational issues. Post-MTR, two additional PMs were brought on board. Most recently, a very qualified and professional Project Manager took the project to the deadline with impressive managerial skills, including a full interpretation of the log frame for results and work facilitation. TE was impressed by the final PM's interpretation included clear management guidance and steering of results with a focus on delivering on time and with quality around the expected results, as follows:



2. Name	Title	Year
Current Employees		
Eng. Mohammed Fathy	Project Manager	2019–present
Mr. Khaled Allam	Biodiversity Technical Advisor	2018–present
Mrs. Suzan El Meniawy	Financial and Administration Manager	2019–present
Mr. Ahmed Talaat	Engineering Unit	2017–present
Mr. Osama Bishara	Engineering Unit	2017–present
Mr. Ayman Ghallab	Financial and Administration Unit	2012–present
Ms. Fatma Mohsen	Technical Assistant	2017–present
Ms. Mahy Magdy	Financial and Administration Unit	2014–present
Ms. Yara El Shenawy	Socio-Economic and Communication Specialist	2019–present
Dr. Ali Zaki Elorabi	Senior IT Consultant (Permit and E-Ticketing System)	2019–present (part time)
Mr. Sherif Abu El Magd	IT Specialist	2019–present
Former Employees		
Dr. Moustafa Fouda	Project Manager	2011–2012
Mr. Adel Soliman	Technical Officer Project Manager	2012–2014 2014–2016
Mr. Mahmoud Sarhan	Technical Officer Project Manager	2011–2013 2016–2018
Mr. Tarek Saleh	Project Manager	July–December 2018
Mr. Ahmed Taha	Executive Project Manager	March–June 2019 (Gov. contract)
Ms. Mona Farouk	Engineering Unit	2017–2019
Mr. Abdel-Rahman El Tiliawi	Engineering Unit	2017–2019

Mr. Ahmed Abdel Maksoud	Financial Manager	2011–2019
Mrs. Marianne Barsoum	Financial and Administration Unit	2017–2018
Mr. Mohammed Kamal	Technical Officer	2017–2018
Mr. Omar Hassan	Technical Advisor Acting Project Manager	2017 2018
Mrs. Kenzie Azmi	Technical Assistant	2014–2015
Ms. Hala Nasr	Technical Assistant	2013–2014
Mr. Omar Abdel-Daim	Assistant Project Manager	2011–2014

3.2.1 Project Implementation

- The TE learned the project was considered the most important project for both UNDP and the Ministry of Environment (TE verified in consultation with high level senior officials of UNDP and EEAA, NCS). It faced many delays in project implementation in terms of delivering the required outputs for reasons previously mentioned—revolution, frequent changes in project management and heavy procurement for infrastructure.
- In terms of the capacity development approach, there was a dual learning, by doing and by working closely with departments and ministries, including delivering a set of training activities summarized as follows:
 - A technical study on establishment of a financial sustainability unit at NCS was prepared and approved by NCS. The study described the required staff and an action plan to create the unit, implementation procedures and job descriptions for required staff.
 - A ministerial decree was issued to form a committee under NCS to study proposals of the investment projects to generate revenue of PAs and to submit approved projects to the Ministry of Investment to start the application procedures. The PMU, in coordination with the committee, agreed on number of projects that will be implemented at WGNP, Ras Mohammed NP and Wadi Rayan PAs.
 - The project (through government co-finance) contracted six financial specialists to work for WGNP.
 - An *integrated training program* was organized for all PA financial officers (30 specialist) and PA managers on financial aspects in the following subjects: financial planning and budgeting, audit systems, financial reporting and management of the environmental fund and account.
 - Another series of trainings took place for PA financial and managerial staff on the following subjects: PAs financial affairs, economic valuation of ecosystem services, organizational development, recruitment and selection process, training on the conservation and maintenance of natural resources, PA visitor management, training on professional photography of wildlife at PAs, legal affairs and financial management and auditing system.
 - A practical guide was also prepared on PA Financial Affairs for PA financial and managerial staff.
 - The project is working closely with NCS on the final stage for the establishment of the financial sustainability and economics unit inside PAs to be in charge of the permits system within PAs seeking sustainability at the end of the project. The project started working on two innovative models for sustainable management for PAs, the Blue Hole Diving Site and Wadi Degla PA Sustainable Management models.

3.2.2 Adaptive management

- The TE was measured against broader national changes that had taken place and the disruption and inertia that was created within institutions and in the project environment. A key

consideration (also noted by MTR) was that the implementation has spanned many fundamentally different operating environments: pre-2010 during the project's design and start-up, in 2011 with the "Arab Spring," in 2012 during the Morsi Government, in the 2013 revolutions and in 2014 embedding the reforms taking place since 2013. These events, including the early frequent changes in the project managers, impacted the project's performance to a considerable extent between 2010 and mid-2013. A steering committee was created for policy and strategic guidance as well as oversight. During the course of implementation several adaptations were made. Since MTR, implementation and adaptive management using the PSC has been very positive.

- In terms of progress, 85% of the inputs were delivered at TE and progress toward outcome-level results was impressive and likely to be met on time. The institutional reform work was advancing, supported by the project demonstration of raised revenue and willingness to pay for ecosystem services, and the policy-level changes have been significant, including the new financial and permitting system for financing PAs.
- The design, with three components, interlinked activities and broad scope was ambitious and needing interpretation for managing and monitoring capacity building results. There were three interlinked outcomes. As this was a demonstration and learning-by-doing project with NCS, the work was enabling and complex as it was also to make the case for a cross-sectoral approach to conservation and PA management and services.
- The review of the project design show that developers did not build in measures and budgets for cross-cutting implementation support areas (KM, capacity development and monitoring).
- The project has been implementing smoothly since the MTR report was delivered in 2015 and has made full use of the project board as a key implementation and oversight function. Evidence shows the PSC was used effectively for guiding the implementation of project management and undertaking strategic work planning (toward results) based on what was strategic and pragmatic. The project board (Annex) included senior members of the Ministry of Environment, the NCS, the Ministry of Foreign affairs and UNDP, among others.
- The government requested that UNDP provide additional support that included the Petrified Forest and Wadi Degla PAs. This challenged implementation. The project managed to allocate governmental cost-shared resources of USD 1.8 million. The large co-finance that the government channeled through UNDP, while a very positive thing, was reported as a challenge for implementation and scope. However, most of the government co-finance/cost-sharing was to support infrastructure. It involved tedious procurement procedures and was the reason for early delays in reaching outputs.

The frequent PM turnover caused implementation disruptions. GEF/UNDP stepped in to work with the steering committee and mitigate the risk, i.e. by recruiting quickly.

- The dismissal of the proven PM in mid-2018 could not be anticipated. UNDP CO acted forcefully when the situation deteriorated during the year and demanded yet another new PM.
- There were five turnovers of project managers with the sixth finalizing delivery. With each project manager, the project activities were put on hold and restarted from scratch. In some instances, there was a lot of interference from government to add/delay already agreed upon activities which caused another delay. This is a lesson learned.

3.2.3 Partnership arrangements (with relevant stakeholders involved in the country/region)

The project cooperated with many actors constructively, and this supported the inclusion and stakeholder engagement-type expected results as follows:

Civil Society Organizations/NGOs:

- Partner (1) Egyptian Earth Construction Association (EECA) and NGO. The project signed an agreement with the EECA to develop a series of guidelines for sustainable infrastructure and services within protected areas of Egypt. This innovative project is a good model in the region.
- Partner (2) the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA), a regional organization. The current partnership with PERSGA was to support the implementation of a natural resources monitoring program at Wadi El Gemal National Park. The program focuses on marine and coastal resources where results are used to inform park management decisions.
- Partner (3) The Hurghada Environmental Protection and Conservation Association (HEPCA), an NGO. The project signed an agreement with the HEPCA to implement joint activities to increase streams of revenue for Red Sea parks and Wadi El Gemal National Park. The agreement also included implementation programs that support capacity building for park rangers, park management and conservation and sustainable use of natural resources.
- Partner (4) Wadi Environmental Science Center (WESC), an NGO. The project cooperated with WESC to improve management and sustainable financing of Wadi Degla Protected Area to include design and production of awareness and visitors management programs, ranger support program and revenue generation programs.
- For indigenous people, the project established a local community development program to plan and implement activities to improve local livelihoods of people living within and around protected areas of Egypt. Phase one of the program was to focus on local community at Wadi El Gemal National Park (the Ababda tribe) and St. Catherine Protected Area (the Jebalya tribe). Proposed interventions included establishment of sustainable solutions to enhance the livelihood conditions of the local people, including solar systems to supply power, water purification solutions, rehabilitation of community houses and others.

Private Sector:

- Partner (1) Gorgonia Beach Resort. There was cooperation and agreement between the project and the resort to implement joint activities to improve ecotourism industry in Wadi El Gemal National Park. Key priorities included production of a guidebook to the park, park map and several publications that are very useful to tourists, including articles highlighting the park's ecotourism opportunities in the most important tourism magazines in Europe. Other joint endeavors included participation in tourism fairs to promote the park in Europe, production of a short documentary about the park and production of technical studies about ecotourism development and business improvement within the park.
- Partner (2) Takween Environmental Architecture Firm. The firm supported implementation of an innovative project to develop visitor facilities in the Petrified Forest Protected Area for the first time. The project included design and installation of shades, information panels, directional signs, informational signs, a park gate, parking area, toilets and tracks. Takween worked with a large team of environmental architects and used a very innovative approach that should be a good model in this field and can be replicated in other parks. The outcome of this project should support the park management and sustainable financing.
- Partner (3) Tasmimat Environmental Architecture Firm. The firm supported the implementation of an innovative sustainable development architecture project to develop visitor facilities in the Wadi Degla

Protected Area. This included sustainable e-design and installation of cost effective and prominent shades, information panels, directional signs, informational signs, park gate, children’s games, a handcrafts display booth and trails. The firm’s sustainable and innovative approach stresses the mix of natural materials, including concrete and blending of the materials and display items used to provide a unique opportunity for the visitors to use the manmade produced facilities while appreciating the beauty of the installed items. The project supports the management and the sustainable financing.

- GEF Small Grants Programme. The project cooperated with GEF Small Grants Programme in Egypt in co-management of three projects with local NGOs: handcrafts development in Wadi El Gemal National Park Project, production and installation of a Vertical Museum at Wadi Degla Protected Area Project and community development at the St. Catherine Protected Area Project. These innovative projects will support the park’s sustainable financing, helping local people within protected areas and strengthening the relationship between the park and its community and the larger community, including visitors. In addition, these projects focus on women, contributing to gender empowerment. The project cooperated with GEF Small Grants Programme in Egypt in project co-management of with local NGOs: handcrafts development in Wadi El Gemal National Park Project, and community development at St. Catherine Protected Area Project. Women are a key target group. The unequal position of women and men in the economic sphere, especially in a local community that has tribal systems, increases the risk of discrimination with regard to the enjoyment of rights and opportunities, and the traditional division of gender roles becomes a strong factor for gender inequality.
- The SGP projects have helped women to make their handcrafts business and other economic activities more sustainable and profitable. The economic empowerment of the women directly impacted women’s economic independence, and it is purported to have made them more active society members (interviews). The project activities have successfully helped the women to have more access to resources, finance and markets and helped them to be more active and confident in other spheres, such as community decision-making.

Other partners:

- There is ongoing communication to implement joint activities with the International Union for Conservation of Nature (IUCN) to improve management capacities for protected areas of Egypt.

3.2.4 Feedback from M&E activities used for adaptive management

- The project management unit clearly used the project steering committee as a management and decision-making tool for adapting the project.

3.2.5 Project Finance

- Cofinancing was very healthy. The government provided more financing than was originally slated. The UNDP was requested to provide administrative support to government for delivery of the financing. This demonstrated the relationship and the trust the government has in UNDP to get results and keep transparency in its procurement and financial systems.

Cofinancing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency GEF (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
GEF Grants	0.25	0.25	13.8	5.367	3.616	3.616	17.666	9.233

Loans/Concessions								
In-kind support by Government			1.266	1.079				
In-kind support by UNDP (Days)		1920 days (5.25 Yrs.)						

- The cost-effectiveness of the project is a measure of its *effectiveness* and *efficiency*. While the MTE considers this project to be both effective and efficient, this statement needs to be measured against the fact that the project, with notable successes (e.g. the development of protected areas system plans, protected areas financial planning and accounting and demonstration), has not been able to benefit from the greater structural changes envisaged in the Pro Doc.
- UNDP administrative, procurement and recruitment support to project implementation was critical towards delivery results.

3.2.6 Monitoring and evaluation: design at entry and implementation

Project monitoring and evaluation design and during implementation was strong.

- In line with the project document requirements, the monitoring and evaluation was conducted in accordance with established UNDP and GEF procedures and was provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit for Arab States. The M&E plan for progress, process and implementation included inception report, project implementation reviews, quarterly and annual review reports, a mid-term and this final evaluation.
- The Logical Framework (Annex x) provided the performance and impact indicators for project implementation along with their corresponding means of verification. The METT tool (see Annex), Financial Scorecard (Annex x) and Capacity Assessment Scorecard (Annex x) were all used as instruments to monitor progress in PA management effectiveness.
- TE learned in consultation with project management that the interconnection and complexity of the design deemed it necessary for interpretation of the outputs for management purposes. The indicators were still used as a monitoring tool.
- Technical ecological and technical impact evaluations were included as part of the project and reflected in the log frame matrix (also see the list of consultancies, Annex).
- UNDP conducted semi-annual reviews and entered the monitored quarterly progress on the UNDP ATLAS platform. The indicator framework was robust, and the UNDP CO was well engaged in project oversight. While there was some confusion reported (PIR) on the revenues generated, funding allocated to the PA system and the use of the Financial Scorecard was improved, these items were addressed.
- Annual Monitoring had occurred through the Project Board Meetings (PBM). This was the highest policy-level meeting of the parties directly involved in the implementation of a project. The project held two PBMs a year.
- The Project Manager, in consultation with UNDP-CO and UNDP-GEF RCU, prepared a UNDP/GEF PIR/ARR and submitted it to PBM members at least two weeks prior to the PBM for review and comments. The PIR/ARR was used as the basic document for discussions in the PB meeting. The Project Manager had presented the PIR/ARR to the Project Board, highlighting policy issues and recommendations for the decisions of the PBM participants.

- The Project Manager informed the participant agreements reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. The PB expressed its authority to suspend disbursement if project performance benchmarks are not met.
- The RTA recommended that the project and NCS consolidate their financial tracking and planning system. This was accomplished as noted below in the impacts section about the permitting system.

3.2.7 UNDP and Implementing Partner implementation/execution (*Satisfactory)

- The project implementation approach was NIM with UNDP/GEF support to implementation. The project worked closely with the NCS to institute reforms, implement a payment for ecosystem approach and put in place financial and PA management including showcasing the co-management approaches. The work was thus engaged in all realms of research, baseline analysis, policy analysis and consultation and in virtual showcasing how an effective management system works. This included setting up a baseline for monitoring and measures for PA institutional arrangement. The *UNDP/GEF has played a significant technical support, oversight and fiduciary monitoring role*. UNDP is the principal GEF agent and has full responsibility for overseeing fiduciary and programme results of the GEF grant and ensuring technical support to oversee progress toward results.
- While this was the *national* Implementation modality, the steering committee was instrumental in project guidance and results. The PSC guided implementation, and UNDP stepped up on several occasions to ensure that the project would remain on track, including when PMs were dismissed. This aspect of quality assurance was strengthened on several fronts in the steering committee by the UNDP Country Office and by the RTA. Also communications between the PMU team, UNDP CO and UNDP-GEF RTA/PA were strengthened in both directions.
- Annual work plans were conducted (PIR CONSULTS), but their execution lagged behind.
- UNDP/GEF provided consistent and strategic implementation programme support.
- The UNDP made advances on a quarterly basis to the execution agent. While project implementation was slow, with competent PMs, there were efforts to catch up.

3.3.1 Project Results

3.3.2 Overall results (attainment of objectives) (*Satisfactory)

Objective Level Results

- With regard to progress to project outcome level objectives, a new ecological monitoring programme was emplaced that claimed evidence for recovery of marine habitats (coral, sea grass) and flagship species inside PAs and severe degradation outside PAs. Moreover, as described above, PA revenue generation and re-injection were positive and encouraging although somewhat erratic. A key project achievement over the reporting period was the government approval of PA entrance fees and an e-system for collecting fees, which are now piloted in Wadi Gemal NP and could be upscaled to the entire PA system to generate significant new income (complementing the 30% revenue increase from concessions reported in past PIRs). In addition, several PA sustainable financing plans and relevant studies (such as Willingness to Pay in five PAs) were developed.
- Earlier in implementation, there was confusion on revenues generated and funding allocated to the PA system. The use of the Financial Scorecard could be improved. TE noted the RTA picked this up and suggested that NCS consolidate their financial tracking and planning system. This was done, and it is now embedded in the new NCS structure and PA Financing Strategy.

3.3.3 Relevance (R)

- Egypt ratified the United Nations Convention on Biological Diversity on 25 November 1996 and is eligible to receive financial assistance from UNDP. Egypt's biodiversity-related priorities were also outlined in documents such as the National Environmental Action Plan (NEAP 2002/2017), the Egyptian Protected Area Work Plan in response to the CBD Program of Work on Protected Areas, the Management Effectiveness Evaluation for Egypt's Protected Area System document and the NCS Director's 2002 synopsis on Nature Conservation in Egypt. Project design was guided by the national priorities and analyses that these documents highlight.
- Since project inception in 2011, Egypt has committed support to the SDGs, Nagoya Protocol, Paris Agreement and Sendai and has hosted the Convention on Biodiversity CBD COP in 2018. The project currently fits with Egypt's national priorities as follows:

SDS Egypt Vision 2030, Pillar 2: Energy

SDS Egypt Vision 2030, Pillar 9: Environment

SDS Egypt Vision 2030, Pillar 10: Urban Development.

- Sustainable Development Goals
 - Protecting biodiversity and natural resources while sustaining livelihoods (SDGs 6, 11, 14, 15)
 - Climate change mitigation and phasing out ozone depleting substances (SDGs 7, 11, 12, 13)
 - Adaptation to climate change (SDGs 13,15)
 - Support of Egypt's participation in Global Environmental Conventions (SDGs 17)
- Recent technical cooperation activities are of particular importance in identifying national priorities with respect to strengthening PAs. Previously (pre-project period), most technical cooperation efforts focused on supporting single PAs, but these efforts were shown to be largely unsustainable due to a limited capacity at the central systemic level to maintain this level of input sustainably.⁷ Per MTR and verified by TE, the project design clearly refocused the country on some of the more fundamental systemic barriers and challenges, which are limiting the PA system's effectiveness and sustainability. Projects at the time of signing included the Egypt-Italy debt swap, particularly the Nature Conservation Sector Capacity Building project (NCSCB), which also focused at this level. Through close cooperation with NCS and with staff of the NCSCB, the project design closely reflected the system thinking and priorities concerning PA system reform and built upon the achievements, conclusions of and lessons learned by its predecessors.
- The importance of institutional reform and sustainable financing for NCS has thus been highlighted in the National Biodiversity Strategy and Action Plan for Egypt (1998), the main policy instrument guiding biodiversity conservation in the country. The first component in the Action Plan calls for a programme for institutional development and capacity building for nature conservation in Egypt. The National Environmental Action Plan (NEAP) identified the need for capacity building, institutional reform and sustainability of the PA system as priorities for action.
- However, in particular, as mentioned above, the current governmental programme confirms a commitment to reform of governmental bodies in line with changing international norms. The project contributes toward two of the Government of Egypt's main developmental directives: financial sustainability and introduction of innovative approaches.

⁷ Child, Graham 2000. Concepts for Modernizing the Egyptian Nature Conservation Agency. NCSB project document produced for NCS/EEAA.

- More recently, in early 2020, this projects priorities have been discussed and endorsed for scale up and continuation in meetings by the Minister of Environment, the President and Prime Minister who announced commitment (23 & 24 February 2020) to the project results in news articles (See Endnote for Evidence)^v.
- Notably, the windows of opportunity for the policy level results has increased during implementation. UNDP supported the country to successfully build a knowledge and science base for decision making and showcasing the models and good practices on the international stage including: PA financial and management systems, tailored policy work and innovative approach through hosting COP in 2018.

3.3.4 Effectiveness and Efficiency (*Highly Satisfactory)

- The project has met 85% of its targets at the TE. As highlighted the outstanding outputs will be completed and/or handed over to a GEF project on mainstreaming biodiversity in tourism sector by June 2020. There is clearly government ownership over the results, and the substantive knowledge work has enabled a monitoring baseline for protecting the biodiversity assets and generating a sustainable model of revenue generation for the country's management of the PA system. The co-management approach is inherently a part of the demonstration of effectiveness and innovative cost-effective financial management approaches.
- This project has made significant contributions to the technical and institutional capacities of the NCS. PA management teams' work has been strengthened through the establishing institutional structures, making continuous capacity building interventions and undertaking learning by doing through close work with the NCS approach. The knowledge about the biodiversity within Egyptian PAs has significantly expanded due to the surge of scientific research and studies that supported the knowledge base and the enabling environment for a working PA system in Egypt. The marine and terrestrial scientific baseline established PA zoning work, testing of innovative financing approaches and undertaking relevant research studies and development of the online permit system for future monitoring and planning. The infrastructure and visitors' facilities of all targeted PAs have improved drastically, allowing for optimum and environmentally conscious use of the PAs as a national resource. Basic infrastructure was completed to upgrade the protected areas, making them world class ecotourism sites and therefore encouraging ecotourism.
- Awareness has been raised among different stakeholders and the public at large regarding the different PAs and their natural heritage. This knowledge expands to include awareness about ways to protect this heritage and enjoy it responsibly. Most significantly, the project concretely demonstrated the payment for the ecosystem services approach and supported co-management with communities and private sector as CBOs and NGOs had successfully raised awareness and the likelihood of impact on the natural resources management.
- The project has contributed to the advocacy of new legal and administrative reform within the law regulating the PAs in Egypt, resulting in the drafting an amended version of the PA law to be ratified by the parliament.
- The cost-effectiveness of the project is a measure of its effectiveness and efficiency. While the project is both effective and efficient, this statement has to be measured against the fact that the project, while it has had some notable successes in the early years (e.g. the development of protected areas system plans, protected areas financial planning and accounting), it has not yet fully benefited from the greater structural changes envisaged in the Project Document. The full autonomous authority is believed by stakeholders interviewed to enable the institutional arrangement for a sustainable PA system approach.

Efficiency Measures

- The PA Financing Project follows on a number of UNDP-GEF funded and other donor-funded projects. Per MTR, most of those had ended by the time this project started. The Project Document made it clear that all of these earlier initiatives directed at protected areas were largely site-based. Therefore, this project was a logical development toward a more cost-effective systemic approach toward protected areas management in Egypt.
- In terms of implementation, the project made a number of very important linkages between other interventions within the sector. As mentioned within the UNDP-GEF portfolio earlier, these included the MSB⁸ and NBSAP⁹ projects. Outside of the GEF framework it had established strong working links with the SGPs and Italian Cooperation Project. The significance of this is discussed above.
- These linkages have also resulted in cost-sharing and greater efficiencies wherever crossover occurs in areas such as capacity building and training as well as sharing experience. In the case of the Italian Cooperation project, this has resulted in considerable leveraged cofinancing.

