

**UNDP-Egypt**

Evaluation of Egyptian Italian Environmental Cooperation Programme

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**Executive Summary**

Phase II of the Egyptian Italian Environmental Cooperation Program (EIECP) has been prepared to follow up and build on the successes of Phase I. It includes the following projects:

1. Legal and Institutional Framework Project (LIFP);
2. Capacity building and institutional support for Nature Conservation Sector (NCS);
3. Siwa Environmental Amelioration Project (SEAP);
4. Institutional Support to the Supreme Council for Antiquities for Environmental Monitoring and Management (ISSCAEMM);
5. Decision Support System (DSS) for Water Resources Planning based on Environmental Balance;
6. Elba Protected Area Development project; and
7. Wadi Rayan and Wadi Hitan Protected Area.

Another phase of EIECP will start soon. For this reason, UNDP-Egypt hired a national consultant to assess the efficiency of the previous phase, which concluded in 2010, and prepare the project document for the third phase. Under the supervision of UNDP-Country Office (CO), the consultant prepared a questionnaire to collect information.

Reviewed documents, interviewees and site visits clearly show that EIECP addressed strategic national needs. Specifically, the need to regenerate; conserve and preserve cultural and natural heritage; protect valuable natural resources, particularly fresh water resources; and manage solid wastes.

EIECP attempted to improve governance by empowering local communities by linking poverty and environmental management, such as the case of Minya and Siwa. However, projects in protected areas had limited impact on supporting the livelihoods of the locals.

UNDP is an excellent operator for programmes and projects. UNDP has been, and continues to be, responsive to national priorities. Moreover, UNDP has often shown a certain degree of flexibility.

Lack of both a phasing out strategy and a mechanism for sustaining outputs and outcomes of each project seems to be a problem. Probably, at the inception of the project, these issues were not always possible to plan for; nevertheless, there is a need for a strategy to phase out and a mechanism for sustaining outputs and outcomes of each project.

EIECP III, i.e., the upcoming phase of EIECP, has to build on the success of the previous phase. For security reasons, EIECP might not be able to operate in protectorates that are in remote areas, such as El-Gelf Al-Kabeer and Siwa. Probably in the future, there will be a chance to extend the activities EIECP III to these areas.

The challenges facing Egypt’s natural heritage and biodiversity conservation are many and varied. They include climate change, habitat degradation and desertification, tourism market volatility; human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with PAs as well as wildlife crime. To tackle these issues, NCS has to employ a multi-pronged approach and strategy; as well as engage different interest groups, stakeholders and partners.

The only means toward sustaining the protectorates of Egypt is an institutional transformation. EIECP III has to consider means for transforming NCS into an economic entity, similar to the Suez Canal Authority and the Postal Service. NCS should operate as a corporate not a public institute. This requires re-formulating the mission and mandate of NCS; and its organisational structure. It also will require reviewing legal and institutional frameworks, including Law 102/1983 for protecting nature and the Prime Minister’s decree No 264/1994.

NCS has to be responsible for conserving and managing Egypt’s protected areas and national parks. It has to be a state corporation established by an Act of the future Parliament, with the mandate to conserve and manage wildlife in Egypt, and to enforce related laws and regulations.

EIECP III has to investigate means to transform protected areas and national parks into an asset from which the local community derives services and benefits. This entails assessing the capacities of the local Non-Government Organizations (NGOs) to play a role in conserving the protectorate. It also requires investigating means of linking the local administration and other stakeholders, such as tourism private-sector companies. It is important to examine the application of Community Based Natural Resource Management (CBNRM), and preparing master plan of the land uses around the core area of the protectorate and its buffer zone.

Tourism is an engine of growth for both the local and national economy. However, it is a vulnerable economic sector. For this reason, EIECP III has to see that other local economic sectors, such as agriculture, ranging and fishing, make use of the services that the protected area provides to ensure ownership, and thus sustainability.

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# List of Abbreviations

AWP Annual Work Plan

CB Capacity Building

CBNRM Community-Based Natural Resources Management

CBO Community-Based Organisation

CEA Country Environmental Analysis

CO Country Office

CSO Civil Society Organisations

DGCD Directorate General for Cooperation and Development

DM Decision-Makers

DSS Decision Support System

EEAA Egyptian Environmental Affairs Agency

EGP Egyptian Pound

EIECP Egyptian Italian Environmental Cooperation Program

GEF Global Environment Facility

GEPA Gabal Elba Protected Area

GIS Geographical Information System

GoE Government of Egypt

ITCO Italian Technical Cooperation Office

LIFP Legal and institutional framework project

LQPA Lake Qaroun Protected Area

MAB UNESCO, Man and the Biosphere Programme

ME Marine Environment

MPS Management Planning System

MSEA Ministry of State for Environmental Affairs

MWRI Ministry of Water Resources and Irrigation

NCS Nature Conservation Sector

NEX National Execution

NGO Non-Government Organisations

NWRC National Water Research Centre

PA Protected Areas

PAMU Protected Area Management Unit

PEC Project Executive Committee

PMU Project Management Unit

POP Project Operations Plan

PPP Public-Private Partnerships

PS Planning Sector

SCA Supreme Council for Antiquities

SCDEC Siwa Community for Development Environment Conservation

SEAP Siwa Environmental Amelioration Project

SRU Strategic Research Unit

SWM Solid Waste Management

SWMU Solid Waste Management Unit

SWOT Strength, Weaknesses, Opportunities and Threats

ToR Terms of Reference

UNDP ‘United Nations Development Programme

UNESCO United Nations Educational, Scientific and Cultural Organization

USAID United States Agency for International Development

WGNP Wadi El-Gemal National Park

WHPA Wadi Hitan Protected Area

WRPA Wadi El-Rayan Protected Area

# Introduction

Phase II of the Egyptian Italian Environmental Cooperation Program (EIECP) has been prepared to follow up and build on the successes of Phase I. Another phase of EIECP will start soon. For this reason, the UNDP hired a national consultant, to assess the previous phase, which concluded in 2010; identify potential project design problems; document lessons learned and best practices as recommended inputs for the upcoming phase. Annex 1 presents the Terms of Reference (ToR) of the national consultant.

Under the supervision of UNDP-Country Office (CO), the consultant prepared a questionnaire to collect information, Annex 2. The questionnaire consists of three sections to enable a) evaluating the concluded phase; b) Strength, Weaknesses, Opportunities and Threats (SWOT) analysis of EIECP and c) support the process of designing the upcoming phase.

EIECP contributed to the protection of Egypt’s natural and cultural heritage by strengthening the capacities to adopt and implement measures for conserving and rehabilitating natural and cultural environments through supporting the EEAA. It included several projects to assist the Nature Conservation Sector of Egyptian Environmental Affairs Agency (EEAA): the Capacity Building and Institutional Support to NCS (NCSP) that seeks to build technical capacities at the central level, while providing overall technical backstopping to the Protected Area projects of Gabal Elba, Wadi El-Rayan and Siwa. Specifically, EIECP consisted of the following seven projects:

1. Legal and Institutional Framework Project (LIFP);
2. Capacity building and institutional support for Nature Conservation Sector (NCS);
3. Siwa Environmental Amelioration Project (SEAP);
4. Institutional Support to the Supreme Council for Antiquities for Environmental Monitoring and Management (ISSCAEMM);
5. Decision Support System (DSS) for Water Resources Planning based on Environmental Balance;
6. Elba Protected Area Development project; and
7. Wadi Rayan and Wadi Hitan Protected Area.

After reviewing the available documents (Listed in the Bibliography), the consultant embarked on interviewing persons who worked on the programme. Annex 3 presents the list of interviewed persons.

This report consists of six sections. Following this introduction, the report presents potential areas of intervention, where the interventions of EIECP are evaluated and possible areas of intervention in the coming phase of EIECP. The third section of the report outlines the findings of the evaluation assignment in terms of analysis, impacts, relevance and responsiveness, and effectiveness and efficiency. Next is a specific section of conclusions that deal with project design, poverty and environment nexus, capacity development, women empowerment, sustainability, and dissemination and replication. A special section presenting recommended actions ends the report.

# Potential Areas of Interventions

## Interventions of EIECP

### Legal and institutional framework project (LIFP)

This project attempted to strengthen the institutional and legal framework of the Ministry of State for Environmental Affairs (MSEA)/EEAA to improve their capability to impose environmental considerations as cross sector issues. The Legal and Institutional Framework Project (LIFP) was one of the components of Phase II. It was a three-year project, which officially started in January 2005, but experienced a long delay in becoming operational. It took the project a year to establish the Project Management Unit (PMU). Furthermore, four sub-groups were established within the PMU to address the needs and activities of the LIFP, relating to the focus sectors of:

* Solid Waste Management (SWM),
* Protected Areas (PAs),
* Marine Environment (ME) and
* Capacity Building (CB).