3.3.5 Country ownership

- There is high country ownership and the government cofinancing has gone above what was originally planned. As mentioned above in the relevance section, Egypt ratified the United Nations Convention on Biological Diversity on 11 December 1996 and is eligible to receive financial assistance from UNDP.
- The importance of institutional reform and sustainable financing for NCS was highlighted in the National Biodiversity Strategy and Action Plan for Egypt (1998), which is the main policy instrument guiding biodiversity conservation in Egypt over the past decade. The first component in the Action Plan called for a programme for institutional development and capacity building for nature conservation in Egypt. The National Environmental Action Plan (NEAP) identified the need for capacity building, institutional reform and sustainability of the PA system as priorities for action. In particular, the election manifesto of President Mubarak and the current governmental programme confirmed a commitment to reform of governmental bodies in line with changing international norms. The project also contributed toward two of the Government of Egypt's main developmental directives: financial sustainability and introduction of innovative approaches. Since project inception in 2011, Egypt has committed support to the SDGs, Nagoya Protocol, Paris Agreement and Sendai and has hosted the Convention on Biodiversity CBD COP in 2018.
- The project currently fits with Egypt's national priorities as follows:
 - *SDS Egypt Vision 2030, Pillar 2: Energy*
 - *SDS Egypt Vision 2030, Pillar 9: Environment*
 - *SDS Egypt Vision 2030, Pillar 10: Urban Development.*
- Sustainable Development Goals
 - Protecting biodiversity and natural resources while sustaining livelihoods (SDGs 6, 11, 14, 15)
 - Climate change mitigation and phasing out ozone depleting substances (SDGs 7, 11, 12, 13)
 - Adaptation to climate change (SDGs 13,15)
 - Support of Egypt's participation in Global Environmental Conventions (SDGs 17.)

3.3.6 Mainstreaming

⁸ Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway

⁹ National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan in Egypt Project

The gender assessment is well-articulated and provides fact-based analysis and clear findings of the results related to gender equality issues. While a gender baseline was not a requirement at inception, the project implementation unit and the approach applied gender sensitivity in doing and work planning. With an equal gender balance in the PMU, there were no gender issues within the project's management. On a broader project impact scale, there were no critical issues related to gender inasmuch as the project was addressing protected area financing.

- The program was designed based on a needs assessment report that was conducted for communities in the area. The program took into consideration the Bedouin traditions and customs as well as their customary law. All steps were carefully taken to empower women without harming the social solidarity of the society and in close cooperation with the St. Catherine protected area management team and the local NGOs. Around 350 women were engaged in the “Improving Employment and Income Opportunities Program.”
- The project, in cooperation with CARE Egypt, has implemented an “Improving Employment and Income Opportunities Program” for Bedouin women in St. Catherine. The program aims to empower women by helping them to access the financial resources needed to generate income for them and to improve their livelihood. A pre-assessment of their needs was conducted to decide the appropriate intervention by the project that would simultaneously improve the biodiversity conservation and women's livelihood. With an equal gender balance in the PMU, there are no gender issues within the project's management. On a broader project impact-scale, there are no critical issues related to gender inasmuch as the project addresses protected areas financing.
- Several initiatives were conducted on that end, including one in St. Catherine for maintaining the veterinary health of camels, and there were various awareness campaigns across the different PAs. An example of a WEE initiative applied here is, “Sustainable livelihoods for women in St. Catherine protectorate.” The Protectorate of St. Catherine is one of the few protected areas in Egypt inhabited by local communities. It is located in the southern part of Sinai Peninsula and covers a surface area of 4250Km². St. Catherine is home for over 10,000 indigenous people where eight Bedouin tribes reside. Most of these tribes depended on tourism as their primary source of income that helped sustain their livelihood. However, most of the residents are being threatened by unstained livelihoods since the deterioration and instability of touristic activities during the past decade. The protectorate has also been facing environmental threats from some of the activities that local residents engage in. This hinders conservation efforts undertaken by the Ministry of Environment.
- EPASP collaborated with CARE International in Egypt to conduct a field visit to St. Catherine to identify means of livelihood for local residents who do not have adverse effects on the protectorate. The field visit included a series of interviews and focus group discussions with local leaders, community-based organizations and groups of men and women who engage in agricultural activities. Key findings included potential scaling of poultry rearing and lack of financial services for local residents. The commissioned team also observed a high potential for women's empowerment as many showed interest in engaging in basic agricultural activities as well as support provided by their male family members. Hence, an intervention plan was developed highlighting two key interventions: provision of financial services and poultry rearing. Details of the intervention methodology is laid out as follows:

Village Savings and Loans Associations (VSLA)

- VSLA is a microfinance model initially pioneered by CARE in Niger in 1991 and then replicated in 30 countries around the world. Four VSLA projects were implemented in Upper Egypt since 2009. In 2616, VSLA groups were formed during those projects, benefiting 54,011 of the poorest and most marginalized individuals (95% women and 5% men). Those groups saved a total of 8,403,442 L.E. and took out 11,534 loans with a total value of 4,613,816 L.E. Over time, CARE consistently improved its

implementation services through best practices, detailing lessons learned and monitoring and evaluation systems. CARE currently maintains a strong VSLA module, complete with tools, guides, manuals and a Management Information System (MIS).

- The VSLA methodology is relevant to the constraints and challenges seen in St. Catherine protectorate as it is designed to target poor and marginalized women in rural communities. The VSLA model is a sustainable and cost-efficient methodology. It not only allows the poorest and most marginalized individuals to save money when necessary and in whatever amount they wish, but it also provides them with the opportunity for financial inclusion. According to the World Bank Global index 2014, only 4.1% of the Egyptian population had savings in a financial institution, and when it came to Egyptian women, the percentage dropped to 3.9%. VSLA thus allows women to take out loans that range from small change to several hundred Egyptian pounds without seed money. Loans are on average 400 L.E., which is far too small for microfinance institutions (MFIs) or for any financial institution to consider. They can be used to cover basic needs (school fees, health matters, etc.) or for enterprise development and income generating activities that can secure and stabilize cash income. This is on the basis that VSLA members are trained in money management, financial literacy and basic business development skills as well as social empowerment.
- The project targeted 300 women over the course of one year. All of them joined VSLA groups and 30% took out loans to establish income-generating activities or microbusinesses. These groups enhanced women's socioeconomic conditions as they strengthened their role in their households, helped build their confidence and established their position in their respective communities. Women who attained loans were provided with financial literacy and social empowerment trainings to help them manage their microbusinesses.
- The VSLA is a self-selected group of people (10 to 25 members) who pool their money into a fund from which members can borrow. Money is paid back with interest, allowing the fund to grow. Regular saving contributions are deposited with an end date in mind for distribution of all, or part, of the total funds (including interest earnings) to individual members, which is usually determined on the basis of a formula that links the payout to the amount saved. Each VSLA cycle lasts from 9 to 12 months, allowing members to benefit from the payout once a year. The loan fund (including lending profits) is divided by the total number of savings shares purchased by members during the cycle, to be calculated on a per-share value.
- VSLA members received intensive basic training sessions on the methodology and were supervised in the initial stages of group formation and development when they elected the group management committee and set the group constitution and internal systems, etc. VSLA weekly meetings were also held to promote exchange of financial knowledge, as well as raising any personal, community or social problems that require immediate attention.

Poultry Rearing

- Poultry rearing is one of the easiest and most accessible activities for women in rural areas for subsistence and income-generation purposes. While poultry-rearing can be a profitable business for women and households, they require technical knowledge and access to quality inputs such as breeds and feed. In St. Catherine, many women engage in rearing chickens of unknown origins. The most abundant breed observed during the field visit was of unknown origin called "Indian chicken" by local women. Unfortunately, that breed lagged in meat and egg production compared to other breeds that are specifically reared for those purposes.
- The project team, along with Care International, utilized its extensive experience in providing technical support and incentives for poultry rearing that ranged from asset transfers, whereby participants receive full or partial in-kind grants in the form of enhanced breeds of chicken, to

incentives in the form financial rewards at the end of the rearing cycle. The project undertakes the financial reward while beneficiaries are requested to cover the cost for inputs provided such as chicks and feed. The project covers veterinary services. This method can be very efficient in encouraging women to switch from subsistence to commercial rearing. While services provided by the project should be reduced over time, target communities should continue to rear chicken beyond the life of the project. The intervention links participant women with input providers such as improved breeds and broiler feed.

- This kind of holistic intervention provides further opportunities for women who have entrepreneurial qualities to expand beyond commercial rearing. Based on experience, women who have entrepreneurial qualities establish themselves as local hubs for poultry-rearing in their communities. The project targets 250 households residing in the target community.

3.3.7 Sustainability (*Likely)

- The project successfully demonstrated to the other departments, the NCS and EEAA, the viability of the system, all the payment for services and the co-management approach.
- This is a financial support project. The risks are in the replication in both the institutional arrangement and the performance of the learning on co-management at the PA level. The process and the results need to be firmly documented and shared for scaling. The work on making the case known to the other sectors and to the cabinet is imperative.
- As evident from the project's title, "Strengthening Protected Areas Financing and Management Systems," the project is mainly concerned with the sustainability of the internal management systems of the Egyptian Protected Areas. The project targets 14 out of 30 PAs currently present across Egypt. Egypt's PAs are very rich in natural resources, namely, their geological composition as well as their biodiversity. However, many of those PAs are void of local inhabitants.
- The financial and environmental sustainability is dependent on the policy and legal expected results that will enable the continued re-injection and innovative financing sources in the management systems for capital improvements, adequate staffing and capacity for management. The handover of the legal work will require providing inputs into the overall NCS financial management system, including giving guidance on what to do with the baseline knowledge projects and setting up long-term monitoring of the biodiversity assets being protected.
- There are 30 PAs. The project covered 14 PAs. Replication is inherent in the design. The expected outcome around PA Policy on Financing and the institutional arrangement for the management of a systems approach are very important.

3.3.8 Impact

The impact results are as follows:

Gender and inclusion

- Out of the 14 targeted areas, only six PAs include local communities living within the parameters of the Protected Areas. A number of activities were designed to target those groups as part of the "Local Community Development Program," which is the fourth and last component of the project. It aims at supporting inhabitants of selected PAs, involving them in the project's activities and strengthening their participation in the PA decision-making process.
- The program focuses on economically supporting the communities and enhancing their socio-economic conditions. Special attention has been given to women to compensate for their relative

marginalization within their communities, which hinders their access to education, mobility and other factors. This support was translated into a series of Women's Economic Empowerment activities that include alternative income generation activities, access to financial services and access to productive inputs, logistical services and market linkages as well as awareness-raising initiatives.

Embedded in NCS

- The project, in coordination with the Nature Conservation Sector (NCS), set a comprehensive plan for a new permits system as well as a new package of entrance fees for targeted PAs in the South Sinai and Red Sea regions. This permits system was designed to provide a tracking system for PA revenues for all PAs in the future. Also, the project with NCS managed to have a new set of protected areas entrance fees to cope with the new permits system. Both the permits system and the new set of entrance fees were approved by the Board of Directors of EEAA and preliminary approved from the Prime Minister. The newly developed plan for both the permits systems and the new entrance fees with its electronic gate for online collection of the fees are also approved by the Board of Directors of EEAA.
- The project developed a national regulation explaining the basis of environmental damage assessment for coral reefs that was approved by and currently used by EEAA for economic valuation of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of funds for rehabilitation of degraded marine resources.
- Currently, both EPASP and NCS have engaged in major efforts to upgrade the existing law 102 for 1983 regarding PAs. This seventh version of the new law, in its article 25, states that a special account called the "Protected Areas Account" shall be established in the Environmental Protection Fund (EPF) under EEAA, to which all the revenues and financial resources of the PAs will be transferred to be used to support and enhance the management of PAs.
- A new Financial Management System has been developed by the project to facilitate governmental spending and revenue re-injection policy. According to this new system, the revenues are transferred from the Ministry of Environment to a special PAs account of an independent third party OUDA (Operational Unit of Development Assistance) of the Ministry of International Cooperation for re-injection into the management of PAs as an alternative approach until the new autonomy agency established.
- To reach long-term sustainable re-injection policy, the project, in close cooperation of NCS, got the approval of Board of Directors of the Environmental Protection Fund (EPF) to change its current policy and to issue an official decree that approve a new policy to re-inject 25% of the annual PA revenues to support the development and management of PA network.

4. Conclusions, Recommendations and Lessons

4.1.1 Conclusion

- This project was complex, extended three times and difficult to assess. The TE agrees with the RTA 2019 assessment. The RTA support changed three times during the project and the project management six times. The project has been delayed (due to factors outside its control). The project has had very good results and up scaled impacts under challenging political circumstances.
- This complex project is to be credited for all the hard work put into it. There is a lot to show on the ground in addition to the policy work, including the revision of the environmental law and the write-up of the concessions for some protected areas.

- This project has made significant contributions to the technical and institutional capacities of the NCS. PA management teams have been strengthened through the establishing institutional structures, making continuous capacity building interventions and undertaking learning by doing through close work with the NCS approach. The knowledge about the biodiversity within Egyptian PAs has significantly expanded due to the surge of scientific research and studies that supported the knowledge base and the enabling environment for a working PA system in Egypt. The marine and terrestrial scientific baseline established PA zoning work, testing of innovative financing approaches and undertaking relevant research studies and development of the online permit system for future monitoring and planning. The infrastructure and visitors' facilities of all targeted PAs have improved drastically, allowing for optimal and environmentally conscious use of the PAs as a national resource. Basic infrastructure was completed to upgrade the protected areas, making them world class ecotourism sites and therefore encouraging ecotourism.
- Awareness has been raised among different stakeholders and the public at large regarding the different PAs and their natural heritage. This knowledge expands to include awareness about ways to protect this heritage and enjoy it responsibly. Most significantly, the project concretely demonstrated the payment for the ecosystem services approach and supported co-management with communities and private sector as CBOs and NGOs had successfully raised awareness and the likelihood of impact on the natural resources management.
- The project has significantly contributed to legal and administrative reform within the law regulating the PAs in Egypt, and has resulted in the drafting an amended version of the PA law to be ratified by the parliament. This process is a best practice in that it really interested the global standard to what is realistic and correct for Egypt.
- Of the planned activities 85 % have been delivered at TE. The remainder will be delivered and or turned over (see below, a new GEF initiative on mainstreaming biodiversity into tourism). The project has delivered additional output to what was originally planned (scope was expanded with support to six additional PAs). The scope of the PA support was increased as the government requested the PMU (UNDP) to expand the activities, supported with additional cofinancing. The government requested UNDP to support implementation with critical administrative, financial assistance for procurement and staffing (recruitment). In hindsight, there were also lessons learned on how to support learning and monitoring by doing in these areas. More could have been put in place to build the capacity of the NCS in these areas.

4.1.2 Actions to follow up or reinforce initial benefits from the project

- The sustainability is hinged on that fact that if NCA/PA agency autonomy is achieved but this project's mobilization of PA financing targets have exceeded the ambitious project end targets. This project is rated S.

4.1.3 Proposals for future directions underlining main objectives

- **Recommendation 1: UNDP/GEF/EEAA/NCS: Bridging activity needed in advance of legislation approval by cabinet.** As TE learned that the Minister and government are in favor of an Autonomous General Authority (TE verified), the UNDP/GEF project should concurrently chair a cross sectoral dialogue on the legal documents, support policy advocacy and engage a donor roundtable for resources and for bridging support to enable the institutional goals i.e. firmly advance and finalize the legal work. The bridging work should focus on build capacity of users and rangers and begin planning for a new project that supports the movement toward an autonomous authority charged with both economic activity and meeting the larger public good of biodiversity conservation.
- **Recommendation 2: UNDP/GEF/NCS/EEAA** Many aspects of the financing strategy work need updating. The project unit was doing critical work of the NCS and, after almost nine years of implementation, there is a need to update the financing strategy to cover new rising issues such as (1) matching the financial needs of the updated NBSAP, (2) recording all the success stories related to the newly implemented permits system, (3) matching the new global biodiversity targets (post-2020) and (4) linking to the global SDGs as well as Egypt's vision for 2030.¹⁰
- **Recommendation 3: UNDP/GEF/NCS** The project generated an extensive knowledge base that requires further consolidation, guidance and uploading to the NCS website to be used as a monitoring program for scientific and other inputs to a management system, including state of infrastructure and communities at PA. The project unit can begin a process of consolidation of all the knowledge generated onto the NCS platforms and websites. The project needs an exit strategy including handing over the monitoring inputs to the NCS.
- **Recommendation 4: GEF/EEAA/NCS/PMU** The science of the resilience of the Red Sea coral should be further documented in the right sharing format i.e. academic paper and shared for potential global value work in terms of potential of red sea corals genetics for global resilience and disaster mitigation.
- **Recommendation 5: GEF/UNDP/NCS/PMU** For outstanding activities, the handover, in particular, needs an exit strategy including firm agreements on unfinished work involving relocation of 51 housing units and documentation to ensure that the monitoring and lessons based on the process of inclusive and co-management work with private sector and communities are not lost to policy and future work in practice. This work is transferable to other work including work on climate change adaptation.
- UNDP has two new projects about to start and or started recently, that can support the sustainability and needs for time for the bridging work for this project, and aspects can be built into the following:
 - Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt;
 - Green Sharm El Sheikh Project has outcome 2022, Egypt's natural resources, including urban environments. They need to be managed in an equitable, sustainable and productive manner to increase incomes, reduce food insecurity and mitigate environmental hazards.
 - The possibility of continuing/finalizing the work that needs time for completion after the end of the project on 30 June 2020 is being discussed with EEAA/MoE and UNDP. This work falls under the "Mainstreaming Biodiversity into Tourism Project." The following areas are included:
 - Design and construction of five jetties in the Abu Galum and Nabq Protected Areas: Detailed design and specifications for the jetties have been completed and studies to identify the optimum locations have been conducted to guarantee the sustainable usage of resources and the safety and health of corals. Environment impact assessments have also been conducted. The contracted company has begun implementation, and the actual construction of the jetties will take about eight months.

¹⁰ The project has already developed this relationship with the strategic planning.

- Design and construction of Al Gharqana Fishermen Village housing units in the Nabq Protected Area: In Al Gharqana Village, 51 houses for the fishermen families were established, including the related the infrastructure networks: potable water supply, sanitary system, solar cells panels for electricity and the waste disposal systems for these houses. All engineering designs and specifications were prepared, and a tender was launched for the construction of the village. The company with the winning bid has been contracted. Construction will start in early April 2020 and will take around eight months.

3.1.4 Best and worst practices in addressing issues relating to relevance, performance and success

- Lessons and Table included in executive summary

5. ANNEXES

- **ToR**

Attached in separate file

- **ITINERARY**

- LIST OF PERSONS INTERVIEWED**

List of Participants in the meetings conducted during the Terminal Evaluation Mission during period 15–18 March 2020

Day / Date	Programme *
Sunday 15 March	<ul style="list-style-type: none"> ➤ <u>Meeting UNDP</u> <ul style="list-style-type: none"> - Mr. Silvan Merlin, UNDP Deputy Resident Representative - Ms. Amany Nakhla, Biodiversity and Protected Areas Team Leader, UNDP ➤ <u>Meeting EEAA CEO</u> <ul style="list-style-type: none"> - Dr. Inas Abu Taleb EEAA CEO - Dr. Mohammed Salem, Head of NCS - Ms. Hoda El Shawadfy, Head of GEF Unit in EEAA - Eng. Mohammed Fathy, EPASP Project Manager ➤ <u>Meeting Project Staff Annex</u>
Monday 16 March	<ul style="list-style-type: none"> ➤ <u>Meeting Head of GEF Unit in EEAA</u> <ul style="list-style-type: none"> - Ms. Hoda El Shawadfy, Head of GEF Unit in EEAA - Eng. Mohammed Elewa, Project Manager for Mainstreaming Biodiversity in Tourism - Eng. Mohammed Fathy, EPASP Project Manager
Tuesday 17 March	<ul style="list-style-type: none"> ➤ <u>Abu Gaum Protected Area (Blue Hole, Dehela, Wadi Rasasa)</u> <ul style="list-style-type: none"> - Ms. Amany Nakhla, Biodiversity and Protected Areas Team Leader, UNDP - Eng. Mohammed Fathy, EPASP Project Manager - Eng. Ahmed Talaat, EPASP Engineering Unit - Eng. Osama Bishara, EPASP Engineering Unit - Mr. Ahmad El Sadek, Manager for Abu Galum PA - Meeting part of the team conducting Marine Survey in Gulf of Aqaba - Meeting representatives of the construction companies making development works (visitors' facilities and infrastructure) in Abu Galum PA.
Wednesday 18 March	<ul style="list-style-type: none"> ➤ <u>Meeting Head of NCS in EEAA</u> <ul style="list-style-type: none"> Dr. Mohammed Salem, Head of NCS Eng. Mohammed Fathy, EPASP Project Manager

- SUMMARY OF FIELD VISITS**

- LIST OF DOCUMENTS REVIEWED**

• **EVALUATION QUESTION MATRIX**

Evaluation questions	Indicators	Sources	Methodology
(include evaluative question(s))	(I.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(I.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)	(I.e. document analysis, data analysis, interviews with project staff, and interviews with stakeholders, etc.)
Relevance: How does the project related to the main objectives of the International, Regional, National Priorities, GEF focal area, and the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> • Project Strategy: To what extent is the project strategy relevant to international, regional and country priorities, country ownership, and the best route toward expected results? • To what extent is the project strategy in line with Government and UNDP /GEF priorities? 	<ul style="list-style-type: none"> • Level of participation of the concerned agencies in project activities • Consistency with international, regional, national strategies and policies. 	<ul style="list-style-type: none"> • Project documents • National policies and strategies 	<ul style="list-style-type: none"> • Desk review • Interviews with project team, UNDP and other partners.
<ul style="list-style-type: none"> • To what extent is the project aligned to the main objectives of the GEF focal area? 	<ul style="list-style-type: none"> • Consistency with GEF strategic objectives. 	<ul style="list-style-type: none"> • Project documents • GEF focal areas strategies and documents 	<ul style="list-style-type: none"> • Desk review • GEF website • Interviews with project team and UNDP
Effectiveness: Progress toward Results: To what extent have the expected outcomes and objectives of the project been achieved? To what extent have the expected outcomes and objectives of the project been achieved thus far?			
<ul style="list-style-type: none"> • Has the project been effective in achieving its expected outcomes? 	<ul style="list-style-type: none"> • See indicators in project document results framework. 	<ul style="list-style-type: none"> • Project document • Project team and stakeholder • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Desk review • Interviews with project team and relevant stakeholders
<ul style="list-style-type: none"> • Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? 	<ul style="list-style-type: none"> • Steering committee meetings • PMU an/d UNDP notes 	<ul style="list-style-type: none"> • Data collected throughout the evaluation 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? 	<ul style="list-style-type: none"> • Steering committee meetings • PMU and UNDP notes 	<ul style="list-style-type: none"> • Project document • Project team and stakeholder • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Desk review • Interviews with project team and relevant stakeholders
<ul style="list-style-type: none"> • To what extent have partnerships and linkages between institutions/organizations 	<ul style="list-style-type: none"> • Specific activities conducted to support the development of the cooperative 	<ul style="list-style-type: none"> • Project documents 	<ul style="list-style-type: none"> • Desk review • Interviews with project team and relevant stakeholders

<p>were encouraged and supported?</p> <ul style="list-style-type: none"> • What was the level of efficiency of cooperation and collaboration arrangements? 	<p>arrangements between partners</p> <ul style="list-style-type: none"> • Examples of supported partnerships • Evidence that particular partnerships /linkages will be sustainable • Types/quality of partnerships cooperation methods utilized 		
<p>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</p>			
<ul style="list-style-type: none"> • Were the accounting and financial system in place and adequate for project management and producing accurate and timely information? • Was the project efficient with respect to incremental cost criteria? • Were progress reports produced accurately, timely and represented to reporting requirements including adaptive management changes? • Was the project implementation as cost-effective as originally proposed (planned vs. actual)? • Was procurement carried out in a manner making efficient use of project resources? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned and actual fund leveraged • Quality of actual funds leveraged • Quality of results based management reporting (progress reporting, monitoring and evaluations) 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP • Project team 	<ul style="list-style-type: none"> • Document analysis • Key interview
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			
<p>To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			
<ul style="list-style-type: none"> • How does the project support resource mobilization for the FISHERIES MANAGEMENT implementation? 	<ul style="list-style-type: none"> • Amount of national budget allocation 	<ul style="list-style-type: none"> • Legal regulation 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • How does the project support personnel allocation for the system approach to implementation? 	<ul style="list-style-type: none"> • Personnel allocation 	<ul style="list-style-type: none"> • Legal regulation 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • To what extent is FISHERIES compliance and monitoring conservation related issues considered? 	<ul style="list-style-type: none"> • Government agencies aware and committee to regional tuna fisheries integration and sustainable development. • Legislation and planning documents show evidence of mainstreaming? 	<ul style="list-style-type: none"> • Legal regulation • Project document /reports 	<ul style="list-style-type: none"> • Document analysis • Interviews with stakeholders