The year 2006 can be considered the first full year of operation in line with the final Project Operations Plan (POP) and Annual Work Plan (AWP), which the Project Executive Committee (PEC) adopted in January 2006 (El Hawary and Gotti, Legal and Institutional Framework Project for the Ministry of State for Environmental Affairs and the Egyptian Environmental Affairs Agency (LIFP) March 2007).

The project design is fully relevant to the environmental and development priorities and policies of Egypt. LIFP targets aligned perfectly with the policy framework, which MSEA and EEAA set including environmental priorities that NEAP 2002-2017 identified.

LIFP activities covered a wide spectrum of different legislative issues, as stated throughout the Project document. Most of the exerted activities were in the fields of SWM and PA. The progress in the ME sector has been less than expected. The CB component was important for the success of the project (El Hawary and Gotti, Legal and Institutional Framework Project for the Ministry of State for Environmental Affairs and the Egyptian Environmental Affairs Agency (LIFP) March 2007).

According to interviewees, the project assisted the Department of Legal Affairs at EEAA in updating, harmonizing and integrating legislation with regards to management of solid waste, designated PAs and the ME. Major policy outputs clarify the roles and responsibilities of the various public and private entities of the sector for regulating environmental management. Training on procedures for environmental Law enforcement targeted EEAA staff, judicial officers, prosecutors, judges, Governorate officers and other ministries.

### A Systemic Approach to Solid Waste Management (SWM) in Rural Governorates of Egypt Pilot Development of a Comprehensive Scheme for Minya Governorate

The project aimed at providing the necessary support to the Governorate of Minya to manage properly its municipal solid waste. In particular the project addressed the institutional, information, technical and financial needs for a sound and effective SWM system.

The project served as a model to replicate in the other rural governorates in Egypt. In addition, the project implemented a pilot action in Governorate of Minya. The pilot action was identified as a priority component of the system.

In particular, the project attempted to achieve the following results:

* A set of updated data, specific on SWM in the Governorate of Minya: The project sponsored a central, as well as 10 of the peripherals' nodes of a data collected network for the feeding a Decision Support System (DSS) and a database, put in operation. Next, was establishing a Geographical Information System (GIS) using the database integrated in a DSS, aiming to advance planning and management of collection, disposal and treatment of municipal solid wastes.
* An action plan elaborated and ready for- implementation: The project elaborated a comprehensive, sustainable and integrated SWM scheme for the entire Governorate. It was a demonstrative pilot action plan to validate the methodologies that the project developed. This pilot was executed in selected geographic and/or thematic restricted scope. The definite identification (construction of landfill, rehabilitation of composting plant, improvement of the efficiency of waste collection within a cluster area…) of such a pilot action were adjusted to the amount of available funds.
* Solid Waste Management Unit (SWMU) established: The project contributed to establishing SWMU within the Governorate. The project provided the unit and its decentralized authorities technical and managerial support. The unit was staffed with planners, engineers and other experts as well as operating staff and workers of the Governorate who received training and technical assistance on the job, to build their competence within the identified SWM cycle (with a particular focus on SWMU staff).
* A comprehensive document: The project prepared document defining clear, reliable and applicable engineering standards for the design, implementation and operation of adequate SWM schemes in rural governorates. It included proposals for new and/or enhancement of the on-going, physical infrastructure development to be established within the SWM reference framework.
* A set of detailed reports: The project prepared several guidelines and manuals defining ways and methods to enhance sustainability and effectiveness of project outputs, as well as their updating. These reports, were formulated and issued periodically, to build upon the experiences gained and lessons learned during project implementation.

The project was managed and implemented with the full participation of the Governorate, EEAA and linked with privatization efforts of SWM within the Governorate, and followed the directives of the National Solid Waste Management Program.