<ul style="list-style-type: none"> • Are there any political risks that may threaten the sustainability of the project outcomes? 	<ul style="list-style-type: none"> • Government agencies aware of the Rio convention and links to others? 	<ul style="list-style-type: none"> • Government policies 	<ul style="list-style-type: none"> • Analysis
Impact: Are there any indication that the project has contributed to, and enabled progress toward, reduced environmental stress and or improved ecological status?			
<ul style="list-style-type: none"> • Has the project strengthened local capacity? 	<ul style="list-style-type: none"> • Awareness and understanding of the global norms and standards and related conventions at the provincial level 	<ul style="list-style-type: none"> • Interviews • Provincial level plans /strategies 	<ul style="list-style-type: none"> • Interviews • Document analysis
<ul style="list-style-type: none"> • Has the project developed tools to support PA financing mainstreaming process? 	<ul style="list-style-type: none"> • Evidence of development of different tools to support the mainstreaming process 	<ul style="list-style-type: none"> • Interviews • Provincial level plans /strategies 	<ul style="list-style-type: none"> • Interview • Document analysis
<ul style="list-style-type: none"> • Has the [project had environmental impacts. 	<ul style="list-style-type: none"> • Evidence of incorporation of Biodiversity, Climate change and land Degradation in planning processes at the provincial level. 	<ul style="list-style-type: none"> • Interviews • Provincial level plans /strategies 	<ul style="list-style-type: none"> • Interview • Document analysis

- **QUESTIONNAIRE USED AND SUMMARY OF RESULTS**

- **EVALUATION CONSULTANT AGREEMENT FORM**

SIGNED UNEG CODE OF CONDUCT AGREEMENT FORM

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively

affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/ or oral presentation of study limitations, findings and recommendations. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

<p>Evaluation Consultant Agreement Form Agreement to abide by the Code of Conduct for Evaluation in the UN System Name of Consultant: Stephanie Hodge I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation. Signature: Signed on March 22, 2020 Stephanie Hodge MTR Consultant</p>

• **RATINGS**

The TR consultant will include ratings of the project’s results and brief descriptions of the associated achievements in a TR Ratings and Achievement Summary Table in the Executive Summary of the TR report. No rating on Project Strategy and no overall project rating.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M)</p>
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1. Highly Unsatisfactory (HU): severe problems		1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

ANNEX LIST OF TECHNICAL SUPPORT MISSIONS AND FOREIGN VISITORS

Event Name	Date	Attendees list	Location
Mid-Term Review	2014	Francis Harrice	Project Office
Portugal Ambassador visit	March 2017	Portugal Ambassador EEAA CEO NCS Director Construction company OF Wadi Degla PA development project	Wadi Degla PA
UNDP Evaluation	September 2018	Yves De Soye	Project Office
Official opening of infrastructure upgrade at Ras Mohammed Protected Area	November 2018	<u>UNDP</u> Ms. Randa Abul Hosni (UNDP Country Director) Mr. Sylvain Merlen (Deputy UNDP Country Director) Mr. Kishan Khoday (UNDP Regional Advisor) Ms. Amany Nuchal (Team Leader) Ms. Heba Helmy (Programme Assistant) Mr. Waleed Afifi (Operations Manager) Mr. Mohammed Shazly (Operation Assistant) Mr. Marc El Mankbady (Programme Assistant) Ms. Carla Naoudi (UNDP Regional Security Advisor)	Ras Mohammed PA
Official opening of infrastructure upgrade at Ras Mohammed Protected Area	November 2018	<u>GEF</u> Mr. Mark Thomas Zimsky (GEF Biodiversity Focal Area Coordinator) Mr. Gustavo Alberto (GEF Advisor) Christian Andreas (Senior Communication officer) Sarah Wyatt (Programme Analyst) Glynis Afong (Programme Assistant) Jamie Clavelier (Sr. Biodiversity Specialist) Claus Astrup (Advisor to the CEO)	Ras Mohammed PA
UNDP AUDIT VISIT	November 2019	Sylvain Merlen (UNDP) Inas Nafee	Wadi Degla PA

ANNEX: LIST OF TRAININGS CONDUCTED BY PROJECT

List of Training Sessions and Workshops conducted by EPASP

The project has been working on raising the skills and capacities of its different stakeholders, primarily focusing on the **Nature Conservation Sector** team of staff and researchers as they are the key focal points in PA management in Egypt. This was achieved via organizing training programs on various subjects including Economic Assessments for Environmental Systems and Financial Sustainability for PAs, among other components as follows;

Training course on Usage of Permit and E-Ticketing Systems (2020)

This is the most recent training program that is currently being prepared. It will target all the PA management teams and it aims at training them on how to use the electronic permit and ticketing system that is being established and mainstreamed across the different PAs by the EPASP project team. The objective of this system is to drive more efficiency and effectiveness of natural resources usage via digitalizing the operations and documentation processes of the PA management. The training is scheduled to be delivered as soon as the system is launched.

Geographic Information System Training course (2018)

A series of GIZ training workshops were given to a number of trainee groups between 2017 and 2018. It had different target audience from a variety of PAs and the trainings were held in Cairo, Wadi El Gemal, and Sharm El Sheikh. The different trainings tackles a wide scope of GIS knowledge including; Introduction to GIS, Principles of Remote Sensing, Fundamentals Satellite Remote Sensing, Radiometric Correction, Earth Observation Mission, Image Enhancement, Classification of multispectral Remote Sensor data, and Land-use and land-cover classification.

Training workshop on Introduction to Media Management (2018)

The media training course has a very diverse group of attendees. The number of participants exceeded 30 and came from diverse backgrounds and entities including; the media department of the Ministry of Environment, PA management staff, NCS representatives, and the EPASP project team themselves. The training aimed to increase the participants' knowledge regarding diverse media subjects, including; press releases know-hows, methodologies for conducting interviews, Verification of online information and replying to faulty information, among others.

Training workshops on First Aid in PAs (2017)

The training was conducted in collaboration with the Egyptian Red Crescent at their premises in Cairo. It targeted 21 persons who were PA workers and/or NCS field staff. It distributed to each participant a first aid manual and stationery free. The participants learned about first aid techniques such as CPR, AED, and drowning prevention. Other practical trainings were given regarding convulsions, diarrhea, effects of heat and cold, bites and stings, heart attacks, burns, shocks, strokes, bleedings, fractures, injuries, and others. The Egyptian Red Crescent issued certificates at the end of the course after passing a test and attending all lectures.

Training workshops on Shark Handling in PAs (2017)

The training was conducted at Red Sea as a response to the reoccurring shark attacks that took place in 2016 and 2016 at the region. It was organized in collaboration with HEPCA, an NGO specializing in the field of marine and land conservation in the Egyptian Red Sea. The training tackled issues concerning sharks background information as well as ecological problems and pressures driving behavioral changes

in shark populations. It provided methodologies and know-how on how to avoid and/or deal with shark attacks.

Training workshop on Wilderness Survival Skills (2017)

The training was conducted in collaboration with Sahara Survival School, an initiative that aims at educating the public on general survival skills in the Egyptian wilderness. The workshop targeted 40 students and volunteers who have been working in PAs in Sinai and other areas. It aimed to train them on basic survival skills such as starting and tending to fires, building shelters, navigating geographical locations, camp cooking, first aid, and others.

Training workshops on Policies, Budgeting, and Strategic Planning (2015)

The workshop was held twice, targeting a group of 25 participants and another group of 30 participants from diverse backgrounds and entities relevant to PA managements. The program trained the attendees on different strategic planning methodologies, know-hows of budgeting, and information on how to draft implementation plans. It educated them on number of national policies relevant to finance and inventory management as well as auditing and evaluation techniques.

Workshop on institutional behavioral change (2015)

This was held in Cairo, this workshop targeted 21 individuals working mostly in Human Resources functions in different PAs. The workshop aimed at educating these professional and training them on better managing their teams, choosing qualified calibers, and utilizing the human resources they have into obtaining the most optimum results. It also provided awareness on conducting appraisals, evaluating employees, and promoting personal development.

Training workshop on Environmental Awareness Methodologies (2015)

This was conducted at Sharm El Sheikh training center for 25 participants who have been introduced to different methods and techniques on how to promote environmental awareness. The workshop including training participants on designing and managing awareness campaigns, communication with local communities, and designing environmental activities and programs.

Training workshop targeting tour guides on Natural Heritage Protection in PAs (2015)

This was conducted at Sharm El Sheikh in partnerships with another UNDP Project for 25 participants. It tackled the dissemination of information on Egypt's natural resources as well as know-hows and techniques for protecting them. Additionally, an introduction about the "Green Sharm" initiative was conducted and put for discussion.

Training program on Tourist management in PAs (2015)

This was conducted at Sharm El Sheikh training center for 20 participants who have been working in different PAs around Egypt. A national consultant conducted the training that entailed methodologies on services provision and management.

Training workshop on Legal Procedures relevant to PA Management (2015)

This was also conducted in Sharm El Sheikh with the attendance of 30 participants from the legal departments of the NCS and relevant bodies, an education on the scope of legal strategies and procedures in PAs was given. The participants gained knowledge on how to document prohibited actions, attend litigations and assess environmental damages, in addition to other legal topics.

Training workshop on Professional photography in PAs (2014)

The training was conducted in Wadi El Gemal PA, targeting members of PAs’ marketing and management teams. It was disseminated by an international expert who has provided the attendees with the basic principles of photography. A number of points were tackled through practical applications where the attendees learned about exposure, the basic element of any photograph taken and recorded, aperture, the setting which controls the size of the opening of light which comes through to the lens, shutter speed, among other information.

Integrated Financial and Legal Training Program for Protected Areas Management Employees (2014)

The aim of this training program was to raise the capacity of PA Management staff in the sector of Legal and Financial Management. The topics of the workshop included a discussion on NCS’s Strategic Plan, introducing National Strategy for Biodiversity Conservation, definition of financial Management, planning and budgeting, introducing Auditing Systems, introducing the Environmental Funds Management (EPF), and Legal and Institutional Framework of the EPF, among other subjects.

**Specialized training workshops for Economic Evaluation for the Environmental Services Systems (2014)
Training program targeting researchers on the Monitoring of Wild Life in PAs (2014).**

In addition to the above-mentioned technical trainings, project management workshops were sporadically given to the EPASP project team. Additionally, financial support was given to the team (when needed) to pursue extracurricular trainings that contributes to their career development.

ANNEX: SIGNED MTR FINAL REPORT CLEARANCE FORM

MTR Evaluation Review Report Reviewed and Cleared By:	
Commissioning Unit	
Name:	
Signature:	Date:
UNDP GEF Regional Technical Advisor	
Name:	
Signature:	Date:

• **STATUS LOG FRAME**

Description																																	
Objective																																	
Objective: Establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs																																	
Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start	TE review																											
Level and diversity of financing for the PA system	Financing of protected areas is below 20% of basic scenario Only two predominant sources (government and tourism) in use	<i>(not set or not applicable)</i>	At project end, achieved levels of revenue are within 10% of projection and the trend in growth rates sets the NCS on track to meet the optimal scenario by year 10[1] At least two new, reliable sources of funds are established	Conducting the Willingness-to-Pay Survey to improve the fee collection system at five protected areas (Wadi Degla, Wadi El Rayan, Ras Mohammed, Wadi El Gemal and Blue Hole PAs). The introduction of entrance fees at Wadi El Gemal NP The Development of Wadi Degla and Petrified Forest Sustainable Financing and Management Model The Development of Blue Hole Diving site Sustainable Financing and Management plan Review and update Wadi Degla Camping fees Review and update PAs concession pricing system	The project in coordination with NCS set a comprehensive plan for new permits system as well as a new package of entrance fees for targeted PAs in South Sinai and Red Sea regions. Regarding the permits system, the project provides technical and financial support to NCS to develop the comprehensive Permits system plan including the definitions of permitted economic activities, general conditions for all types of permits, specific conditions for each type of permits, templates for different types of permits and finally the template for the permit itself. Additionally, the project help NCS to develop the basic equations that will help NCS to calculate the fees associated with each type of permitted economic activities. In addition, the implementation of this new permits system will increase the level and diversity of financing of targeted PAs as it concentrates to include all types of allowed economic activities within this new system and the expected amount of fees will be collected after the full implementation of the new permits system is USD 12 million/annually. Regarding the entrance fees for the targeted PAs, the project provides technical supports (through several plans and reports which listed below) that raise the entrance fees as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Item</th> <th>Old entrance fees</th> <th>New entrance fees</th> </tr> </thead> <tbody> <tr> <td>Foreigners L.E.</td> <td>40</td> <td>USD 5</td> </tr> <tr> <td>Small car/foreigners</td> <td>L.E 20</td> <td>USD 5</td> </tr> <tr> <td>Big car/foreigners</td> <td>L.E 40</td> <td>USD 10</td> </tr> <tr> <td>Egyptians L.E.</td> <td>5</td> <td>L.E. 25</td> </tr> <tr> <td>Small car/Egyptians</td> <td>L.E 5</td> <td>L.E. 25</td> </tr> <tr> <td>Big car/Egyptians</td> <td>L.E 20</td> <td>L.E 50</td> </tr> <tr> <td>Boats (17 - 20 m)</td> <td>0</td> <td>USD 10</td> </tr> <tr> <td>Boats (20 - 25 m)</td> <td>0</td> <td>USD 20</td> </tr> </tbody> </table>	Item	Old entrance fees	New entrance fees	Foreigners L.E.	40	USD 5	Small car/foreigners	L.E 20	USD 5	Big car/foreigners	L.E 40	USD 10	Egyptians L.E.	5	L.E. 25	Small car/Egyptians	L.E 5	L.E. 25	Big car/Egyptians	L.E 20	L.E 50	Boats (17 - 20 m)	0	USD 10	Boats (20 - 25 m)	0	USD 20	
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				<p>consequently the PAs' revenues. This program was initiated in the following PAs: (1) Wadi El Gemal; (2) Ras Mohammed; (3) Nabq; (4) Abu Galum; (5) Taba; (6) St. Catherine; (7) Wadi Degla; (8) Petrified Forest; and (9) Wadi El Rayan.</p> <ul style="list-style-type: none"> • Nine investment packages were prepared inside 4 targeted PAs and RFPs were officially submitted to EEAA for bidding, these packages were designed to approximately generate revenues of \$12 million over 10 years. • Six sustainable sources of funds have been developed inside targeted PAs. This include; Wadi El Gemal National Park Visitors Center concession, Wadi El Rayan Climate Change Museum concession, Satayeh Dolphin House revenue generation scheme, Tiwal Island Eco-cafeteria, Om El Sheikh Island Eco-cafeteria, Utopia Island environmental restaurant. • Provided support to NCS to start the implementation of entrance fees collection system for Wadi El Gemal NP. • Development of Wadi Degla and Petrified Forest Sustainable Financing and Management Model • Development of Blue Hole Diving Site Sustainable Financing and Management plan • Review and update Wadi Degla Camping fees • Provided technical and financial support to NCS to start a comprehensive strategic permits system for users of natural resources with PAs (the first phase will be at South Sinai and Red Sea PAs). The permits system framework was approved by the Steering Committee of EEAA. <p>B. Sources of funds: The following sources of fund were developed during the course of the project:</p> <table border="1"> <thead> <tr> <th>Year/Total amount of funds (in million US\$)</th> <th></th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>8.19</td> </tr> <tr> <td>2013</td> <td>6.78</td> </tr> <tr> <td>2014</td> <td>7.78</td> </tr> <tr> <td>2015</td> <td>8.47</td> </tr> <tr> <td>2016</td> <td>8.42</td> </tr> <tr> <td>2017</td> <td>9.2</td> </tr> <tr> <td>2018</td> <td>8.84</td> </tr> <tr> <td>2019</td> <td></td> </tr> </tbody> </table> <p>Note: A major challenge toward fulfilling the gap is the Rise in the Inflation Rate since Egypt started its economic reform program which included floating the currency and removing subsidies. On November 3, 2016 the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD = 18 L.E. where it was 1 USD = 8 L.E.). Therefore the protected area revenues</p>	Year/Total amount of funds (in million US\$)		2012	8.19	2013	6.78	2014	7.78	2015	8.47	2016	8.42	2017	9.2	2018	8.84	2019		
Year/Total amount of funds (in million US\$)																							
2012	8.19																						
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2015	8.47																						
2016	8.42																						
2017	9.2																						
2018	8.84																						
2019																							

					may seem to be lower than its actual value after being converted to USD.	
Levels of live coral coverage in dive sites and non-dive sites	Most Red Sea dive sites are being degraded by heavy and careless diving	<i>(not set or not applicable)</i>	No significant degradation measured in new dive sites to be opened to special seasonal tourists Degradation in old dive sites does not increase	<ul style="list-style-type: none"> The development of Conservation and sustainable management plan for Sharm El Sheikh marine environment and Ras Mohammed NP The development of The Natural resources damage assessment study Conducting Baseline survey and sensitivity map and preparing site level management plan for Blue Hole Diving site Supporting the procurement process to supply patrolling boats for Ras Mohammed NP, Wadi El Gemal NP and Northern Islands Marine Parks 	The project provides technical and financial support for NCS in its efforts to minimize the impacts of tourism on coral reef at the diving sites and non-diving sites where a comprehensive study titled "SENSITIVITY AND ZONING PLAN OF THE SHARM EL SHEIKH CORAL REEFS THROUGH SPATIAL MULTIPLE-CRITERIA ANALYSIS" was developed aiming to document the current status and threats to Egyptian marine resources of the area of Ras Mohammed National Park and the city of Sharm El Sheikh, especially coral reefs, and describe initiatives to mitigate these threats and highlighted actions needed for sustainable long term use. The study concluded the followings: (1) Total of 189 sites were covered during the survey covering a total area of 125 km of coast line; (2) Total of 47 coral genera were recorded in the study area, of which 29 reef building corals; 5 non-reef building corals; 3 solitary corals and 11 soft coral genera; (3) There are differences in coral diversity between different areas of the study area with the highest number of coral genera recorded in Ras Mohammed National Park 47 genera, while the lowest were recorded in Sharm El Sheikh area with 13 coral genera; (4) Coral diversity were much higher in Ras Mohammed national park comparing to other sites along the Egyptian coast of the Red Sea including (Hurghada; Marsa Alam and Shalatieh); (5) The Egyptian coast alone supports about 200 species of reef building corals belonging to almost 50 genera which represents about four times the hard coral diversity found on Caribbean reefs, and is comparable to the coral diversity found in the Maldives and Seychelles in the Indian Ocean; (6) a total of 185 coral reef fish species were recorded belonging to 44 different families with a total number of 35 endemic fish species were recorded in the study area; (7) The highest fish diversity were recorded within Ras Mohammed national Park while the lowest were recorded in Sharm El Sheikh area; (8) Highest coral recruitment and survival rate were recorded in Ras Mohammed National Park- protected area while lowest survival rate were found in Sharm El Sheikh area; and (9) Broken corals and coral fragments are main categories of coral resilience factors where the average number of broken colonies and coral fragments with the highest number recorded in Sharm area while the lowest recorded in Ras Mohammed National Park. The results of this study indicates that the conservation efforts within Ras Mohammed National Park are doing well in a way that allow the Egyptian Government to submit a nomination file about Ras Mohammed to be on the Green List of PAs according to the IUCN. Based on the outcomes of this study the following actions have been achieved: (1) Ras Mohammed National Park declared on the Global Green List of PAs and get its certification during the IUCN Green List	

				<p>Celebration at Ras Mohammed as a parallel event during COP14 at Sharm El Sheikh; and (2) an updated management plan for organizing the human activities impacting marine natural resources at both Ras Mohammed and Sharm El Sheikh have been developed and approved by all stakeholders in South Sinai Governorate and waiting for the final adoption of this plan by both the Governor of South Sinai and the Minister of Environment.</p> <p>In addition to the above, the following activities have been done by the project to support the NCS efforts to conserve coral reef and marine resources:</p> <ul style="list-style-type: none"> • Visitor management training was organized at South Sinai PAs where a visitor satisfactions questionnaire was applied to measure visitor satisfactions on perceived value and quality, visitor expectations and actual experience, which can be used as indicator on the ecosystem health (coral reef) at the dive sites. • A monitoring workshop was organized to identify indicator species for ecosystems inside PAs. A monitoring manual and action plans for each indicator species were prepared. • A monitoring program for living coral coverage in diving sites was carried out in Red Sea and South Sinai. • A monitoring program for marine natural resources (including the coral reefs) and dive sites has been established for Wadi El Gemal National Park in cooperation with the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA). • The program has been successfully implemented in 2016, 2017 and 2018. The results of the program are being used to inform the park management decisions related to marine life and corals conservation. Recent analyses indicate that human impact on dive sites and the associated coral communities has been decreased by at least 40% since the start of the program. Clear scientific indicators from the program report confirm that the coral reefs health has improved as a direct result of the project interventions. • Development of zoning and assessment study for Sharm El Sheikh and Ras Mohammed NP marine resources. This study indicated that the quality of coral reef coverage is more than 80% which considered one of the highest areas in terms of abundance and diversity of coral reefs at the global level. • The project provided technical and financial support to South Sinai PAs region to develop a strategic plan for managing and regulating developmental activities for marine resources at both Ras Mohammed and Sharm El Sheikh areas. • Development of marine natural resources damage assessment study to be used by EEAA for economic values of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of fund for rehabilitation of degraded marine resources. 	
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					<ul style="list-style-type: none"> • Conducted a comprehensive management plan for Blue Hole area inside Abu Galum PAs. This plan included the following documents: (1) Rapid Ecological Assessment of Coral Biodiversity and Reef Health in the Blue Hole Area, Dahab; (2) Guide to stony corals of the Blue Hole reefs; (3) Environmental study to select the most suitable locations for marine jetties in the southern coastal sector of Abu Galum PA; (4) Blue Hole diving sites carrying capacity assessment; (5) Blue Hole site zoning plan; and (6) Blue Hole reef monitoring plan. • The project provided technical and financial support to NCS in the procurement process to supply patrolling boats for Ras Mohammed NP, Wadi El Gemal NP and Northern Islands Marine Parks. This new boats are currently used by the PA's management for patrolling and law enforcement. • Provision and maintenance of tools and equipment for the monitoring programs for targeted PAs. 	
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Flagship species at priority PAs	Flagship species at several priority PAs have been declining, including: (species to be defined): Ras Mohammed PA: corals (Acropora, Pocillipora and Millipora), Reptiles (Green turtle, Logger head), Mammals (Dugong dugong and Dorcas gazelle),	<i>(not set or not applicable)</i>	Flagship species in PAs of terrestrial biomes recover or maintained, including:	<ul style="list-style-type: none"> Developing the Zoning Plan for Ras Mohammed National Park Developing the Zoning Plan for Wadi Degla Conducting monitoring for natural resources focusing on four Flagship species at Wadi El Gemal NP Development of Threatened Plants Management Plan in St. Catherine PA Conducting Technical Training on Dealing with Sharks within Marine PAs 	<ul style="list-style-type: none"> A list of suitable flagship indicator species was prepared by the management unit at three priority PAs (Wadi El Gemal, Ras Mohammed, and Wadi El Rayan) A comprehensive training on using the integrated monitoring program for flagship species at PAs was designed for both marine and terrestrial species starting from August till December 2014. The training aimed to assist in building the capacities of PAs team on biodiversity conservation and the sustainable use of Egypt's natural resources. As a major outcome of the integrated monitoring program, eight monitoring action plans were developed to monitor 5 groups of target species, including reptiles (Nile crocodile), plants (Typha domingensis, Capparis spinosa, Avicennia marina), birds, mammals (Cape hare, Swamp cat, Egyptian mongoose, Dorcas gazelle, Nubian ibex, Barbary sheep), coral reef (including bio-indicator fishes and coral, sea turtles, mangroves, sea grass, sea cucumber, algae, dolphins, shark, dugong). Additionally, an integrated monitoring program key flagship plant species was developed where 185 species were monitored, 2 flagship species (plants (Typha domingensis, Capparis spinosa) were monitored and action plan for recovery of Avicennia marina in Red sea was prepared. A monitoring program for groups of target flagship species was implemented in Red Sea where species of fish, coral, sea turtles, sea cucumber, algae, dolphins, shark and dugong were reported with current conservation status. A site-level assessment of protected areas plants and vegetation coverage has been conducted at Taba, Wadi El Rayan, St. Catherine, Siwa and Omayed protected areas. The flagship plant species have been identified and monitored from 2015 to 2017. Results indicate that the plants degradation levels have decreased by around 35%. 	
<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>	
The progress of the objective can be described as:		On track				
Outcome 1 Outcome 1: Policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and operational						

Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start	TE review
National PA financing strategy	No strategy	<i>(not set or not applicable)</i>	Comprehensive 5-year financing strategy, including a financial needs assessment defining targets, standards, procedures and criteria for resource allocation, is approved at ministerial level by end of year 2	<ul style="list-style-type: none"> A long-term system-level financing strategy has been developed, approved and is currently under implementation 	<p>A comprehensive 5-year PAs financing strategy was prepared at national level and was discussed and approved at a stakeholder's workshop attended by high level H.E. Minister of Environment, in presence of 80 participants, representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs, and Planning, in addition to universities, research centers, representatives of Private sector, NGOs and the local community.</p> <p>The strategy considered as an important part of NCS overall strategy. It presents a framework for Protected Areas financing policy and strategy with diverse funding resources, effective financial administration, enabling environment, mainstreaming and capacity building programs.</p> <p>Based on the outcomes of this strategy, 7.9 million LE (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy includes an integrated plan for all financial needs over the next four years. Additionally, according to PAs financing strategy another 10 million L.E (USD 600K) were allocated to support the implementation of 5 PAs management systems which has been approved by the minister of Environment. Moreover, another USD 1.2 million were allocated as a co-sharing to support the upgrade the visitors and PAs infrastructure at: (1) Ras Mohammed PA; (2) St. Catherine PA; and Nabq PA. Finally, an institutional reform plan has been prepared and submitted to the Ministry of Environment to provide the enabling conditions to ensure the successful realization of the strategy goals.</p>	This has been a significant accomplishment. Based on the outcomes of this strategy, 7.9 million LE (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy includes an integrated plan for all financial needs over the next four years.
Institutional arrangements	Ad-hoc arrangements	<i>(not set or not applicable)</i>	Explicit policies and procedures to negotiate, monitor and implement institutional arrangements with business and social actors	<ul style="list-style-type: none"> The development of "Institutional Reform Proposal" to upgrade NCS to an independent agency that has the suitable managerial structures to enable the national PAs systems to be more financially sustainable. The new PAs Agency Proposal sent to Parliament, discussed and currently awaiting endorsement 	<p>A new draft structure and framework for NCS was prepared that contains explicit policies and procedures to implement institutional arrangements with business and social actors. The draft structure was submitted to the Cabinet of Ministers by the Minister of Environment, to amend Law 102/1983 on Egypt's protected areas; one of the key aims of the amendment is the separation of NCS with its funds from EEAA to achieve autonomy. The new NCS structure will be submitted to the Cabinet of Ministers once the amendments of Law 102/1983 are approved by the Parliament. In addition, two articles (18 and 20) were successfully included in the country's new constitution on "Conservation of Natural Resources" and "Protected areas" for the first time. Also, new articles (18, 20, 32, 45 and 46) were drafted and were successfully included in the country's new constitution. These articles regulate protection of Natural Resources, effective management of Protected areas, and sustainable use of natural resources toward sustainable development. Moreover, NCS's Strategic Plan of 2014-2019 was developed and implemented and all PA documents were changed</p>	

					accordingly (e.g. Management Systems). In line with, Support and institutional development Programme the project organized training course for strategic planning and policies to link operational plans with strategic plans. The training address the national vision and sectoral strategic plans, and the preparation and implementation of the budget for the implementation of programs, projects and approved activities. It also focuses on developing performance measurement indicators as well as strategic planning and formulating policies	
Financial arrangements for revenue re-injection	Generated revenues are co-mingled with revenues from other sources and allocations to NCS are ad-hoc and minimal	<i>(not set or not applicable)</i>	Internal registry system (accounting system) for NCS established within EPF, accounting for revenues generated and disbursements, by end of project inception period.	<ul style="list-style-type: none"> The Project managed to allocate governmental cost-sharing funds USD 1.8 M The allocated revenues have been re-injected into the PAs system focusing on infrastructure and visitors' facilities development. 	<p>The project provides technical and financial support for NCS regarding the enhancement of the existing financial arrangements as well as revenue re-injection through the following actions:</p> <ul style="list-style-type: none"> Several programs were initiated to investigate possible alternatives regarding re-injection such as development of financial policy for training center at Sharm El Sheikh and upgrade concession agreements and terms of contracts with private sector and NGOs. This will support achieving at least basic financing scenario through re-injected revenues. This was done because the process of establishment of a new Agency for Nature Conservation with its own separate Fund will take long time due to political situation after the revolution. Financial arrangements for revenue re-injection were done through Ministerial approval on allocation for PAs based on the management systems of targeted PAs which have been conducted by the project. The establishment of an independent agency for PAs (The Nature Conservation Authority) which, in its final stages, used as an alternative solution to enable PAs to be self-managed where the financial planning and revenue distribution process will respond to the PAs management needs and conservation priorities. The allocated revenues have been re-injected into the PAs system focusing on infrastructure and visitors' facilities development at the following PAs: (1) Wadi El Gemal; (2) Wadi Degla; (3) Petrified Forest; (4) Ras Mohammed; (5) Nabq; (6) Abu Galum; (7) St. Catherine; and (8) Taba. 	
Policy regarding re-injection	No policies to guide level of re-injection	<i>(not set or not applicable)</i>	Revenue re-injection: A Ministerial Decree establishing a 10-year policy of achieving an optimal financing scenario largely through re-injected revenues.	<ul style="list-style-type: none"> A new Financial Management System has been developed by the Project to facilitate governmental spending and revenue re-injection policy According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation 	A committee was formed between national project consultants and NCS experts, to review and amend Law 102/1983 on Protected Areas, mainly aimed at creating a new Agency for Nature Conservation with its own separate fund. The Minister of Environment has presented the amendment to the Cabinet of Ministers for its submission to Parliament where the updated law is still under revision from the Parliament. The project management has investigated different alternatives available with the NCS to ensure the retention until the establishment of new Agency, the most important was what has been reached is to activate the organizational structure of the public administrations under the NCS that need issuance of ministerial decrees and development of	

				<ul style="list-style-type: none"> This new policy has proven to be very successful and efficient where the spending rate surpasses 95% last year 	<p>efficient job descriptions in order to achieve financial re-injection policy at the level of protected areas. In addition, the project assist NCS to have a clear financial plans for each targeted PA and even more, this plans now automatically integrated into the main financial plan for the whole PAs network.</p> <p>A new Financial Management System has been developed by the Project to facilitate governmental spending and revenue re-injection policy. According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation for re-injection into the management of PAs as an alternative approach until the new autonomy agency established.</p>	
Institutional structure and human capacities	Minimal human capacities or institutional structure to address issues of financial sustainability	<i>(not set or not applicable)</i>	Financial sustainability unit established at Headquarters level	<ul style="list-style-type: none"> Target achieved: A financial sustainability and economics unit was established within the NCS The project is working closely with this unit and other department at Ministry of Environment to increase human capacities related to financial sustainability issues Three pilot projects focusing on financial sustainability are currently been implemented at Wadi Degla, Petrified Forest and Blue Hole PAs 	<p>The project in coordination with NCS agreed on several activities to enhance the existing capacity of NCS staff. These activities can be summarizing as follows:</p> <ul style="list-style-type: none"> A technical study on establishment of a Financial sustainability unit at NCS was prepared and approved by NCS. The study described the required staff and an action plan to create the unit, implementation procedures and job descriptions for required staff. A ministerial decree was issued to form a committee under NCS to study proposals of the investment projects to generate revenue of PAs and to submit approved projects to the Ministry of Investment to start the application procedures, the PMU in coordination with the Committee agreed on number of projects that will be implemented at WGPN, Ras Mohammed NP and Wadi Rayan PA. The project (through government co-finance) contracted 6 financial specialists to work for WGPN. An integrated training program was organized for all PAs financial officers (30 specialist) and PA managers on financial aspects on the following subjects: (1) Financial planning and budgeting; (2) Audit systems; (3) Financial Reporting; and (4) Management of environmental fund and account. Another series of trainings took place for PA financial and managerial staff on the following subjects: (1) PAs Financial Affairs; (2) Economic Valuation of Ecosystem Services; (3) Organizational development, Recruitment and Selection process; (4) Training on the conservation and maintenance of natural resources; (5) PAs Visitor management; (6) Training on professional photography of wildlife at PAs; (7) Legal affairs; and (8) Financial management and auditing system A practical guide was also prepared on PAs Financial Affairs for PA financial and managerial staff. The project is working closely with NCS on the final stage for the establishment of financial sustainability and economics unit 	

					inside PAs to be in charge of the permits system within PAs seeking for sustainability at the end of the project.																																							
Legal and regulatory framework	41% - 39 out of 95	<i>(not set or not applicable)</i>	76% - 72 out of 95	<ul style="list-style-type: none"> A set of actions has been taken to develop enabling legal and regulatory framework for NCS financial sustainability. This includes development of : The PA financing strategy, Institutional framework for the financial strategy resource mobilization strategy, economic valuation studies, concession management framework and the establishment of an independent agency for PAs (The Nature Conservation Authority). 	<p>The project, in close consultation with NCS, has developed a set of actions to enabling legal and regulatory framework for NCS financial sustainability. This includes the development of followings: (1) The PA financing strategy; (2) Institutional framework for the financial strategy; (3) resource mobilization strategy; (4) economic valuation studies; (5) concession management framework; and (6) study for the establishment of an independent agency for PAs (The Nature Conservation Authority).</p> <p>The progress toward legal and regulatory framework can be described as indicated in the following table:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Score</th> <th>Remarks</th> </tr> </thead> <tbody> <tr> <td>- 2012</td> <td>41% (39 out of 95)</td> <td>The project prepared gap analysis study for a legal and regulatory framework</td> </tr> <tr> <td>- 2013</td> <td>44% (42 out 95)</td> <td>This is due to ministerial decrees have been issued to enhance the legal frame work for PAs management such as (Revenue generation committee, PA management system endorsement).</td> </tr> <tr> <td>- 2014</td> <td>53% (50 out 95)</td> <td>PAs Financial strategy developed and approved.</td> </tr> <tr> <td>-</td> <td></td> <td>Apply bidding system within NCS.</td> </tr> <tr> <td>-</td> <td></td> <td>PA staff capacities on sustainable finance for PAs was built.</td> </tr> <tr> <td>- 2015</td> <td>65% (62 out of 95)</td> <td>Economic valuation studies were developed for Desert ecosystem at WRPA and for marine ecosystem at Ras Mohammed.</td> </tr> <tr> <td>-</td> <td></td> <td>A comprehensive guide of the different types of permits within PAs and their value was prepared and accredited by NCS.</td> </tr> <tr> <td>-</td> <td></td> <td>A concession committee was founded and managed to develop the RFPs for new concession activities within Wadi El Rayan and Wadi Degla PAs.</td> </tr> <tr> <td>- 2016</td> <td>67% (64 out of 95)</td> <td>A resource mobilization strategy was developed and integrated with the Economic valuation studies to support the sustainable finance of PAs under the new updated NBSAP.</td> </tr> <tr> <td>-</td> <td></td> <td>Upgrade of concession fees was done for economic activities inside targeted PAs and officially approved by EEAA.</td> </tr> <tr> <td>- 2017 - 2018</td> <td>71.5% (68 out of 95)</td> <td>The draft law for establishment of an independent agency for PAs (The Nature Conservation Authority) was developed and submitted to the Parliament for approval.</td> </tr> <tr> <td>- 2019</td> <td>73.5% (70 out of 95)</td> <td>Provided technical and financial support to NCS to start a comprehensive strategic permits system for users of natural resources with PAs (the first phase will</td> </tr> </tbody> </table>	Year	Score	Remarks	- 2012	41% (39 out of 95)	The project prepared gap analysis study for a legal and regulatory framework	- 2013	44% (42 out 95)	This is due to ministerial decrees have been issued to enhance the legal frame work for PAs management such as (Revenue generation committee, PA management system endorsement).	- 2014	53% (50 out 95)	PAs Financial strategy developed and approved.	-		Apply bidding system within NCS.	-		PA staff capacities on sustainable finance for PAs was built.	- 2015	65% (62 out of 95)	Economic valuation studies were developed for Desert ecosystem at WRPA and for marine ecosystem at Ras Mohammed.	-		A comprehensive guide of the different types of permits within PAs and their value was prepared and accredited by NCS.	-		A concession committee was founded and managed to develop the RFPs for new concession activities within Wadi El Rayan and Wadi Degla PAs.	- 2016	67% (64 out of 95)	A resource mobilization strategy was developed and integrated with the Economic valuation studies to support the sustainable finance of PAs under the new updated NBSAP.	-		Upgrade of concession fees was done for economic activities inside targeted PAs and officially approved by EEAA.	- 2017 - 2018	71.5% (68 out of 95)	The draft law for establishment of an independent agency for PAs (The Nature Conservation Authority) was developed and submitted to the Parliament for approval.	- 2019	73.5% (70 out of 95)	Provided technical and financial support to NCS to start a comprehensive strategic permits system for users of natural resources with PAs (the first phase will
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The progress of the objective can be described as:		On track			
Outcome 2					
Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt's PA system					
Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start
Improved financial sustainability for PAs, as measured by the Financial Sustainability Scorecard	41% - 25 out of 61 43% - 31 out of 57 Total 42% - 95 out of 227	<i>(not set or not applicable)</i>	82% - 50 out of 61 88% - 50 out of 57 Total 76% - 172 out of 227	80% - 49 out of 61 88% - 50 out of 57	- The progress toward financial sustainability for PAs through the life span of the project can be described as indicated in the following table: Tools Financial Sustainability Scorecard Business Planning Total score and percentage Year % % % 2012 0 0 0 2013 0 0 0 2014 56 67 54 2015 62 75 63 2016 69 79 66.5 2017 77 86 0 2018 80 88 0 2019 0 0 0
Business planning					
Tools for revenue generation					
Revenues generated	2005-2008 annual average of \$3.7 million USD	<i>(not set or not applicable)</i>	Revenues generated by PA system over 6-year project duration total approximately USD 74 million with final exact figures depending on final financial needs assessments and basic and optimal scenarios	<ul style="list-style-type: none"> The total revenues generated by PAs system in 2012-2017 is approximately \$26 million. During this reporting period: <ul style="list-style-type: none"> USD 4.5 M has been allocated from Ministry of Environment to PAs system and injected into the PAs Special Account Around USD 75000 of revenues has been generated from the newly introduced visitors entrance fees at Wadi El Gemal NP during the past six months 	- The revenues generated by PAs system during the FSP operation can be summarized in the following table: Revenues generated from PAs Years 2012 4 2013 7 2014 11 2015 19 2016 24 2017 28 2018 31 2019 0 Note: On November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD=18 L.E. where it was 1 USD=8 L.E.). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD.

Revenues re-injected	2005-2008 annual average of \$595,000	<i>(not set or not applicable)</i>	Revenues re-injected into PA system over 6-year project duration total approximately \$53 million, with final exact figures depending on final financial needs assessments and basic and optimal scenarios	<ul style="list-style-type: none"> During this reporting period: <ul style="list-style-type: none"> USD 1.8 M has been re-injected and spent for the PAs infrastructure and visitors' facilities Additional amount of USD 4.5 M has been re-injected and work plan has been prepared for the activities 	<p>The collectively total revenues re-injected into PAs system during the 6-year project duration can be summarized in the following table (in LE million):</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cumulative total</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>3.24</td> </tr> <tr> <td>2013</td> <td>8.14</td> </tr> <tr> <td>2014</td> <td>13.24</td> </tr> <tr> <td>2015</td> <td>17.94</td> </tr> <tr> <td>2016</td> <td>24.44</td> </tr> <tr> <td>2017</td> <td>26.44</td> </tr> <tr> <td>2018</td> <td>32.74</td> </tr> <tr> <td>2019</td> <td>40.3</td> </tr> </tbody> </table>	Year	Cumulative total	2012	3.24	2013	8.14	2014	13.24	2015	17.94	2016	24.44	2017	26.44	2018	32.74	2019	40.3										
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2018	32.74																																
2019	40.3																																
Diversified revenues	95% of revenues generated by fees; Entrance fees at Ras Mohammed generating 53% of total system revenues	<i>(not set or not applicable)</i>	<p>At least 25 % of revenues are being generated by sources other than user fees</p> <p>No single site generating more than 40% of PA system revenues</p>	<ul style="list-style-type: none"> Review and update Wadi Degla Camping fees which contributed increasing revenues Review and update PAs concession pricing system fees which contributed increasing revenues from concessions Initiating partnerships with private sectors under CSR 	<p>The project, in cooperation with NCS, took several actions toward enhancing the diversification of revenues generated by PAs. The following actions summarize these efforts:</p> <ul style="list-style-type: none"> Coordination with Private sector was done to promote implementing ecotourism activities at WGPA and to promote the investment opportunities at the PA. This generated more revenues to the PA and improved its operational, infrastructure and human capacities and contributed to the development of WGPA economically, environmentally and culturally as well. Commercial services plans had developed for 4 PA (WGNP - RMNP – WRNP - WDPA) which determined other sources of revenues with approximately revenues of \$12 million over 10 years in addition to \$10 million as new assets and 420 Job opportunities. Eleven concession projects have been approved by EEAA CEO to be implemented within 3 PAs (Wadi Rayan, Wadi Degla and Wadi El Gemal) which to increase generated revenues from different sources such as (Partnership with private sector, touristic and agricultural projects). The WGPA Visitor's Center has been opened for bidding. Completion of field visits accompanied by a technical Committee of governmental services Authority in the Ministry of finance to develop the estimated values for all investment portfolios within targeted PAs. A remarkable improvement has been achieved in revenue generation from non-traditional sources. Revenue from concessions increased by 30% during the past 5 years. Special events and activities such as camping, sports, filming and rappelling are providing additional streams of revenues for NCS. <p>The diversification of revenues in PAs system during the 6-year project duration can be summarized in the following table (in %):</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Entrance fees</th> <th>Other sources</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2013</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2014</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2015</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2016</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2017</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2018</td> <td>95%</td> <td>5%</td> </tr> <tr> <td>2019</td> <td>95%</td> <td>5%</td> </tr> </tbody> </table>	Year	Entrance fees	Other sources	2012	95%	5%	2013	95%	5%	2014	95%	5%	2015	95%	5%	2016	95%	5%	2017	95%	5%	2018	95%	5%	2019	95%	5%	
Year	Entrance fees	Other sources																															
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2019	95%	5%																															

					2012 3.02 0.40 2013 1.73 0.18 2014 3.1 0.20 2015 1.61 0.30 2016 2.05 0.27 2017 1 0.28 2018 2.5 0.35 Note: On November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD=18 L.E. where it was 1 USD = 8 L.E.). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD.	
The progress of the objective can be described as:		On track				
Outcome 3						
Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources						
Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2018	Cumulative progress since project start	
METT Scores	Baseline scores	<i>(not set or not applicable)</i>	Improved management effectiveness in eight PAs altogether covering 1.85 million ha., as follows:	<ul style="list-style-type: none"> Since the project started METT Scores at the target PAs indicates improvement during this reporting period specially 	- METT developed for Four targeted PAs shows improved management effectiveness in some PAs due early intervention from the project and the remaining PAs need urgent corrective actions from the project. Therefore, the project has identified the gaps in those PAs and rapid intervention has made where the necessary financial requirements allocated, as well as the adoption of management system for those PAs to overcome these challenges. - METT has been developed for 8 targeted PAs as the first time to cover all targets where METT for Nabq PA was also developed. - METT Scores at the 8 target PAs indicated that there is improvement at Ras Mohammed, Wadi Degla, White desert and Wadi El Gemal NP. - As a result of improvement Ras Mohammed was declared on the IUCN Green List of protected areas as a successful model for PA.	
Business planning	Business plans in 2-3 sites, but not operational Management plans in several	<i>(not set or not applicable)</i>	By end of project, eight priority PAs are operated according to a full and consistent set of business and	<ul style="list-style-type: none"> Conducting Site Management Plan for Blue Hole area Conducting Management Plan for Wadi Degla PA 	- Management plans for 5 PAs in South Sinai were developed by PAs staff and the relevant stakeholders and experts, using a standard format. Each plan covers the following topics: summary on the PA; landscape, biodiversity and history; PA management and stakeholders and reporting structures; PA zoning; clear work plan, targets and budget.	

	sites, but lacking funds for implementation		management planning tools Standardized, high quality		<ul style="list-style-type: none"> - A framework for Commercial Services Plan was developed for Egypt's PAs to provide both short and long-term managerial direction for the commercial use of parkland and resources. It clarified the types and systems of management and maintenance services for the PA which are consistent with the nature and value at the short and long term in order to achieve the objectives of the PA and preserves natural resources as well as provides its visitors enjoy. - First commercial services plan was prepared for WGNP, which shows the types and levels of commercial activities that are necessary and appropriate for the Park and define how those activities will be managed. It includes a design of the appropriate operational guidelines and documentation for commercial activities procedures in line with national laws and regulations. - Eight management system plans for priority PAs were developed including budget data, all plans submitted to NCS for allocation of required funds for implementation. - Two Economic valuation studies were developed for both Wadi El Rayan and Ras Mohammed PA. - Concession committee drafted and reviewed RFPs for 9 investment packages from legal, technical and financial point of view. The project has officially submitted these RFPs to EEAA to starting bidding process. - Four commercial service plans were developed to guide and regulate business opportunities and concessions. - Additionally, 12 concession models of different types were developed among targeted PAs. - A pilot revenue generation scheme is currently under implementation at Satayah Dolphin House. 	
Alternative management	Ad-hoc arrangements	<i>(not set or not applicable)</i>	Community partnership system tested in at least one PA	<ul style="list-style-type: none"> • Developing Gharqana Village social survey and need assessment within Nabq PA. • A partnership has been established with community associations in St. Catherine PA to implement an Improving Employment and Income Opportunities for the Inhabitants. 	<ul style="list-style-type: none"> - Three workshops were held in Cairo, Wadi El Gemal and Sharm El Sheikh for civil society representatives, NGOs, local communities to develop a strategy and plan to mainstream participation of local communities and all stakeholders in the management of the targeted PA. - A coordinating committee was formed at NCS to ensure involvement of community partnership in PA management system processes. - Coordination with Private sector was done to promote implementing ecotourism activities at WGPA and to promote the investment opportunities at the PA. Consultation meetings with local community and relative stakeholders at the site were organized to present and discuss the implementation of the integrated development plan for WGNP. - A capacity building program for community development was initiated where the first phase of trainings started at (WGNP and WRPA) on the following topics: (1) develop 	

					<p>environmental traditional products; (2) marketing of traditional products that are developed.</p> <ul style="list-style-type: none"> - The project helped local communities on operation of four bazaars and forums in Cairo by selling natural and organic products using the natural carton casing and wrapping. The project was able to convince local communities in Siwa to send women to stand in the booths and sell their own products. - Facilitate the participation of local community members from targeted PAs in international environmental events (i.e. AMCEN conference and celebration of World Environmental Day). Most of developed community products were sold during these events which enhance their livelihood and reflected the collaboration with PAs management. - Issuing the first guide to the skills and methods of environmental education and Awareness in Protected Areas. - An action plan was prepared to support the development of the local communities within Wadi El Gemal NP and St. Catherine PA. The implementation of the plans implemented through partnerships with community groups, local NGOs and private sector. - A master plan for developing Gharqana Village through social survey and need assessment within Nabq PA, was developed. - A partnership has been established with community associations in St. Catherine PA to implement an Improving Employment and Income Opportunities for the Inhabitants. 	
Accounting, audit, reporting	Systems in place do not reach international standards	<i>(not set or not applicable)</i>	International standards systems in place by end of project	<p>A series of technical training on standards of governmental accounting and auditing, financial planning, budgeting, and reporting was provided to NCS and target PAs accounting and administrative staff. Training on UNDP Financial Sustainability Scorecard was also provided, in addition to translating the scorecard to Arabic to encourage them to use it.</p>	<ul style="list-style-type: none"> - An integrated training program was organized for all PAs financial officers, specialist and PA managers on financial aspects including: Financial planning and budgeting; Audit systems; Financial Reporting; Management of environmental funds. - A series of trainings took place for PAs financial and managerial staff on the following: (1) PAs Financial Affairs; (2) Economic Valuation of Ecosystem Services; (3) Organizational Behavior and Recruitment and Selection; (4) A guide was also prepared on PAs Financial Affairs for PA financial and managerial staff. - A technical training on standards of governmental accounting and auditing, financial planning, budgeting, and reporting was provided to NCS and target PAs accounting and administrative staff. - Training on UNDP Financial Sustainability Scorecard was also provided, in addition to translating the scorecard to Arabic to encourage them to use it. 	
-	Ras Mohammed – 69	<i>(not set or not applicable)</i>	Ras Mohammed – 85	Ras Mohammed – 80 Ras Mohammed National Park METT score shows improvement at management effectiveness, the	<p>METT - Ras Mohammed (1) Ras Mohammed – 69 Ras Mohammed – 85 All scores of METT for Ras Mohammed during the 6-year project duration can be summarized in the following table:</p>	

				<p>project provides capacity building and training for RMNP Rangers on remote sensing and monitoring. Results from a recent study by the project indicate improvement of the marine environment in Ras Mohammed compared to other sites outside of the national park. a visitor center and infrastructure development plan prepared and currently under implementation.</p>	<p>Ras Mohammed Sources</p> <table border="1"> <tr><td>2012</td><td>0</td></tr> <tr><td>2013</td><td>0</td></tr> <tr><td>2014</td><td>58</td></tr> <tr><td>2015</td><td>64</td></tr> <tr><td>2016</td><td>70</td></tr> <tr><td>2017</td><td>75</td></tr> <tr><td>2018</td><td>80</td></tr> </table> <p>- METT score at Ras Mohammed on 2014 and 2015 show a decline from a score of 69 in 2009, this was due to the considerable reduction in the government budget from \$180000 to \$90 000. In addition, to lose,10 of highly qualified staff left either moved to another PAs or have another job outside Egypt. The visitor's facilities in the PA also deteriorated reflected in huge shortage in the number of visitors. Immediately, the project took corrective action to overcome this impairment through effective coordination with EEAA, EPF and UNDP where \$1.15 million released for Ras Mohammed to improve visitor facilities and support PA management.</p> <p>- Visitor facilities and infrastructure development plan prepared and implemented. This includes comprehensive signage system, interpretation panels, environment-friendly toilets, shades and trails. Rangers trained on GIS and natural resources management methods.</p>	2012	0	2013	0	2014	58	2015	64	2016	70	2017	75	2018	80					
2012	0																							
2013	0																							
2014	58																							
2015	64																							
2016	70																							
2017	75																							
2018	80																							
-	Wadi El Gemal/Hamata – 64	<i>(not set or not applicable)</i>	Wadi El Gemal/Hamata – 85	<p>Wadi El Gemal/Hamata – 85 Wadi El Gemal METT score shows improvement at management effectiveness. As a result of WTP study, arrangements were made with Ministry Of Environment and the entrance fees collection system for Wadi El Gemal NP established by the project and currently operating successfully.</p>	<p>All scores of METT for Wadi El Gemal during the 6-year project duration can be summarized in the following table:</p> <table border="1"> <thead> <tr> <th>Wadi El Gemal</th> <th>Sources</th> </tr> </thead> <tbody> <tr><td>2012</td><td>61</td></tr> <tr><td>2013</td><td>68</td></tr> <tr><td>2014</td><td>70</td></tr> <tr><td>2015</td><td>76</td></tr> <tr><td>2016</td><td>78</td></tr> <tr><td>2017</td><td>81</td></tr> <tr><td>2018</td><td>85</td></tr> <tr><td>2019</td><td></td></tr> </tbody> </table> <p>- METT score at WGNP shows improvement at management effectiveness through raising the capacity of the park rangers and support them with a range of training courses in financial affairs and visitor management as well as assist in the rehabilitation of buildings and improve visitor's facilities.</p> <p>- METT score at WGNP shows improvement at management effectiveness. A number of publications has been produced to be distributed to the park visitors including park map, field guide and guide to history and archaeology. In addition to, the</p>	Wadi El Gemal	Sources	2012	61	2013	68	2014	70	2015	76	2016	78	2017	81	2018	85	2019		
Wadi El Gemal	Sources																							
2012	61																							
2013	68																							
2014	70																							
2015	76																							
2016	78																							
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2018	85																							
2019																								

					<p>successful implementation of the natural resource monitoring program is informing the management decisions as well as the commercial services plan activities are under implementation.</p> <ul style="list-style-type: none"> - The entrance fees collection system for Wadi El Gemal NP established by the project and currently operating successfully. 																	
-	Wadi El Rayan – 69	<i>(not set or not applicable)</i>	Wadi El Rayan – 80	Wadi El Rayan – 77 Wadi El Rayan METT score shows improvement at management effectiveness. A WTP survey has been conducted to modify the entrance fees value.	<p>All scores of METT for Wadi El Rayan during the 6-year project duration can be summarized in the following table: Wadi El Rayan Sources</p> <table> <tr><td>2012</td><td>69</td></tr> <tr><td>2013</td><td>69</td></tr> <tr><td>2014</td><td>60</td></tr> <tr><td>2015</td><td>60</td></tr> <tr><td>2016</td><td>68</td></tr> <tr><td>2017</td><td>73</td></tr> <tr><td>2018</td><td>77</td></tr> <tr><td>2019</td><td></td></tr> </table> <ul style="list-style-type: none"> - METT score at WRPA showed at the first two years' decline at PA management as the technical staff of PA moved from PA and only 3 researchers available at the PA. - Starting from 2016, METT score at WRNP shows improvement at management effectiveness through developing PA management system and finish the preparation of commercial services plan for the PA where number of investment packages for the PA was drafted and ready for bidding. - Another adding values for the PA was the establishment and opening the Wadi El Hitan museum by high level segment of ministers, which will assist in marketing the PA at the international level. - An assessment of plants of the park was completed and rangers trained on GIS and natural resource management. 	2012	69	2013	69	2014	60	2015	60	2016	68	2017	73	2018	77	2019		
2012	69																					
2013	69																					
2014	60																					
2015	60																					
2016	68																					
2017	73																					
2018	77																					
2019																						
-	St. Catherine – 63	<i>(not set or not applicable)</i>	St. Catherine – 80	St. Catherine – 75 METT score at SKP shows improvement in management effectiveness. a visitor facilities and infrastructure development plan prepared and currently under implementation for Mount Moses	<p>All scores of METT for St. Catherine during the 6-year project duration can be summarized in the following table: St. Catherine Sources</p> <table> <tr><td>2012</td><td>63</td></tr> <tr><td>2013</td><td>74</td></tr> <tr><td>2014</td><td>56</td></tr> <tr><td>2015</td><td>60</td></tr> <tr><td>2016</td><td>68</td></tr> <tr><td>2017</td><td>72</td></tr> <tr><td>2018</td><td>75</td></tr> <tr><td>2019</td><td></td></tr> </table>	2012	63	2013	74	2014	56	2015	60	2016	68	2017	72	2018	75	2019		
2012	63																					
2013	74																					
2014	56																					
2015	60																					
2016	68																					
2017	72																					
2018	75																					
2019																						

					<p>- On 2013, METT score at SKP shows improvement at the management of the PA, this was due to the implementation of GEF/UNDP project (Medicinal Plans Project) at the PA over last 7 years which supported the PA by additional staff and building their capacities through trainees' program and providing the PA with sufficient type of equipment and management Tools (PCs, GPS, Cameras, etc.) as well as the enhancement of the PA management plan.</p> <p>- On 2014, METT score at SKP shows significant revert at PA management as many of PA staff moved from PA.</p> <p>- Starting from 2017, METT score at SKP shows improvement in management effectiveness. a visitor facilities and infrastructure development plan prepared and implemented with special attention to Mount Moses.</p>																	
-	White Desert – 60	<i>(not set or not applicable)</i>	White Desert – 75	Due to security reasons the White Desert PA is currently closed for visitors, No METT score cards developed this year.	<p>All scores of METT for White Desert during the 6-year project duration can be summarized in the following table:</p> <p>White Desert Sources</p> <table border="1"> <tr><td>2012</td><td>60</td></tr> <tr><td>2013</td><td>N/A</td></tr> <tr><td>2014</td><td>N/A</td></tr> <tr><td>2015</td><td>64</td></tr> <tr><td>2016</td><td>64</td></tr> <tr><td>2017</td><td>N/A</td></tr> <tr><td>2018</td><td>N/A</td></tr> <tr><td>2019</td><td></td></tr> </table> <p>Due to political and security reasons the White Desert PA is currently closed for visitors, No METT score cards developed for few years.</p>	2012	60	2013	N/A	2014	N/A	2015	64	2016	64	2017	N/A	2018	N/A	2019		
2012	60																					
2013	N/A																					
2014	N/A																					
2015	64																					
2016	64																					
2017	N/A																					
2018	N/A																					
2019																						
-	Nabq – 59	<i>(not set or not applicable)</i>	Nabq – 80	Nabq – 69 Nabq METT score shows improvement at management effectiveness. A social and park management assessment study where prepared to inform community development and park management plans.	<p>All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:</p> <p>Nabq Sources</p> <table border="1"> <tr><td>2012</td><td>59</td></tr> <tr><td>2013</td><td>N/A</td></tr> <tr><td>2014</td><td>N/A</td></tr> <tr><td>2015</td><td>N/A</td></tr> <tr><td>2016</td><td>60</td></tr> <tr><td>2017</td><td>65</td></tr> <tr><td>2018</td><td>69</td></tr> <tr><td>2019</td><td></td></tr> </table> <p>Due to political and security reasons in some parts of Sinai , so METT score cards developed for few years.</p> <p>- Starting from 2016, METT score improved due to the following interventions by the project:</p>	2012	59	2013	N/A	2014	N/A	2015	N/A	2016	60	2017	65	2018	69	2019		
2012	59																					
2013	N/A																					
2014	N/A																					
2015	N/A																					
2016	60																					
2017	65																					
2018	69																					
2019																						

					<ul style="list-style-type: none"> o A social and park management assessment study where prepared to inform community development and park management plans. o The project supported the implementation of Nabq PA awareness and education program. Rangers trained on GIS and natural resources management methods. o Improvement of the protected areas visitor's facilities. o Upgrade the infrastructure of Ghargana Village inside the PA. 																	
-	Wadi Degla – 51	<i>(not set or not applicable)</i>	Wadi Degla – 75	<p>Wadi Degla – 68</p> <p>Wadi El Rayan METT score shows improvement at management effectiveness. A WTP survey has been conducted to modify the entrance fees value.</p> <p>Many workshops and capacity building session have been developed for the WDPA team.</p> <p>Wadi Degla and Petrified Forest Sustainable Financing and Management Model currently ongoing.</p>	<p>All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:</p> <p>Wadi Degla Sources</p> <table border="1"> <tr><td>2012</td><td>N/A</td></tr> <tr><td>2013</td><td>N/A</td></tr> <tr><td>2014</td><td>N/A</td></tr> <tr><td>2015</td><td>35</td></tr> <tr><td>2016</td><td>56</td></tr> <tr><td>2017</td><td>64</td></tr> <tr><td>2018</td><td>68</td></tr> <tr><td>2019</td><td></td></tr> </table> <p>- Starting from 2016, METT score at WDPA shows significant improvement at management effectiveness because of the following interventions:</p> <ul style="list-style-type: none"> o A full development plan for visitor facilities and PA infrastructure was developed and implemented. o Capacity building for rangers was enhanced on first- aid training and GIS. o A WTP survey has been conducted to modify the entrance fees value. 	2012	N/A	2013	N/A	2014	N/A	2015	35	2016	56	2017	64	2018	68	2019		
2012	N/A																					
2013	N/A																					
2014	N/A																					
2015	35																					
2016	56																					
2017	64																					
2018	68																					
2019																						
-	Red Sea Northern Islands – 47	<i>(not set or not applicable)</i>	Red Sea Northern Islands – 75	<p>Red Sea Northern Islands – 69</p> <p>Red Sea Northern Islands METT score shows improvement at management effectiveness.</p> <p>Rangers were trained on how to monitor Sharks and how to manage Shark attacks and accidents. The training was given to a total of 21 rangers.</p>	<p>All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:</p> <p>Red Sea Northern Islands Sources</p> <table border="1"> <tr><td>2012</td><td>N/A</td></tr> <tr><td>2013</td><td>N/A</td></tr> <tr><td>2014</td><td>N/A</td></tr> <tr><td>2015</td><td></td></tr> <tr><td>2016</td><td></td></tr> <tr><td>2017</td><td></td></tr> <tr><td>2018</td><td></td></tr> <tr><td>2019</td><td></td></tr> </table> <p>- Starting from 2016, METT score at WDPA shows significant improvement at management effectiveness because of the following interventions:</p>	2012	N/A	2013	N/A	2014	N/A	2015		2016		2017		2018		2019		
2012	N/A																					
2013	N/A																					
2014	N/A																					
2015																						
2016																						
2017																						
2018																						
2019																						

					<ul style="list-style-type: none"> o A management system plan for the PA and was developed. o An official technical committee was created to develop an economic plan for some islands in a cooperation with Red Sea governorate. o An effective cooperation between the project and PERSGA project in Red sea was done where all required equipment's for monitoring program were provided to the PA. o Two concession packages prepared including the environmental baseline assessment and the tender prospectus. Feasibility and economic assessments for the two packages were prepared to inform the concession tendering process. o Rangers were trained on how to monitor Sharks and how to manage Shark attacks and accidents. The training was given to a total of 21 rangers. 	
The progress of the objective can be described as:		On track				

ANNEX LIST OF STAFF SINCE INCEPTION

Name	Title	Year
Current Employees		
Eng. Mohammed Fathy	Project Manager	2019 – Present
Mr. Khaled Allam	Biodiversity Technical Advisor	2018 – present
Mrs. Suzan El Meniawy	Financial and Administration Manager	2019 - present

Mr. Ahmed Talaat	Engineering Unit	2017 - present
Mr. Osama Bishara	Engineering Unit	2017 - present
Mr. Ayamn Ghallab	Financial and Administration Unit	2012 – Present
Ms. Fatma Mohsen	Technical Assistant	2017 – present
Ms. Mahy Magdy	Financial and Administration Unit	2014- Present
Ms. Yara El Shenawy	Socio-Economic and Communication Specialist	2019 – present
Dr. Ali Zaki Elorabi	Senior IT Consultant (Permit and E-Ticketing System)	2019 – present (part time)
Mr. Sherif Abu El Magd	IT Specialist	2019 – present
Former Employees		
Dr. Moustafa Fouda	Project Manager	2011 – 2012
Mr. Adel Soliman	Project Manager	2012 – 2014 (Technical officer) 2014 – 2016 (Project Manager)
Mr. Mahmoud Sarhan	Technical Officer Project Manager	2011- 2013 2016 – 2018
Mr. Tarek Saleh	Project Manager	July – December 2018
Mr. Ahmed Taha	Executive Project Manager	March – June 2019 (Gov. contract)

Ms. Mona Farouk	Engineering Unit	2017 – 2019
Mr. Abdel-Rahman El Tiliawi	Engineering Unit	2017 – 2019
Mr. Ahmed Abdel Maksoud	Financial Manager	2011- 2019
Mrs. Marianne Barsoum	Financial and Administration Unit	2017 – 2018
Mr. Mohammed Kamal	Technical Officer	2017 – 2018
Mr. Omar Hassan	Technical Advisor	2017
	Acting Project Manager	2018
Mrs. Kenzie Azmi	Technical Assistant	2014 - 2015
Ms. Hala Nasr	Technical Assistant	2013 – 2014
Mr. Omar Abdel-Daim	Assistant Project Manager	2011- 2014

ANNEX PROCESS TO UPDATE THE LAW - LEGAL WORK UPDATE FEBUARY 2020

Updating Law No 102 of 1983 on Protected Areas

1. Process to update the law:

- 1) Based on the action plan of EPASP for 2019, there is an activity (Activity 1.7.1), requesting the provision of technical and financial support to Nature Conservation Sector (NCS) to produce amendments to the current Law No 102 of 1983 on Protected Area in conformity with the latest standards and commitments at both the national and international levels.

- 2) During the period from January to March 2019, the EPASP coordinated with NCS to collect and review all the previous documents related to the updating process of law no. 102/1983 on protected areas. The following documents have been reviewed:
 - Draft law on issuing a new autonomy agency “General Authority of Protected Areas (GAPA)” which will be a financially independent economic authority for protected areas. This version was prepared by EPASP during the previous years.
 - Draft law on issuing “biosafety law for controlling the genetically modified Organism (GMOs)” which prepared by a project titled “Strengthening a national framework for biosafety in Egypt” in the past years in cooperation between the Egyptian Environmental Affairs Agency (EEAA) and UN Environment.
 - Draft law on issuing “law on regulating the access and benefits sharing of biological resources” prepared by the project of “Conservation and Sustainable Use of Medicinal Plants in Arid and Semi-Arid Ecosystems” during the past years.
 - Articles related to protected areas in Law no. 4 of 1994 for the Protection of the Environment amended by Law no.9 of 2009 and their Regulations.
 - A report containing feedback and comments of the Egyptian Hotel Association (The Egyptian Hotel Chamber) related to the draft law that will result to declare “General Authority of Protected Areas (GAPA)”.
- 3) EPASP during the same period coordinate with NCS to collect and review some laws relevant to protected areas at both regional and international levels. The following laws have been reviewed:
 - Law on protected areas in South Africa.
 - Law on protected areas in United Arab Emirates.
 - Law on protected areas in Norway.
 - Law on biodiversity in Finland.
 - Law on protected areas in United States of America.
- 4) In April 2019, EPSAP prepared the first and second draft of the framework on the amendments required to update the current Law No 102 of 1983. Mutual meetings between EPSAP and NCS were held to discuss the amendments and prepare the final draft to be presented and discussed with an expanded team of Egyptian experts and scientists in the different fields related to biodiversity and protected areas.

5) In May 2019, EPSAP coordinated with NCS to convene a workshop for an expanded team of Egyptian experts and scientists in the different fields related to biodiversity and protected areas to address the following issues regarding the weakness points in the current law 102/1983 which are:

- 1) The current law on protected areas did not cover the operations and management of biodiversity components outside the PAs.
- 2) Law no.102 does not include clear mechanisms and actions to manage the areas surrounding the PAs.
- 3) The law includes no articles that address the issues of biosafety for the release and use of GMOs, combating invasive species, biotechnology, the effects of climate change on biodiversity, intellectual property rights, and access and benefits sharing of genetic resources, etc.
- 4) Lack of executive regulations that interpret the different articles of the law.

After discussion all the attendees adopted the whole amendments included in the framework and recommend the followings:

- 5) Approving the separation of the amendments required for the current Law No 102 of 1983 on PAs from the previous efforts and proposals to launch an independent economic authority for protectorates called "GAPA" beside working in the coming period on two parallel tracks which are:
 - Prepare a draft law to amend the current law on PAs and accelerate sending it to the parliament to be enacted and enforced.
 - Take the necessary actions to launch, through a Presidential decree, an independent economic authority to protect nature (tackling the issues on biodiversity, PAs, biosafety, and regulating access and benefits sharing of biological resources).
 - Entrust the NCS and EPSAP to draft a new version of the law articles and re-presenting them to a group of experts and scientists in a future workshop.
- 6) EPSAP coordinated with the NCS from June until October 2019 to carry out the following activities:
 - Reviewing the Egyptian NBSAP.
 - Resolutions issued by COP14 on Biodiversity held in Sharm El-Sheikh in 2018.
 - Reviewing all the documents relevant to Egypt's Vision 2030.
 - Reviewing the 6th National Report of Egypt on the status and trends of biodiversity.

- Preparing the 1st, 2nd, 3rd, and 4th drafts for updating the current Law No 102 of 1983 on PAs by the technical advisor of EPASP and submitting them to the NCS for revision and comments.
 - Holding a meeting between EPASP and NCS senior officers to discuss the 4th draft of updated law which ended with some notes on certain items that should be amended to cope with the current efforts of the NCS to apply the permits system of economic activities in the PAs.
 - Preparing the 5th, 6th and 7th drafts of the updated Law to be internally discussed and approved by NCS.
- 7) In November 2019, EPASP coordinated with NCS to convene the second workshop for the same group of experts and scientists who previously participated in the first workshop. The workshop was held in November 14 and it tackled all the proposed articles in the 7th draft where all attendees concluded the following recommendations:
- Approving and adopting the current 7th draft of the law amendments that had been discussed in the sessions of the workshop.
 - Assigning NCS and EPASP to review the articles on the penalties in this draft with the legal experts within EEAA and the Ministry of Environment.
 - Assigning NCS and EPASP to review and redraft the article on the classification of PAs.
 - Assigning both NCS and EPASP to add an article on this draft law that is concerned with opening a special account in EPF called “PAs account” to which all the financial resources collected by the PAs shall be collected and re-injected again for operation and management of PAs.
 - Assigning NCS to take the necessary actions to send this 7th draft of the law (after being reviewed by the legal experts in EEAA and the Ministry of Environment) as a semi-final version to the Committee on Energy and Environment in the parliament to complete discussions and issue the amended law for PAs.
- 8) In November 2019, EPASP in coordination with the NCS convened a second workshop in EPASP premises for the senior offices of NCS to review and finalize all proposed articles in the law considering all the recommendations of the second workshop referred to in the previous item by adding an article in this draft law on opening a special account in EPF and reviewing all the articles on the classification of the PAs.
- 9) Currently, the semi-final draft (7th draft) of updated Law No 102 of 1983 on PAs sent by NCS to the Ministry of Environment for the final adoption and to send this version again to the Parliament for official adoption and issuing.

2. Main elements of the updated the law (7th draft):

The current semi-final draft (7th draft) of updated Law No 102 of 1983 on PAs contains 25 articles that covers the following topics: (1) objectives of the law; (2) glossary for terminology used in the law; (3) national classification of PAs in Egypt; (4) permits for economic activities as well as entrances fees of PAs; (5) regulations to control economic activities within the different PAs three categories in the law; (6) penalties for different violations of the articles of this law; (7) create a special account in EPF called “PAs account” to which all the financial resources collected by the PAs shall be collected and re-injected again for operation and management of PAs.

The detailed of main elements and articles of the 7th draft of update law 102/1983 on PAs can be summarized as follows:

- 1) Pre-article no. 2:** The current Law No. 102/1983 on PAs shall be repealed.
- 2) Pre-article no. 3:** The Prime Minister shall issue the executive regulations to implement the provisions of the accompanying law within a year from the date of its issuance.
- 3) Article no. 1:** This law aims to:
 - 1) Achieving sustainable development of natural and cultural resources to meet the needs of present and future generations and improving the quality of life for the Egyptian citizen.
 - 2) Implementing effective measures for an integrated and well-connected network of PAs in Egypt in which all ecological systems and habitats are represented as part of the NBSAP.
 - 3) Protect and develop PAs to conserve natural, biological, cultural, geological diversity, natural heritage, natural and ecological aesthetic landscapes, and take the necessary measures to mitigate threats to these PAs.
 - 4) Encouraging the sustainable use of PAs for the benefit of the Egyptian citizen in a manner that preserves the natural components and the continuity of their provision of ecological services.
 - 5) Mainstreaming and consolidating the concepts of conservation of nature and sustainable use of natural resources within the national development projects and plans.

- 6) Encouraging and providing a national system for establishing other conservation areas/zones to conserve some important areas for biodiversity and natural heritage on the lands owned by the private sectors.
- 7) Encouraging the participation of local communities in managing natural resources within PAs.
- 8) Promote public awareness and building the capacity of people on the importance of conservation of nature and PAs while promoting sustainable development, monitoring and scientific research for conservation purposes.

4) Article no. 3: The protected areas network in Egypt consists of the following types of protected areas:

- A. PAs of Category A: This means any area of land, coastal or inland waters characterized by its unique flora, fauna, or aquatic organisms, natural phenomena, or habitats of cultural, scientific, tourism, or aesthetic values, geological formations or structures, or fossils, that declared (issued) by a presidential decree upon a proposal from EEAA. This type of PAs is declared with the aim of: preserving biodiversity; protecting ecosystems; conserve natural phenomena; managing them in an integrated manner; provide opportunities for public to enjoy their natural resources and values; and for practicing land and marine recreational activities. In this type of PAs, it is prohibited all activities that: negatively affect its natural resources; leading to over use and degradation these natural resources; loss of PAs values. In this type of PAs, it is allowed to have entertainment and tourism activities, visitation to enjoy nature, provision basic services for visitors, scientific research for conservation purposes and all of these activities shall be allowed only after obtaining a permit from EEAA.
- B. PAs of category B: this means any area of land, coastal or inland waters characterized by its unique natural or semi-natural components that have resulted from the interaction of humans and nature over the time and have distinct characteristics with distinctive environmental, biological, cultural and aesthetic values that declared (issued) by a presidential decree upon a proposal from EEAA. This type of PAs is declared with the aim of allowing sustainable use of natural resources and ecosystem services while keeping the ecological process in its balanced status. In this type of PAs, it is allowed to have developmental activities as well as cultural, local, and natural based activities that prevailing locally in the PAs and all of these activities shall be allowed only after obtaining a permit from EEAA. All types of economic activities with their locations and related regulations shall be described in details in the executive regulations of this law.

C. PAs of category C: This means any geographically defined area with private ownership or areas that fall under the jurisdiction of another administrative body, and it is expected that this area will contribute to the conservation of natural resources outside PAs defined in categories (A) and (B) in order to enhance the protection of ecosystems or conservation of specific species or preservation of geological features or integration with landscapes, in a business oriented model to achieve an economic return and have positive and sustainable impacts for the conservation of biodiversity or contribute to the sustainability of the provision of ecosystems services. The executive regulations of this law shall specify the conditions for obtaining permission to establish these type of PAs. The declaration of these type of PAs shall be done by a decision from the Minister of Environment upon the request of the owner of the land or the concerned authority.

5) Article no. 4:

Paragraph (a): EEAA shall collect fees for issuing permits of allowed economic activities within the different categories of protected areas through contractual procedures where the executive regulations for this law shall specify cases, regulations and procedures for granting permits for authorized activities as well as their scope, duration, renewal and expiry procedures.

Paragraph (b): EEAA shall collect visit fees from visitors, vehicles and entities enter the protected areas, based on a decision from the minister of environment.

6) Article no. 5: The Nature Conservation Sector (NCS) shall review, classify, and delineate the boundaries of the existing protected areas according to the categories of protected areas stipulated in Article 3 of this law within two years of the issuance of the executive regulations and take the necessary procedures to issue new declaration decree with the new boundaries.

7) Article no. 6: NCS shall prepare management plans, zoning plan land use plans for all PAs in line with the nature of each PA, and take the necessary procedures to approve these plans Board of Directors of EEAA before starting implementation of these plans.

8) Article no. 7: NCS within EEAA, exclusively, has the full jurisdiction over the declared PAs of categories (A) and (B).

9) Article no. 9:

It is prohibited by any means to carry out any of the following activities within the PAs fall within Category A described in this law:

- 1) Hunting, killing, catching or disturbing wild birds, fish, and animals, or possessing, transferring, exporting or trading any living wild species or dead parts, parts or derivatives thereof, or carrying out activities that destroy their natural habitats, change their natural behaviors or habitats, or destroy their dens or collecting or destroying eggs or their offspring.
- 2) Cutting or destroying wild plants, or possession, collection, transportation, export or trade wild plans or parts thereof, their derivatives or products, or performing actions that destroy their natural habitats or change the natural properties or their habitats.
- 3) Collecting, possessing, destroying, transferring, trading or exporting fossils (for animal or plant species) or changing their features, as well as prohibiting the destruction of geological structures, formations and phenomena, or prejudice the aesthetic level of them, or carrying out actions that affect their nature.
- 4) Introduction of alien or invasive alien species, or the contamination of soil, water, or air in any way.
- 5) All types of quarries, mines, excavation work, industrial activities, leveling of the land, building on them, or any works that change the shape of the land or vegetation.
- 6) Establishing buildings or establishments, building roads, drive vehicles, or practicing any industrial, agricultural, or commercial activities in the protected area, and with the exception of infrastructure necessary of operating and managing protected areas as well as administrative buildings of PAs.
- 7) All forms and types of aquaculture.

10) Article no. 10:

It is prohibited by any means to carry out any of the following activities within the PAs fall within Category B described in this law:

- 1) Hunting, killing, capturing, or disturbing wild birds and animals, or possessing, transferring, exporting or trading any wild species or dead or their parts or derivatives, or performing actions that destroy their natural habitats, change their natural behaviors or habitats, or destroy their dens or collecting or destroying their eggs or their offspring. EEAA can issue permits to authorize some types of traditional and sustainable uses of these species by local communities. The executive regulations of this law shall specify the regulations, conditions and thresholds of granting these permits.
- 2) Cutting or destroying plants, or possession, collecting, transferring, exporting or trading them or parts of them, their derivatives or products, or performing actions that would destroy their natural habitats or change their natural properties or habitats. EEAA can issue permits to authorize some types of traditional uses and sustainable use of these plants by local communities. The executive regulations of this law shall specify the regulations, conditions and thresholds of granting these permits.
- 3) Collecting, possessing, destroying, transferring, trading or exporting fossils (for animal or plant species) or changing their features, as well as prohibiting the destruction of geological structures, formations and phenomena, or prejudice the aesthetic level of them, or carrying out actions that affect their nature.
- 4) Introduction of alien or invasive species by deliberate and unintentional methods, or contamination of soil, water, or air in any way.
- 5) All types of quarries, mines, and aquaculture.

11) Article no. 21:

The current NCS within EEAA is responsible for conducting studies, research and monitoring that support decision-making in relation to preserving biodiversity and PAs alone or in cooperation with research centers, scientific institutions, universities and other relevant bodies.

12) Article no. 25:

A special account called the “Protected Areas Account” shall be established within the Environmental Protection Fund (EPF), to which all the financial resources of the Protected Areas Fund described in the Environmental Law No. 4 of 1994 and amended by Law No. 9 of 2009 shall be transferred, as well as all financial resources from permits system applied within PAs of categories (A), (B). In addition to PAs revenues from entrance fees, according to the provisions of this law.

The resources for this special account shall be as follows:

- The sums of allocated budget by the government to support the PAs of categories (a) and (b).
- Subsidies and donations provided by national and foreign bodies for the purposes of protecting and developing PAs of categories (A) and (B) that are accepted by EEAA’s Board of Directors.
- Revenues from permits of economic activities in PAs of categories (A) and (B).
- Revenues from entrance fees of PAs from categories (A) and (B).
- Revenues from fines and environmental compensation of degraded natural resources within PAs from categories (A), (B).

All of these revenues shall be allocated to the “Protected Areas Account” at the Environmental Protection Fund for the following purposes, after the approval of the EPF's Board of Directors:

- Development, operation and effective management of PAs from categories (A) and (B), in a manner that achieves their financial sustainability.
- Conducting studies and research and developing necessary plans for the effective management of PAs from categories (A) and (B).
- Deliver incentives to staff in PAs from categories (A) and (B).
- Rewards to mentors and police officers committed for the implementation of this law.

ANNEX INDICATORS REVIEWED AND RATED

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds						
Objective	Level and diversity of financing for the PA system	Financing of PAs is below 20% of basic scenario Only two predominant sources (government and tourism) in use	<p>Significant changes observed and PA models and approaches scoped and tested can be described below:</p> <p>PAs Annual Budget: The following sources of fund were developed during the course of the project with the following changes and progress:</p> <table border="1"> <thead> <tr> <th>Years</th> <th>Total amount of governmental funds (in million US\$)</th> <th>Note</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>6.48</td> <td>Unstable political situation</td> </tr> </tbody> </table>	Years	Total amount of governmental funds (in million US\$)	Note	2012	6.48	Unstable political situation
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			<table border="1" data-bbox="873 269 1759 464"> <tr> <td>2013</td> <td>3.8</td> <td rowspan="7">Free float of the Egyptian Pound</td> </tr> <tr> <td>2014</td> <td>5.4</td> </tr> <tr> <td>2015</td> <td>6.7</td> </tr> <tr> <td>2016</td> <td>9</td> </tr> <tr> <td>2017</td> <td>9.2</td> </tr> <tr> <td>2018</td> <td>8.8</td> </tr> <tr> <td>2019</td> <td>9.2</td> </tr> </table> <p data-bbox="732 464 1875 513">The table shows that there an increase of 41% of the annual allocated governmental budget for PAs compared to the first year of the project.</p> <p data-bbox="732 542 1881 667">Note: A major challenge toward fulfilling the gap is the rise in the Inflation Rate since Egypt started its economic reform program which included floating the currency and removing subsidies. On November 3, 2016 the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD=18 L.E. where it was 1 USD=8 L.E.). Therefore, the protected area revenues may seem to be lower than its actual value after being converted to USD.</p> <p data-bbox="732 696 1871 773">B. PAs Revenues The project in coordination with NCS set a comprehensive plan for new permits system as well as a new package of entrance fees for targeted PAs in South Sinai and Red Sea regions as a first phase.</p> <p data-bbox="732 802 1839 878">Regarding this permits system, the project provides technical and financial support to NCS to develop the comprehensive Permits System Plan (PSP) including the definitions of permitted economic activities, general conditions for all types of permits, specific conditions for each types of permits, templates for different types of permits and finally the template for the permit itself.</p> <p data-bbox="732 907 1887 1008">Additionally, the project help NCS to develop the basic equations that will help NCS to calculate the fees associated with each type of permitted economic activities. Therefore, the implementation of this new permits system will increase the level and diversity of financing of targeted PAs as it concentrates to include all types of allowed economic activities within this new system and the expected amount of fees will be collected after the full implementation of the new permits system is USD 12 Million/annually.</p> <p data-bbox="732 1037 1892 1086">Regarding the changes in entrance fees for the targeted PAs, the project provides technical supports (through several plans and reports which listed below) that raise the PAs entrance fees as follows:</p> <table border="1" data-bbox="737 1110 1824 1406"> <thead> <tr> <th>Item</th> <th>Old entrance fees</th> <th>New entrance fees</th> </tr> </thead> <tbody> <tr> <td>Foreigners</td> <td>L.E. 40</td> <td>USD 5</td> </tr> <tr> <td>Small car/foreigners</td> <td>L.E 20</td> <td>USD 5</td> </tr> <tr> <td>Big car/foreigners</td> <td>L.E 40</td> <td>USD 10</td> </tr> <tr> <td>Egyptians</td> <td>L.E. 5</td> <td>L.E. 25</td> </tr> <tr> <td>Small car/Egyptians</td> <td>L.E 5</td> <td>L.E. 25</td> </tr> <tr> <td>Big car/Egyptians</td> <td>L.E 20</td> <td>L.E 50</td> </tr> <tr> <td>Boats (17 - 20 m)</td> <td>0</td> <td>USD 10</td> </tr> <tr> <td>Boats (20 - 25 m)</td> <td>0</td> <td>USD 20</td> </tr> </tbody> </table>	2013	3.8	Free float of the Egyptian Pound	2014	5.4	2015	6.7	2016	9	2017	9.2	2018	8.8	2019	9.2	Item	Old entrance fees	New entrance fees	Foreigners	L.E. 40	USD 5	Small car/foreigners	L.E 20	USD 5	Big car/foreigners	L.E 40	USD 10	Egyptians	L.E. 5	L.E. 25	Small car/Egyptians	L.E 5	L.E. 25	Big car/Egyptians	L.E 20	L.E 50	Boats (17 - 20 m)	0	USD 10	Boats (20 - 25 m)	0	USD 20
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Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
	Levels of live coral coverage in dive sites and non-dive sites	Most Red Sea dive sites are being degraded by heavy and careless diving	<p>Review and update Wadi Degla Camping fees</p> <p>Positive scientific changes observed. Significant baseline study conducted. During TE dragon storm caused significant damage to reefs. Marine scientific surveys conducted.</p> <p>The main significant scientific changes observed during the life span of the EPASP are summarized in the following studies: <u>SENSITIVITY AND ZONING PLAN OF THE SHARM EL SHEIKH CORAL REEFS THROUGH SPATIAL MULTIPLE-CRITERIA ANALYSIS</u> The project provides technical and financial support for NCS in its efforts to minimize the impacts of tourism on coral reef at the diving sites and non-diving sites where a comprehensive study titled "SENSITIVITY AND ZONING PLAN OF THE SHARM EL SHEIKH CORAL REEFS THROUGH SPATIAL MULTIPLE-CRITERIA ANALYSIS" was developed aiming to document the current status and threats to Egyptian marine resources of the area of Ras Mohammed National Park and the city of Sharm El Sheikh, especially coral reefs, and describe initiatives to mitigate these threats and highlighted actions needed for sustainable long term use. The study concluded the followings: (1) Total of 189 sites were covered during the survey covering a total area of 125 km of coast line; (2) Total of 47 coral genera were recorded in the study area, of which 29 reef building corals; five non-reef building corals; three solitary corals and eleven soft coral genera; (3) There are differences in coral diversity between different areas of the study area with the highest number of coral genera recorded at Ras Mohammed National Park (47 genera), while the lowest were recorded in Sharm El Sheikh area with 13 coral genera; (4) Coral diversity were much higher in Ras Mohammed national park comparing to other sites along the Egyptian coast of the Red Sea including (Hurghada; Marsa Alam and Shalatieh); (5) The Egyptian coast alone supports about 200 species of reef building corals belonging to almost 50 genera which represents about four times the hard coral diversity found on Caribbean reefs, and is comparable to the coral diversity found in the Maldives and Seychelles in the Indian Ocean; (6) a total of 185 coral reef fish species were recorded belonging to 44 different families with a total number of 35 endemic fish species were recorded in the study area; (7) The highest fish diversity was recorded within Ras Mohammed national Park while the lowest were recorded in Sharm El Sheikh area; (8) Highest coral recruitment and survival rate were recorded in Ras Mohammed National Park protected area while lowest survival rate was found in Sharm El Sheikh area; and (9) Broken corals and coral fragments are main categories of coral resilience factors where the average number of broken colonies and coral fragments with the highest number recorded in Sharm area while the lowest recorded in Ras Mohammed National Park.</p> <p>The results of this study indicate that the conservation efforts within Ras Mohammed National Park are doing well due to the conservation efforts of NCS with support from EPASP. This encourages the Egyptian Government to submit a nomination file about Ras Mohammed to be on the Green List of PAs according to the IUCN. Based on the outcomes of this study the following actions have been achieved: (1) Ras Mohammed National Park declared on the Global Green List of PAs and get its certification during the IUCN Green List Celebration at Ras Mohammed as a parallel event during COP14 at Sharm El-Sheikh. This global recognition indicates that the implemented conservation efforts at RMNP is highly efficient in a way that some countries can learn from the Egyptian experience on how conserve and manage marine resources in efficient way during the park (as well as diving sites) receive pressure from tourism; and (2) RMNP has now updated management plan efficiently implemented.</p> <p><u>An updated management plan for Ras Mohammed National Park:</u> This plan organizing the human activities impacting marine natural resources at both Ras Mohammed and Sharm El-Sheikh have been developed and approved by all stakeholders in South Sinai Governorate and waiting for the final adoption of this plan by both the Governor of South Sinai and the Minister of Environment.</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
			<p><u>Updated baseline study for marine resources along Gulf of Aqaba:</u> Currently, the project provides financial support to NCS to “Assess Marine Habitats along the West Coast of the Gulf of Aqaba” where the objectives of the study are: (1) Conducting multiple marine surveys along the Gulf of Aqaba in selected sites to bring into existence the long needed baseline data on the marine habitats of the Gulf of Aqaba. Surveys will be performed either from shore or by boat depending on the accessibility of each site; (2) Mapping the extent and location of major habitats along the Gulf of Aqaba, and understanding the status of coral communities, fish populations and, to a lesser extent, the associated invertebrates; (3) Acquiring generic and detailed information on the status of coral reef habitats and their main inhabitants throughout the western coasts of Gulf of Aqaba; (4) Producing a technical report that contains sufficient information to be used as the foundation for formulating management plans for the coastal parts of the protected areas overlooking the Gulf of Aqaba; (5) Develop a framework for a comprehensive management plan outlining spatial and/or temporal zoning (Marine activities allocations), the necessary management measures to be enforced in various areas with special emphasis on spots of high importance and/or high usage concentration. The study will survey a total of 150 sites stretching from the southern boundaries of Nabq Managed Resources Protected Area, to Taba resort in the northern tip of the western cost of the Gulf of Aqaba, with a total coast length of 220 km. For the first time all the team members of the surveyors are qualified PAs’ staff specialized on marine environment.</p> <p><u>A monitoring report about marine resources at Red Sea:</u> This report contains information About living coral coverage in diving sites at the southern part of the Red Sea.</p> <p><u>Technical report about marine resources at Wadi El Gemal National Park:</u> A monitoring program for marine natural resources (including the coral reefs) and dive sites has been established for Wadi El Gemal National Park in cooperation with the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA). The program has been successfully implemented in 2016, 2017 and 2018. The results of the program are being used to inform the park management decisions related to marine life and corals conservation. Recent analyses indicate that human impact on dive sites and the associated coral communities has been decreased by at least 40% since the start of the program. Clear scientific indicators from the program report confirm that the coral reefs health has improved as a direct result of the project interventions.</p> <p><u>Marine natural resources damage assessment study:</u> Development of marine natural resources damage assessment study to be used by EEAA for economic values of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of fund for rehabilitation of degraded marine resources.</p> <p><u>Management plan for Blue Hole diving site:</u> A comprehensive management plan for Blue Hole diving site inside Abu Galum PAs was developed by the EPASP to describe the current status of marine resources at the site and to develop sets of actions, models and approaches to manage the number of tourists and divers seeking to minimize the pressure of the coral reefs at the diving site. This plan included the following documents: (1) Rapid Ecological Assessment of Coral Biodiversity and Reef Health in the Blue Hole Area, Dahab;</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
			<p>(2) Guide to stony corals of the Blue Hole reefs; (3) Environmental study to select the most suitable locations for marine jetties in the southern coastal sector of Abu Galum PA; (4) Blue Hole diving sites carrying capacity assessment; (5) Blue Hole site zoning plan; and (6) Blue Hole reef monitoring plan.</p> <p>Additional activities to the above study were carried out by the EPASP to conserve marine resources at the targeted PAs which can be summarized as follows: Visitor management training was organized at South Sinai PAs where a visitor satisfactions questionnaire was applied to measure visitor satisfactions on perceived value and quality, visitor expectations and actual experience, which can be used as indicator on the ecosystem health (coral reef) at the dive sites. The project provided technical and financial support to NCS in the procurement process to supply patrolling boats for Ras Mohammed NP, Wadi El Gemal NP and Northern Islands Marine Parks. This new boats are currently used by the PA's management for patrolling and law enforcement. Provision and maintenance of tools and equipment for the monitoring programs for targeted PAs.</p>
	Flagship species at priority PAs	Flagship species at several priority PAs have been declining (species to be defined)	<p>Scientific surveys conducted and management plans developed.</p> <p>EPASP implemented the following activities that support meeting this target, as follows:</p> <p>Capacity building activities: EPASP support three targeted PAs (Wadi El Gemal, Ras Mohammed, and Wadi El-Rayan) in developing their lists of flagship indicator species as these species were not described in the project document. EPASP in coordination with other projects working under the NCS organized a comprehensive training on how to use an integrated monitoring program for flagship species at targeted PAs. This monitoring program was designed for both marine and terrestrial species. The training aimed to assist in building the capacities of PAs team on biodiversity conservation and the sustainable use of Egypt's natural resources. Monitoring action plans were developed to monitor 5 groups of target species which are: Reptiles: (Nile crocodile); Plants: (<i>Typha domingensis</i>, <i>Capparis spinosa</i>, <i>Avicennia marina</i>); Birds: Mammals: (Cape hare, Swamp cat, Egyptian mongoose, Dorcas gazelle, Nubian ibex, Barbary sheep); Coral reef: bio-indicator fishes and coral, sea turtles, mangroves, sea grass, sea cucumber, algae, dolphins, shark, dugong; Additionally, an integrated monitoring program key flagship plant species was developed where 185 species were monitored, 2 flagship species (plants (<i>Typha domingensis</i>, <i>Capparis spinosa</i>) were monitored and action plan for recovery of <i>Avicennia marina</i> in Red sea was prepared.</p> <p>Scientific surveys: A site-level assessment of protected areas plants and vegetation coverage has been conducted at Taba, Wadi El Rayan, St. Catherine, Siwa and Omayed protected areas. The flagship plant species have been identified and monitored from 2015 to 2017. Results indicate that the plants degradation levels have decreased by around 35%. A monitoring program for groups of target flagship species was implemented in Red Sea where species of fish, coral, sea turtles, sea cucumber, algae, dolphins, shark and dugong were reported with current conservation status. Sensitivity and zoning plan of the Sharm El-Sheikh coral reefs through spatial multiple-criteria analysis (for more details see previous row about activities for previous project indicator). Baseline study for marine resources along Gulf of Aqaba (for more details see previous row about activities for previous project indicator).</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
			<p>A monitoring report about marine resources at Red Sea (for more details see previous row about activities for previous project indicator). Technical report about marine resources at Wadi El Gemal National Park (for more details see previous row about activities for previous project indicator).</p> <p>Management plans: Management plan for Ras Mohammed National Park (for more details see previous row about activities for previous project indicator). Management plan for Blue Hole diving site (for more details see previous row about activities for previous project indicator).</p>
Outcome 1	PA financing strategy	No strategy	<p>A 5-year strategy developed and partially funded.</p> <p>The 5-year national PAs system-level financing strategy was prepared at national level and was discussed and approved at a stakeholder's workshop attended by high level H.E. Minister of Environment, in presence of 80 participants, representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs, and Planning, in addition to universities, research centers, representatives of Private sector, NGOs and the local community.</p> <p>Based on the outcomes of this strategy, 7.9 million LE (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy includes an integrated plan for all financial needs over the next four years. Additionally, according to PAs financing strategy another 10 million L.E (USD 600K) were allocated to support the implementation of 5 PAs management systems which has been approved by the minister of Environment.</p> <p>Moreover, another USD 1.2 million were allocated as a co-sharing to support the upgrade the visitors and PAs infrastructure at: (1) Ras Mohammed PA; (2) St. Catherine PA; and Nabq PA. Finally, an institutional reform plan has been prepared and submitted to the Ministry of Environment to provide the enabling conditions to ensure the successful realization of the strategy goals.</p> <p>Finally, the percentage of implementation of this strategy is 80% only as the strategy define three major activities to be done but until now none of them implemented which are: Developing of NCS structure to an autonomous institution "A General Authority" with cost-effective management capacities, to ensure enabling environment and needed human development. Increase the salaries of NCS staff to be able to retain qualified staff and keep them working within the NCS. EEAA should support NCS to increase the total number of its staff by 70% from the current status within the next 5 years, to reach the basic needs on NCS staff which is about 2200 staff (i.e. 15 staff per 1000 km², while the global average of developing countries is 27 staff per 1000 km²). The total number of staff of NCS currently is 833 persons.</p> <p>Recommendation: There is a need to update this strategy after almost 9 years of implementation to cover new rising issues such as: (1) matching the financial needs of the updated NBSAP; (2) record all the success story related to the newly implemented permits system; (3) to match the new global biodiversity targets (post 2020); (4) to link to the global SDGs as well as Egypt vision for 2030.</p>
	Institutional arrangements	Ad hoc arrangements	<p>The inter-sectoral process of designing most appropriate institutional arrangements advanced. (Which sectors involved and how?). Inter-sectoral deliberation and commenting ongoing. Plans for cabinet submission in place at TE.</p> <p>The inter-sectoral process for developing an appropriate institutional arrangement including the following sectors: Ministry of Petroleum and Mineral Wealth Ministry of Electricity and Renewable Energy Ministry of Investment and International Cooperation Ministry of Higher Education and Scientific Research Ministry of Interior Ministry of Foreign Affairs Ministry of Finance Ministry of Legal and Parliamentary Affairs Ministry of Justice</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
			<p>Ministry of Tourism and Culture Ministry of Local Development Ministry of Commerce and Industry Ministry of Health and Population Ministry of Agriculture Ministry of Water Resources and Irrigation Parliament NGOs Private sector Ministry of Environment NCS</p> <p>The above described sectors were involved in all aspects related to institutional arrangement of NCS as well as financial sustainability of PAs through several meetings, training events, workshops, PAs visits, round table meetings and invitations to participate in national or international events (e.g. CBD COP14 at Sharm El-Sheikh). Some of the major achievement of the involvement of these stakeholders can be summarised as follows:</p> <p>A new draft structure and framework for NCS was prepared that contains explicit policies and procedures to implement institutional arrangements with business and social actors. The draft structure was submitted to the Cabinet of Ministers by the Minister of Environment, to amend Law 102/1983 on Egypt's protected areas; one of the key aims of the amendment is the separation of NCS with its funds from EAA to achieve autonomy. The new NCS structure will be submitted to the Cabinet of Ministers once the amendments of Law 102/1983 are approved by the Parliament.</p> <p>Inclusion of two articles (18 and 20) in the country's new constitution (2012) on "Conservation of Natural Resources" and "Protected areas" for the first time.</p> <p>Also, inclusion of new articles (18, 20, 32, 45 and 46) in the country's new constitution (2014). These articles regulate protection of Natural Resources, effective management of Protected areas, and sustainable use of natural resources toward sustainable development.</p> <p>Development of NCS Strategic Plan of 2014-2019.</p> <p>Upgrade the existing law no 102 for 1983 regarding PAs (the 7th version) where the following findings were developed: The objectives of the new PAs law are: (1) Achieving sustainable development of natural and cultural resources within PAs to meet the needs of present and future generations and improving the quality of life for the Egyptian citizen; (2) Implementing an effective system for an integrated and interconnected network of PAs in the Arab Republic of Egypt in which all Ecological systems and habitats are represented as part of the national strategy for biological diversity and its conservation; (3) Protect and develop areas as PAs, biological, cultural, geological diversity, natural heritage, natural and ecological aesthetic landscapes, and take the necessary measures to mitigate threats affecting its components; (4) Encouraging the sustainable use of PAs for the benefit of the Egyptian citizen in a manner that preserves their natural components and the continuity of their provision of ecological services; (5) Mainstreaming and consolidating the concepts of nature conservation and sustainable use in the national development projects and plans; (6) Encouraging and providing a system for establishing protection zones to conserve some important areas for biological diversity on the lands of private properties; (7) Encouraging the participation of local communities in managing natural resources inside PAs; (8) Promote public awareness and capacity building about the importance of nature conservation and PAs while promoting sustainable development, monitoring and scientific research for conservation purposes.</p> <p>This 7th version of the new law contains in its second article 31 definitions for terms used inside the proposed law. Additionally, it creates a new national classification of PAs for the first time to allow new levels of protection and management of natural resources within PAs.</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds												
			Moreover, the proposed law provide obligation on NCS to develop plans for each PAs and another obligation on EEAA to approve and support the implementation of these plans. Finally, in article 25 of the proposed law, it states that a special account called the “Protected Areas Account” shall be established in the Environmental Protection Fund, to which all the revenues and financial resources of the PAs shall be transferred to be used to support and enhance the management of PAs.												
	Financial arrangements for re-injection	Generated revenues are co-mingled with revenues from other sources and allocations to NCS are <i>ad hoc</i> and minimal	This was success with innovative financing and demonstration as profile of the projects support. (any examples) Examples for innovative financial arrangement implemented by the EPASP in coordination with NCS can be summarized as follows: For the first time within EEAA, the project managed to reach agreed modalities between EEAA, NCS and EPF to re-allocate some of the PAs revenues from the EPF to the project as a co-finance (governmental cost-sharing to the project) for the infrastructure and visitors' facilities development. The allocated revenues have been re-injected into the PAs system focusing on infrastructure and visitors' facilities development at the following PAs: (1) WGNP; (2) WDPA; (3) PFPA; (4) RMNP; (5) NPA; (6) AGPA; (7) SKPA; and (8) TPA. A new Financial Management System has been developed by the Project to facilitate Governmental spending and revenue re-injection policy. According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation for re-injection into the management of PAs as an alternative approach until the new autonomy agency established. To reach long term sustainable re-injection policy, the project in close cooperation of NCS manage to get the approval of Board of members of EPF to change its current policy and by issuing an official decree that approve a new policy to re-inject 25% of the annual PAs revenues to support the development and management of PAs network. For seeking the more sustainable process, the project in cooperation with NCS managed to issue two decrees from the CEO of EEAA to establish two permanent units operating the whole permits system within South Sinai and Red Sea General Department respectively. The main role of the two committees is to review all the documents presented by the private sector and ensure all requested activities are within the approved ones within each PA, and the extent of the requested activities are within the carrying capacity of each site within each PA. The committees are in charge of set plans for regular and periodic inspection of the approves activities within the PAs.												
	Policy regarding re-injection	No policies to guide level of re-injection	This has been developed through inclusive process.												
	Institutional structures and human capacities	Minimal human capacities or institutional structure to address issues of financial sustainability	The project did learning by doing (as PMU supported /guided work planning with NCS), training of staff and PA staff (annex- list of trainings) and supported inter-sectoral engagement as the way of doing business.												
Outcome 2	Improved financial sustainability for PAs as measured by the Financial Sustainability Scorecard Business planning Tools for revenue generation	41% = 25 out of 61 43% = 31 out of 57 Total 42% = 95 out of 227	FSC –project is over target. ?? And amount? Project supported infrastructure (see annex- list of infrastructure), business and management planning in priority areas i.e. South S. Latest percentage of the Financial Sustainability Scorecard and Business Planning Tools for revenue generation, is 80% which is over target by 38%. The progress toward financial sustainability for PAs through the life span of the project can be described as indicated in the following table: <table border="1"> <thead> <tr> <th>Year</th> <th>Financial Sustainability Scorecard (%)</th> <th>Business Planning (%)</th> <th>Total Score (%)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>0 %</td> <td>0 %</td> <td>0 %</td> </tr> <tr> <td>2013</td> <td>0 %</td> <td>0 %</td> <td>0 %</td> </tr> </tbody> </table>	Year	Financial Sustainability Scorecard (%)	Business Planning (%)	Total Score (%)	2012	0 %	0 %	0 %	2013	0 %	0 %	0 %
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	Revenues generated	2005 – 2008 annual average of \$3.7 million	<p>Final ?</p> <p>The revenues generated by PAs system during the FSP operation show sufficient progress which can be summarized in the following table:</p> <table border="1"> <thead> <tr> <th>Years</th> <th>Cumulative Revenues generated from PA (USD million)</th> </tr> </thead> <tbody> <tr><td>2012</td><td>4</td></tr> <tr><td>2013</td><td>7</td></tr> <tr><td>2014</td><td>11</td></tr> <tr><td>2015</td><td>19</td></tr> <tr><td>2016</td><td>24</td></tr> <tr><td>2017</td><td>28</td></tr> <tr><td>2018</td><td>31</td></tr> <tr><td>2019</td><td>32.8</td></tr> <tr><td>2020</td><td>34.88</td></tr> </tbody> </table> <p>Note: On November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD=18 L.E. where it was 1 USD=8 L.E.). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD.</p>	Years	Cumulative Revenues generated from PA (USD million)	2012	4	2013	7	2014	11	2015	19	2016	24	2017	28	2018	31	2019	32.8	2020	34.88				
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	Diversified revenues	95% of revenues generated by fees; Entrance fees at Ras Mohammed generating 53% of total systems revenues	<p>Currently, 13.5 % of revenues are being generated by sources other than entrance fees The current status of revenues generated from entrance fees of the 7 PAs that apply entrance fees during 2019, is as follows:</p> <table border="1"> <thead> <tr> <th>PAs</th> <th>Percentage to total entrance fees from PAS</th> </tr> </thead> <tbody> <tr><td>Ras Mohammed</td><td>66.46*</td></tr> <tr><td>Nabq PA</td><td>1.57</td></tr> <tr><td>St. Catherine</td><td>12.67</td></tr> <tr><td>Wadi Degla</td><td>2.78</td></tr> <tr><td>Wadi El-Rayan</td><td>6.18</td></tr> <tr><td>White Desert</td><td>0.27</td></tr> </tbody> </table>	PAs	Percentage to total entrance fees from PAS	Ras Mohammed	66.46*	Nabq PA	1.57	St. Catherine	12.67	Wadi Degla	2.78	Wadi El-Rayan	6.18	White Desert	0.27										
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Outcome 3	METT scores	<p>Ras Mohammed = 69 Wadi El Gemal/Hamata = 64 St Catherine = 63 White Desert = 60 Nabq = 59 Wadi Degla = 51 Red Sea Northern Islands = 47</p>	<p>These have increased to:</p> <table border="1"> <thead> <tr> <th>PAs</th> <th>RMNP</th> <th>WGNP</th> <th>SKPA</th> <th>WDNP</th> <th>Nabq</th> <th>WDPA</th> <th>Red Sea PA</th> <th>WRPA</th> </tr> </thead> <tbody> <tr> <td>Baseline score</td> <td>69</td> <td>64</td> <td>63</td> <td>60</td> <td>59</td> <td>51</td> <td>47</td> <td></td> </tr> <tr> <td>2011</td> <td>0</td> <td>61</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>N/A</td> <td>0</td> </tr> <tr> <td>2012</td> <td>0</td> <td>68</td> <td>63</td> <td>N/A</td> <td>59</td> <td>N/A</td> <td>N/A</td> <td>69</td> </tr> <tr> <td>2013</td> <td>58</td> <td>70</td> <td>74</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>69</td> </tr> <tr> <td>2014</td> <td>64</td> <td>76</td> <td>56</td> <td>64</td> <td>N/A</td> <td>N/A</td> <td>42</td> <td>60</td> </tr> <tr> <td>2015</td> <td>58</td> <td>70</td> <td>60</td> <td>64</td> <td>N/A</td> <td>35</td> <td>70</td> <td>60</td> </tr> <tr> <td>2016</td> <td>70</td> <td>78</td> <td>68</td> <td>64</td> <td>60</td> <td>56</td> <td>70</td> <td>68</td> </tr> <tr> <td>2017</td> <td>75</td> <td>81</td> <td>72</td> <td>N/A</td> <td>65</td> <td>64</td> <td>N/A</td> <td>73</td> </tr> <tr> <td>2018</td> <td>80</td> <td>85</td> <td>75</td> <td>N/A</td> <td>69</td> <td>68</td> <td>N/A</td> <td>77</td> </tr> <tr> <td>2019</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>85</td> <td>85</td> <td>80</td> <td>75</td> <td>80</td> <td>75</td> <td>75</td> <td>80</td> </tr> </tbody> </table> <p>Note: The PMU prefer to fill the METT Scorecard one month before the end of the project (May 2020).</p>	PAs	RMNP	WGNP	SKPA	WDNP	Nabq	WDPA	Red Sea PA	WRPA	Baseline score	69	64	63	60	59	51	47		2011	0	61	0	0	0	0	N/A	0	2012	0	68	63	N/A	59	N/A	N/A	69	2013	58	70	74	N/A	N/A	N/A	N/A	69	2014	64	76	56	64	N/A	N/A	42	60	2015	58	70	60	64	N/A	35	70	60	2016	70	78	68	64	60	56	70	68	2017	75	81	72	N/A	65	64	N/A	73	2018	80	85	75	N/A	69	68	N/A	77	2019									Target	85	85	80	75	80	75	75	80
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2014	64	76	56	64	N/A	N/A	42	60																																																																																																							
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2016	70	78	68	64	60	56	70	68																																																																																																							
2017	75	81	72	N/A	65	64	N/A	73																																																																																																							
2018	80	85	75	N/A	69	68	N/A	77																																																																																																							
2019																																																																																																															
Target	85	85	80	75	80	75	75	80																																																																																																							
	Business planning	Business plans in 2 – 3 sites, but not operational Management plans in several sites, but lacking funds for implementation	Project supported business planning in 8 PAs management plans in 2 PAs																																																																																																												
	Alternative management	Ad hoc arrangements	<p>Examples:</p> <p>Three workshops were held in Cairo, Wadi El Gemal and Sharm El-Sheikh for civil society representatives, NGOs, local communities to develop a strategy and plan to mainstream participation of local communities and all stakeholders in the management of the targeted PA.</p> <p>A coordinating committee was formed at NCS to ensure involvement of community partnership in PA management system processes. Coordination with Private sector was done to promote implementing ecotourism activities at WGPA and to promote the investment opportunities at the PA.</p> <p>Consultation meetings with local community and relative stakeholders at the site were organized to present and discuss the implementation of the integrated development plan for WGNP.</p>																																																																																																												

Project strategy	Objectively verifiable indicators	Baseline	TE comments with EPASP responds
			<p>A capacity building program for community development was initiated where the first phase of trainings started at (WGNP and WRPA) on the following topics: (1) develop environmental traditional products; (2) marketing of traditional products that are developed. The project helped local communities on operation of four bazaars and forums in Cairo by selling natural and organic products using the natural carton casing and wrapping. The project was able to convince local communities in Siwa to send women to stand in the booths and sell their own products.</p> <p>Facilitate the participation of local community members from targeted PAs in international environmental events (i.e. AMCEN conference and celebration of World Environmental Day). Most of developed community products were sold during these events which enhance their livelihood and reflected the collaboration with PAs management.</p> <p>Issuing the first guide to the skills and methods of environmental education and Awareness in Protected Areas.</p> <p>An action plan was prepared to support the development of the local communities within Wadi El Gemal NP and St. Catherine PA. The implementation of the plans implemented through partnerships with community groups, local NGOs and private sector.</p> <p>A master plan for developing Gharqana Village through social survey and need assessment within Nabq PA, was developed.</p> <p>A partnership has been established with community associations in St. Catherine PA to implement an Improving Employment and Income Opportunities for the Inhabitants.</p>
	Accounting, audit and reporting	Systems in place do not reach international standards	<p>An integrated training program was organized for all PAs financial officers, specialist and PA managers on financial aspects including: Financial planning and budgeting; Audit systems; Financial Reporting; Management of environmental funds.</p> <p>A series of trainings took place for PAs financial and managerial staff on the following: (1) PAs Financial Affairs; (2) Economic Valuation of Ecosystem Services; (3) Organizational Behavior and Recruitment and Selection; (4) A guide was also prepared on PAs Financial Affairs for PA financial and managerial staff.</p> <p>A technical training on standards of governmental accounting and auditing, financial planning, budgeting, and reporting was provided to NCS and target PAs accounting and administrative staff.</p> <p>Training on UNDP Financial Sustainability Scorecard was also provided, in addition to translating the scorecard to Arabic to encourage them to use it.</p>

ANNEX –STATUS OF INDICATOR REVIEW

Project strategy	Objectively verifiable indicators	Baseline	TE comments								
Objective	Level and diversity of financing for the PA system	Financing of PAs is below 20% of basic scenario Only two predominant sources (government and tourism) in use	<p>The significant changes observed as well as the PA models and approaches scoped and tested are described below.</p> <p>PAs Annual Budget: The following sources of funds were developed during the course of the project with the following significant changes and progress:</p> <table border="1"> <thead> <tr> <th>Years</th> <th>Total amount of governmental funds (in million US\$)</th> <th>Note</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>6.48</td> <td rowspan="2">Unstable political situation</td> </tr> <tr> <td>2013</td> <td>3.8</td> </tr> </tbody> </table>	Years	Total amount of governmental funds (in million US\$)	Note	2012	6.48	Unstable political situation	2013	3.8
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Project strategy	Objectively verifiable indicators	Baseline	TE comments																																													
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Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p>Development of Wadi Degla and Petrified Forest Sustainable Financing and Management Model was undertaken. Development of Blue Hole Diving Site Sustainable Management plan began. Review and update of Wadi Degla Camping fees took place.</p> <p>Positive scientific changes were observed after a significant baseline study was conducted. During TE, a dragon storm caused significant damage to reefs. Marine scientific surveys were conducted that supported the financial planning and zoning work.</p> <p>The project provided technical and financial support for NCS in its efforts to minimize the impacts of tourism on the coral reef at the diving sites and non-diving sites where a <i>comprehensive study covered significant scientific changes observed during the life span of the EPASP</i>. The main ones are summarized in “Sensitivity and zoning plan of the Sharm El Sheikh coral reefs through spatial multiple-criteria analysis.” It was developed to document the current status and threats to Egyptian marine resources of the area of Ras Mohammed National Park and the city of Sharm El Sheikh, especially coral reefs, describe initiatives to mitigate these threats and highlight actions needed for sustainable long-term use.</p> <p>The study concluded the following:</p> <ol style="list-style-type: none"> (1) Total of 189 sites were covered during the survey of a total area of 125 km of coast line; (2) Total of 47 coral genera were recorded in the study area: 29 were reef building corals; 5 were non-reef building corals, 3 were solitary corals and 11 were soft coral general; (3) There are differences in coral diversity among different areas of the study area, with the highest number of coral genera recorded at Ras Mohammed National Park (47 general) while the lowest were recorded in Sharm El Sheikh area with 13 coral genera; (4) Coral diversity was much higher in Ras Mohammed national park comparing to other sites along the Egyptian coast of the Red Sea, including (Hurghada, Marsa Alam and Shalatiem); (5) The Egyptian coast alone supports about 200 species of reef building corals belonging to almost 50 genera. This represents about four times the hard coral diversity found on Caribbean reefs and is comparable to the coral diversity found in the Maldives and Seychelles in the Indian Ocean; (6) A total of 185 coral reef fish species were recorded, belonging to 44 different families with a total number of 35 endemic fish species, was recorded in the study area; (7) The highest fish diversity was recorded within Ras Mohammed National Park while the lowest diversity was recorded in the Sharm El Sheikh area; (8) The highest coral recruitment and survival rate were recorded in Ras Mohammed National Park protected area while lowest survival rate was found in Sharm El Sheikh area; (9) Broken corals and coral fragments are the main categories of coral resilience factors, in which the average number of broken colonies and coral fragments was recorded with the highest in the Sharm area and lowest number was recorded in Ras Mohammed National Park. <p>The results of this study indicate that the conservation efforts within Ras Mohammed National Park are doing well due to the conservation efforts of NCS with support from EPASP. This encouraged the cooperative Egyptian Government to submit a nomination file about Ras Mohammed to be on the Green List of PAs according to the IUCN. Based on the outcomes of this study the following positive actions have been achieved:</p> <ol style="list-style-type: none"> (1) Ras Mohammed National Park was declared on the Global Green List of PAs and got its certification during the IUCN Green List Celebration at Ras Mohammed as a parallel event during COP14 at Sharm El Sheikh. This global recognition indicates that the implemented conservation efforts at RMNP are highly efficient in a way that some countries can learn from the Egyptian experience on how conserving and managing marine resources in an efficient way during the time when the park, as well as diving sites, receives pressure from tourism; (2) RMNP has now updated its management plan and efficiently implemented it.
	Levels of live coral coverage in dive sites and non-dive sites	Most Red Sea dive sites are being degraded by heavy and careless diving	

Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p><u>The updated management plan for Ras Mohammed National Park</u> organizing the human activities that impacted marine natural resources at both Ras Mohammed and Sharm El Sheikh was developed and approved by all stakeholders in the South Sinai Governorate and is awaiting final adoption by both the Governor of South Sinai and the Minister of Environment.</p> <p>The updated baseline study for marine resources along the Gulf of Aqaba currently provides financial support to NCS to “Assess Marine Habitats along the West Coast of the Gulf of Aqaba,” where the objectives of the study are the following:</p> <ol style="list-style-type: none"> (1) Conducting multiple marine surveys along the Gulf of Aqaba in selected sites to bring into existence the long-needed baseline data on the marine habitats of the Gulf of Aqaba. Surveys will be performed either from shore or by boat depending on the accessibility of each site; (2) Mapping the extent and location of major habitats along the Gulf of Aqaba and understanding the status of coral communities, fish populations and, to a lesser extent, the associated invertebrates; (3) Acquiring generic and detailed information on the status of coral reef habitats and their main inhabitants throughout the western coasts of Gulf of Aqaba; (4) Producing a technical report that contains sufficient information to be used as the foundation for formulating management plans for the coastal parts of the protected areas overlooking the Gulf of Aqaba; (5) Developing a framework for a comprehensive management plan outlining spatial and/or temporal zoning (marine activity allocations), the necessary management measures to be enforced in various areas with special emphasis on spots of high importance and/or high usage concentration. <p>The study is currently (AT TE) surveying 150 sites stretching from the southern boundaries of Nabq Managed Resources Protected Area to Taba resort in the northern tip of the western cost of the Gulf of Aqaba, with a total coast length of 220 km. For the first time, <i>all the team members of the surveyors are qualified PA staff specialized in marine environment.</i></p> <p><u>A monitoring report about marine resources at Red Sea</u> that contains information about living coral coverage in diving sites in the southern part of the Red Sea.</p> <p><u>A technical report^{vi} about marine resources at Wadi El Gemal National Park Shalatién</u> was written. A monitoring program for marine natural resources (including the coral reefs) and dive sites was established for Wadi El Gemal National Park in cooperation with the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA). The program was successfully implemented in 2016, 2017 and 2018. <i>Results of the program are being used to inform the park management for decisions related to marine life and coral conservation.</i> Recent analyses indicate that <i>human impact on dive sites and the associated coral communities has been decreased by at least 40% since the start of the program.</i> Clear scientific indicators from the program report confirm that the coral reef’s health has improved as a direct result of the project interventions.</p> <p><u>A marine natural resources damage assessment study^{vii}</u> was developed to be used by EEAA for determining economic values of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of funding for rehabilitation of degraded marine resources.</p> <p><u>A comprehensive management plan for Blue Hole diving site</u> inside Abu Galum PAs was developed by the EPASP to describe the current status of marine resources at the site and to develop sets of actions, models and approaches to manage the number of tourists and divers, seeking to minimize the pressure on the coral reefs at the diving site.</p> <p>This plan included the following documents:</p> <ol style="list-style-type: none"> (1) Rapid Ecological Assessment of Coral Biodiversity and Reef Health in the Blue Hole Area, Dahab; (2) Guide to stony corals of the Blue Hole reefs; (3) Environmental study to select the most suitable locations for marine jetties in the southern coastal sector of Abu Galum PA;

Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p>(4) List of Blue Hole diving sites carrying capacity assessment; (5) Blue Hole site zoning plan; (6) Blue Hole reef monitoring plan.</p> <p>Additional activities to the above study were carried out by the EPASP to conserve marine resources at the targeted PAs are summarized as follows: Visitor management training was organized at South Sinai PAs where a <i>visitor satisfaction questionnaire</i> was applied to measure visitor satisfaction on perceived value and quality, visitor expectations and actual experience. This <i>questionnaire</i> can be used as an indicator of the ecosystem health (coral reef) at the dive sites. The project provided technical and financial support to NCS in the procurement process to supply patrolling boats for Ras Mohammed NP, Wadi El Gemal NP and Northern Islands Marine Parks. These new boats are currently used by the PA's management for patrolling and law enforcement. Tools and equipment were provided and maintained for the monitoring programs for targeted PAs.</p>
	Flagship species at priority PAs	Flagship species at several priority PAs have been declining (species to be defined)	<p>Scientific surveys were conducted and the team developed management plans from them.</p> <p>EPASP implemented the following activities that support meeting this target, as follows: Capacity building activities included EPASP support of three targeted PAs (Wadi El Gemal, Ras Mohammed and Wadi El-Rayan) in developing their lists of flagship indicator species as these species were not described in the project document; EPASP, in coordination with other projects working under the NCS, organized a comprehensive training on how to use an integrated monitoring program for flagship species at targeted PAs. This monitoring program was designed for both marine and terrestrial species. The training aimed to assist in building the capacities of the PA team on biodiversity conservation and the sustainable use of Egypt's natural resources; Monitoring action plans were developed to monitor five groups of target species, which are reptiles: (Nile crocodile); Plants: (<i>Typha domingensis</i>, <i>Capparis spinosa</i>, <i>Avicennia marina</i>); birds: (White stork, pelicans, waders and falcons); mammals: (Cape hare, swamp cat, Egyptian mongoose, Dorcas gazelle, Nubian ibex, Barbary sheep); coral reef: bioindicator fishes and coral, sea turtles, mangroves, sea grass, sea cucumber, algae, dolphins, sharks and, dugong; Additionally, an <i>integrated monitoring program key flagship plant species</i> was developed through which 185 species were monitored and two flagship species (plants (<i>Typha domingensis</i>, <i>Capparis spinosa</i>) were monitored and an <i>action plan for recovery of Avicennia marina in the Red Sea</i> was prepared.</p> <p>Scientific surveys: <i>A site-level assessment of protected areas plants and vegetation coverage was conducted at Taba, Wadi El-Rayan, St. Catherine, Siwa and Omayed protected areas.</i> The flagship plant species were identified and monitored from 2015 to 2017. <i>Results indicate that the plants' degradation levels have decreased by around 35%.</i> A monitoring program for groups of target flagship species was implemented in the Red Sea, where species of fish, coral, sea turtles, sea cucumber, algae, dolphins, sharks and dugong were reported on with their current conservation status. Sensitivity and zoning plan of the Sharm El Sheikh coral reefs through spatial multiple-criteria analysis (for more details see previous row about activities for previous project indicator). Baseline study for marine resources along Gulf of Aqaba (for more details see previous row about activities for previous project indicator). A monitoring report about marine resources at Red Sea (for more details see previous row about activities for previous project indicator) This means, a detailed description of this document was described in the above row (of this table) that contains information related to the project indicator "Levels of live coral coverage in dive sites and non-dive sites" linked to project objective).</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p>Technical report about marine resources at Wadi El Gemal National Park (for more details see previous row about activities for previous project indicator).</p> <p>Management plans: Management plan for Ras Mohammed National Park (for more details see previous row about activities for previous project indicator). Management plan for Blue Hole diving site (for more details see previous row about activities for previous project indicator).</p>
Outcome 1	PA financing strategy	No strategy	<p>A five-year strategy was developed and partially funded.</p> <p>The five-year national PA system-level financing strategy was prepared at national level and was discussed and approved at a stakeholder's workshop attended by high level H.E. Minister of Environment, in presence of 80 participants, representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs, and Planning, in addition to universities, research centers, representatives of private sector, NGOs and the local community. Based on the outcomes of this strategy, 7.9 million L.E. (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy includes an integrated plan for all financial needs over the next four years. Additionally, according to Pas, financing strategy another 10 million L.E. (USD 600K) were allocated to support the implementation of five PAs management systems which has been approved by the Minister of Environment. Moreover, another USD 1.2 million was allocated as co-sharing to support the upgrade to the visitors' and PAs' infrastructure at Ras Mohammed PA, St. Catherine PA and Nabq PA. An institutional reform plan has been prepared and submitted to the Ministry of Environment to provide the enabling conditions to ensure the successful realization of the strategy goals. Finally, the percentage of implementation of this strategy is only 80%. The strategy defines three major activities to be completed, but until now none of them were implemented. They were (1) development of NCS structure to an autonomous institution, (2) production of "A General Authority" with cost-effective management capacities, to ensure enabling environment and needed human development and (3) increase salaries of NCS staff to be able to retain qualified staff and keep them working within the NCS. EEAA should support NCS to increase the total number of its staff by 70% from the current status within the next five years to reach the basic needs of NCS staff which is about 2,200 (i.e. 15 staff per 1000 km2, while the global average of developing countries is 27 staff per 1000 km2). The total number of staff of NCS is currently 833 persons. Recommendation: There is a need to update this strategy after almost nine years of implementation to cover new rising issues such as: (1) matching the financial needs of the updated NBSAP, (2) recording all the success stories related to the newly implemented permits system, (3) matching the new global biodiversity targets (post 2020) and (4) linking to the global SDGs as well as the Egypt vision for 2030.</p>
	Institutional arrangements	Ad hoc arrangements	<p>The intersectoral process of designing the most appropriate institutional arrangements was advanced. (Which sectors involved and how?). Intersectoral deliberation and commenting is ongoing. The plans for cabinet submission are in place at TE (see annex- update on process).</p> <p>The intersectoral process for developing an appropriate institutional arrangement included the following sectors: Ministry of Petroleum and Mineral Wealth Ministry of Electricity and Renewable Energy Ministry of Investment and International Cooperation Ministry of Higher Education and Scientific Research Ministry of Interior Ministry of Foreign Affairs Ministry of Finance Ministry of Legal and Parliamentary Affairs Ministry of Justice Ministry of Tourism and Culture</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p>Ministry of Local Development Ministry of Commerce and Industry Ministry of Health and Population Ministry of Agriculture Ministry of Water Resources and Irrigation Parliament NGOs Private sector Ministry of Environment NCS.</p> <p>The above sectors were involved in all aspects related to institutional arrangement of NCS as well as financial sustainability of PAs through several meetings, training events, workshops, PA visits, roundtable meetings and invitations to participate in national or international events (e.g. CBD COP14 at Sharm El-Sheikh). Some of the major achievement of the cooperative involvement of these stakeholders are summarized as follows:</p> <p><i>A new draft structure and framework for NCS was prepared that contains explicit policies and procedures to implement institutional arrangements with business and social actors. The draft structure was submitted to the Cabinet of Ministers by the Minister of Environment to amend Law 102/1983 on Egypt's protected areas. One of the key aims of the amendment is the separation of NCS with its funds from EEAA to achieve autonomy. The new NCS structure will be submitted to the Cabinet of Ministers once the amendments of Law 102/1983 are approved by the Parliament.</i></p> <p><i>Two articles (18 and 20) in the country's new constitution (2012) on "Conservation of Natural Resources" and "Protected areas" were included for the first time.</i></p> <p><i>New articles (18, 20, 32, 45 and 46) were also placed for the first time in in the country's new constitution (2014). These articles regulate protection of Natural Resources, effective management of protected areas and sustainable use of natural resources toward sustainable development.</i></p> <p>The NCS Strategic Plan of 2014–2019 was developed.</p> <p>The existing law #102 for 1983 regarding PAs was upgraded (the 7th version). The following findings were developed: The objectives of the new PA law are (1) achieving sustainable development of natural and cultural resources within PAs to meet the needs of present and future generations and to improve the quality of life for the Egyptian citizen; (2) implementing an effective system for an integrated and interconnected network of PAs in the Arab Republic of Egypt by which all ecological systems and habitats are represented as part of the national strategy for biological diversity and its conservation; (3) protecting and developing areas as PAs, biological, cultural, geological diversity, natural heritage, natural and ecological aesthetic landscapes, and taking the necessary measures to mitigate threats affecting its components; (4) encouraging the sustainable use of PAs for the benefit of the Egyptian citizen in a manner that preserves their natural components and the continuity of their provision of ecological services; (5) mainstreaming and consolidating the concepts of nature conservation and sustainable use in the national development projects and plans; (6) encouraging and providing a system for establishing protection zones to conserve some important areas for biological diversity on the lands of private properties; (7) encouraging the participation of local communities in managing natural resources inside PAs; (8) promoting public awareness and capacity building about the importance of nature conservation and PAs while also promoting sustainable development, monitoring and scientific research for conservation purposes.</p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments
			<p><i>This 7th version of the new law contains in its second article 31 definitions for terms used inside the proposed law. Additionally, it creates a new national classification of PAs for the first time to allow new levels of protection and management of natural resources within PAs. Moreover, the proposed law provides obligation on NCS to develop plans for each PA and another obligation on EEAA to approve and support the implementation of these plans.</i></p> <p><i>Finally, article 25 of the proposed law states that a special account called the "Protected Areas Account" shall be established in the Environmental Protection Fund, to which all the revenues and financial resources of the PAs shall be transferred to be used to support and enhance the management of PAs.</i></p>
	Financial arrangements for re-injection	Generated revenues are co-mingled with revenues from other sources and allocations to NCS are <i>ad hoc</i> and minimal	<p>This was success with innovative financing and demonstration as a profile of the project's support.</p> <p>Examples of innovative financial arrangement implemented by the EPASP in coordination with NCS are summarized as follows: For the first time within EEAA, the project managed to reach agreed modalities between EEAA, NCS and EPF to reallocate some of the PA revenues from the EPF to the project as a co-finance (governmental cost-sharing to the project) for the infrastructure and visitors' facilities development. The allocated revenues were reinjected into the PAs system focusing on infrastructure and visitors' facilities development at the following PAs: <i>WGPN, WDPa, PFPA, RMNP, NPA, AGPA, SKPA and TPA.</i></p> <p>A new Financial Management System was developed by the project to facilitate governmental spending and revenue re-injection policy. According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of the Ministry of International Cooperation for reinjection into the management of PAs as an alternative approach until the new autonomy agency established.</p> <p>To reach long-term sustainable re-injection policy, the project, in close cooperation with NCS, managed to get the approval of Board of Members of EPF to change its current policy and, by issuing an official decree that approves a new policy, to re-inject 5% of the annual PA revenues to support the development and management of PA network.</p> <p>To seek the more sustainable process, the project, in cooperation with NCS, managed to issue two decrees from the CEO of EEAA to establish two permanent units operating the whole permits system within South Sinai and Red Sea General Department respectively. The main role of the two committees is to review all the documents presented by the private sector and ensure that all requested activities are within the approved ones within each PA and that the extent of the requested activities is within the carrying capacity of each site within each PA. The committees are in charge of set plans for regular and periodic inspection of the approved activities within the PAs.</p>
	Policy regarding re-injection	No policies to guide level of re-injection	This has been developed through an inclusive process.
	Institutional structures and human capacities	Minimal human capacities or institutional structure to address issues of financial sustainability	The project did learning-by-doing (as PMU supported/guided work planning with NCS), training of staff and PA staff (annex: list of trainings) and supported intersectoral engagement as the way of doing business.
Outcome 2	Improved financial sustainability for PAs as measured by the Financial Sustainability Scorecard Business planning	41% = 25 out of 61 43% = 31 out of 57 Total 42% = 95 out of 227	<p>FSC project is over target.</p> <p>Project supported infrastructure (see annex: list of infrastructures), business and management planning in priority areas, i.e. South South.</p> <p><i>Latest percentage of the Financial Sustainability Scorecard and Business Planning Tools for revenue generation is 80%, which is over target by an impressive 38%. The progress toward financial sustainability for PAs through the life-span of the project is indicated in the following table:</i></p>

Project strategy	Objectively verifiable indicators	Baseline	TE comments																																				
	Tools for revenue generation		<table border="1"> <thead> <tr> <th>Year</th> <th>Financial Sustainability Scorecard (%)</th> <th>Business Planning (%)</th> <th>Total Score (%)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>0 %</td> <td>0 %</td> <td>0 %</td> </tr> <tr> <td>2013</td> <td>0 %</td> <td>0 %</td> <td>0 %</td> </tr> <tr> <td>2014</td> <td>56 %</td> <td>67 %</td> <td>54 %</td> </tr> <tr> <td>2015</td> <td>62 %</td> <td>75 %</td> <td>63 %</td> </tr> <tr> <td>2016</td> <td>69 %</td> <td>79 %</td> <td>66.5 %</td> </tr> <tr> <td>2017</td> <td>77 %</td> <td>86 %</td> <td>71.5 %</td> </tr> <tr> <td>2018</td> <td>80 %</td> <td>88 %</td> <td>0 %</td> </tr> <tr> <td>2019</td> <td>0 %</td> <td>0 %</td> <td>0 %</td> </tr> </tbody> </table> <p>Note: The PMU prefers to fill the Financial Sustainability Scorecard one month before the end of the project (May 2020).</p>	Year	Financial Sustainability Scorecard (%)	Business Planning (%)	Total Score (%)	2012	0 %	0 %	0 %	2013	0 %	0 %	0 %	2014	56 %	67 %	54 %	2015	62 %	75 %	63 %	2016	69 %	79 %	66.5 %	2017	77 %	86 %	71.5 %	2018	80 %	88 %	0 %	2019	0 %	0 %	0 %
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Revenues generated	2005 – 2008 annual average of \$3.7 million	<p>The revenues generated by PAs system during the FSP operation show sufficient progress which is summarized in the following table:</p> <table border="1"> <thead> <tr> <th>Years</th> <th>Cumulative Revenues generated from PA (USD million)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>4</td> </tr> <tr> <td>2013</td> <td>7</td> </tr> <tr> <td>2014</td> <td>11</td> </tr> <tr> <td>2015</td> <td>19</td> </tr> <tr> <td>2016</td> <td>24</td> </tr> <tr> <td>2017</td> <td>28</td> </tr> <tr> <td>2018</td> <td>31</td> </tr> <tr> <td>2019</td> <td>32.8</td> </tr> <tr> <td>2020</td> <td>34.88</td> </tr> </tbody> </table> <p>Note: In November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound. Consequently, the value of the local currency has been depreciated against the USD (1 USD = 18 L.E. where it was 1 USD = 8 L.E.). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD.</p>	Years	Cumulative Revenues generated from PA (USD million)	2012	4	2013	7	2014	11	2015	19	2016	24	2017	28	2018	31	2019	32.8	2020	34.88																	
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Diversified revenues	95% of revenues generated by fees. Entrance fees at Ras Mohammed generating 53% of total systems revenues	<p>Currently, 13.5 % of revenues are being generated by sources other than entrance fees. The current status of revenues generated from entrance fees of the seven PAs that apply entrance fees during 2019 follows:</p> <table border="1"> <thead> <tr> <th>PAs</th> <th>Percentage to total entrance fees from PAS</th> </tr> </thead> <tbody> <tr> <td>Ras Mohammed</td> <td>66.46*</td> </tr> <tr> <td>Nabq PA</td> <td>1.57</td> </tr> <tr> <td>St. Catherine</td> <td>12.67</td> </tr> <tr> <td>Wadi Degla</td> <td>2.78</td> </tr> <tr> <td>Wadi El-Rayan</td> <td>6.18</td> </tr> </tbody> </table>	PAs	Percentage to total entrance fees from PAS	Ras Mohammed	66.46*	Nabq PA	1.57	St. Catherine	12.67	Wadi Degla	2.78	Wadi El-Rayan	6.18																									
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Outcome 3	METT scores	<p>Ras Mohammed=69 Wadi El Gemal/Hamata=64 St. Catherine=63 White Desert=60 Nabq=59 Wadi Degla=51 Red Sea Northern Islands=47</p>	<p>WRPA means Wadi El-Rayan Protected Area. Its baseline score is not described in the project document and not clarified in the inception report at the beginning of the project.</p> <p>These have increased to the following:</p> <table border="1"> <thead> <tr> <th>PAs</th> <th>RMNP</th> <th>WGNP</th> <th>SKPA</th> <th>WDNP</th> <th>Nabq</th> <th>WDPA</th> <th>Red Sea PA</th> <th>WRPA</th> </tr> </thead> <tbody> <tr> <td>Baseline score</td> <td>69</td> <td>64</td> <td>63</td> <td>60</td> <td>59</td> <td>51</td> <td>47</td> <td></td> </tr> <tr> <td>2011</td> <td>0</td> <td>61</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>N/A</td> <td>0</td> </tr> <tr> <td>2012</td> <td>0</td> <td>68</td> <td>63</td> <td>N/A</td> <td>59</td> <td>N/A</td> <td>N/A</td> <td>69</td> </tr> <tr> <td>2013</td> <td>58</td> <td>70</td> <td>74</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>69</td> </tr> <tr> <td>2014</td> <td>64</td> <td>76</td> <td>56</td> <td>64</td> <td>N/A</td> <td>N/A</td> <td>42</td> <td>60</td> </tr> <tr> <td>2015</td> <td>58</td> <td>70</td> <td>60</td> <td>64</td> <td>N/A</td> <td>35</td> <td>70</td> <td>60</td> </tr> <tr> <td>2016</td> <td>70</td> <td>78</td> <td>68</td> <td>64</td> <td>60</td> <td>56</td> <td>70</td> <td>68</td> </tr> <tr> <td>2017</td> <td>75</td> <td>81</td> <td>72</td> <td>N/A</td> <td>65</td> <td>64</td> <td>N/A</td> <td>73</td> </tr> <tr> <td>2018</td> <td>80</td> <td>85</td> <td>75</td> <td>N/A</td> <td>69</td> <td>68</td> <td>N/A</td> <td>77</td> </tr> <tr> <td>2019</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>85</td> <td>85</td> <td>80</td> <td>75</td> <td>80</td> <td>75</td> <td>75</td> <td>80</td> </tr> </tbody> </table> <p>Note: The PMU prefers to fill the METT Scorecard one month before the end of the project (May 2020).</p>	PAs	RMNP	WGNP	SKPA	WDNP	Nabq	WDPA	Red Sea PA	WRPA	Baseline score	69	64	63	60	59	51	47		2011	0	61	0	0	0	0	N/A	0	2012	0	68	63	N/A	59	N/A	N/A	69	2013	58	70	74	N/A	N/A	N/A	N/A	69	2014	64	76	56	64	N/A	N/A	42	60	2015	58	70	60	64	N/A	35	70	60	2016	70	78	68	64	60	56	70	68	2017	75	81	72	N/A	65	64	N/A	73	2018	80	85	75	N/A	69	68	N/A	77	2019									Target	85	85	80	75	80	75	75	80
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	Business planning	Business plans in 2-3 sites, but not operational	<p>Project supported business planning in eight PAs</p> <p>Management plans in two PAs</p>																																																																																																												

Project strategy	Objectively verifiable indicators	Baseline	TE comments
		Management plans in several sites, but lacking funds for implementation	
	Alternative management	<i>Ad hoc arrangements</i>	<p>Examples:</p> <p>Three workshops were held in Cairo, Wadi El Gemal and Sharm El Sheikh for civil society representatives, NGOs and local communities to develop a strategy and a plan to mainstream participation of local communities and all stakeholders in the management of the targeted PA.</p> <p>A coordinating committee was formed at NCS to ensure involvement of community partnership in PA management system processes. Coordination was done with the private sector to promote implementing ecotourism activities at WGPA and to promote the investment opportunities at the PA.</p> <p>Consultation meetings with local community and related stakeholders at the site were organized to present and discuss the implementation of the integrated development plan for WGNP.</p> <p>A capacity building program for community development was initiated and the first phase of trainings started at WGNP and WRPA on developing environmental traditional products and marketing traditional products that were already developed.</p> <p><i>The project helped local communities on operation of four bazaars and forums in Cairo by selling natural and organic products using the natural carton casing and wrapping. The project was able to convince local communities in Siwa to send women to stand in the booths and sell their own products.</i> Participation of local community members facilitated from targeted PAs in international environmental events (i.e. AMCEN conference and celebration of World Environmental Day). Most of the developed community products were sold during these events. This opportunity enhanced their livelihood and reflected the collaboration with PA management.</p> <p>The first guide to the skills and methods of environmental education and awareness in Protected Areas was issued.</p> <p><i>An action plan was prepared to support the development of the local communities within Wadi El Gemal NP and St. Catherine PA. The plans were implemented through partnerships with community groups, local NGOs and private sector.</i></p> <p>A master plan was set up for developing Gharqana Village through social survey and needs assessment within Nabq PA.</p> <p><i>A partnership was established with community associations in St. Catherine PA to implement an “Improving Employment and Income Opportunities” course for the inhabitants.</i></p>
	Accounting, audit and reporting	Systems in place do not reach international standards	<p><i>An integrated training program was organized for all PA financial officers, specialist and PA managers on financial aspects, including financial planning and budgeting, audit systems, financial reporting and management of environmental funds</i></p> <p><i>A series of trainings took place for PA financial and managerial staff on the following: PA Financial Affairs, Economic Valuation of Ecosystem Services and Organizational Behavior and Recruitment and Selection. A guide was also prepared on PA Financial Affairs for PA financial and managerial staff.</i></p> <p><i>A technical training on standards of governmental accounting and auditing, financial planning, budgeting and reporting was provided to NCS and target PAs accounting and administrative staff.</i></p> <p>Training on UNDP Financial Sustainability Scorecard was also provided in addition to translating the scorecard to Arabic to encourage its use.</p>

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p>Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)</p>		

ⁱⁱ Assessment and ratings by individual outcome may be undertaken if there is added value.

ⁱⁱⁱ Includes cost efficiency and timeliness

^{iv} Refers to factors affecting the project’s ability to start as expected, such as the presence of sufficient capacity among executing partners at the project’s launch.

^v Video (uin Arabic) for said meetings between Dr. Yasmine Fouad Minister of Environment, Egypt President and the Prime Minister concerning the above mentioned issues.

<https://www.mobtada.com/details/911737>

https://www.masrawy.com/news/news_egypt/details/2020/2/23/1729805/%D8%A7%D9%84%D8%B3%D9%8A%D8%B3%D9%8A-%D9%8A%D9%84%D8%AA%D9%82%D9%8A-%D8%B1%D8%A6%D9%8A%D8%B3-%D9%85%D8%AC%D9%84%D8%B3-%D8%A7%D9%84%D9%88%D8%B2%D8%B1%D8%A7%D8%A1-%D9%88%D9%88%D8%B2%D9%8A%D8%B1%D8%A9-%D8%A7%D9%84%D8%A8%D9%8A%D8%A6%D8%A9

^{vi} It is monitoring reports about status of marine resources at Wadi El Gemal National Park (WGNP). It is in Arabic

viii The report titled “Environmental Damage Assessment Applied to coral reef” is in Arabic