### Decision Support System for Water Resources Planning based on Environmental Balance

The overall objective of the DSS project was to draw water resources policies and plans that are consistent with sustainability ethics, and aim at quality of life improvement; thus avoiding decisions, which might have an adverse impact on them. Specifically, the project aimed to:

* Propose a methodology for integrating environmental and socio-economic aspects in the water resources planning exercise;
* Develop a computer-based tool that expands the capacity of Decision-Makers (DMs) in analysis and evaluation, hence stimulating the adoption of a wider and more integrated perspective in the planning process, as well as fostering the multi-actors’ dialogue; and
* Contribute to the capacity building of the researchers and cadres of concerned institutes, in particular, the National Water Research Centre (NWRC) as the implementing agency through its Strategic Research Unit (SRU); the EEAA and the Planning Sector (PS) at the Ministry of Water Resources and Irrigation (MWRI).

The second phase of DSS is a reinforcement of the activities carried out in the first phase, but with the different scope of developing a DSS to support water planning activities started from an already conceptualised set of models, rather than determining them based on the accurate analysis of the data and information available; and a different software platform – an open-source platform (Basso, Tabbo’ and El-Helw March 2007).

The project experienced delays due, in part, to the mismanagement of the available resources. The validation process was also crucial to ensure the success of the project, and to enable the use of its results (Basso, Tabbo’ and El-Helw March 2007).

It focused on delivering models to support MWRI in the activities of planning water uses. The value of the project is building a consistent set of databases shared with all the interested institutions and stakeholders (Basso, Tabbo’ and El-Helw March 2007).

The project enables the decision process to be more: consistent, effective, efficient and factual. The internal quality, easy-to-use and completeness of the features of the software applications are major characteristics of the DSS. The project is an example of a data warehouse, and data mining applied to water management and extendable to the sustainable management of natural resources (Basso, Tabbo’ and El-Helw March 2007).

### Institutional support to the Supreme Council for Antiquities (SCA)

Madinet Maddi is an archaeological complex located at the southwest province of Faiyum. It consists of the ruins of the temples that Amenemhat III and Amenemhat IV of the Twelfth Dynasty built, Figure 1. The ancient Egyptian ruins belong to the Middle Kingdom (2133 - 1633 BC). It also includes Roman monuments, Figure 2.

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| http://www.coptichistory.org/image/ancient%20egyption/9661.jpg  Figure 1 Plan of the Temple  Source: (Andrew 2010) | C:\Users\Ahmed\Pictures\2-19-2013\DSC00557.JPG  Figure 2 Statue of a Lion  Photo by El-Kholei, 19 Feb. 2013 |

The overall objective of the Institutional Support to the SCA is to build the capacities of national and local institutions and organisations to protect and manage both natural and cultural resources. University of Piza, Italy, provided technical assistance.

The project is relevant to SCA. The project trained cadres of SCA on restoration of the statues, columns and other elements made of lime stone, Figures 3 and 4. The project also trained the cadres of SCA to restore the homes of the working class built in mud bricks.

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| C:\Users\Ahmed\Pictures\2-19-2013\Resoration.jpg  Figure 3 SCA staff member restoring inscriptions on the wall of the temple  Source: SCA | C:\Users\Ahmed\Pictures\2-19-2013\DSC00556.JPG  Figure 4 SCA staff members covering a statue under restoration  Photo by El-Kholei, 19 Feb. 2013 |

The piped line for fresh water to serve Madinet Maddi is not installed, which explains why the visitors’ centre, the Cafeteria and the Gift Shop are not operational. Based on the site visit, the exhibition and conference rooms seem to be seldom used. During 2013, 600 persons visited the site; most of them are Egyptian students. It seems that the site needs serious promotion to attract tourists, and attention to crucial issues, particularly availability of drinking water.

According to one of the SCA staff members, the lime stone used in developing the statues and other elements of the temple is not durable. The temple was under about six metres of sand, which explains why the elements were intact for long periods of time. One of the possible solutions is to take these statues to a museum, and replace them with replicas.

### Capacity building and institutional support for Nature Conservation Sector (NCS)

The overall objective of this project is to contribute to the protection of Egypt’s natural and cultural resources. Specifically, this project aimed to enhance the capacity of the NCS to establish and manage a decentralized national network of PAs, included declaring White Desert National Park (WDNP) and El-Gelf Al-Kabeer Protectorate.

#### Siwa environmental amelioration project (SEAP)

Siwa oasis is located between the Qattara Depression and the Egyptian Sand Sea, nearly 50 km (30 mi) east of the Libyan border, and 560 km (348 mi) from Cairo. Siwa oasis is one of Egypt's most isolated settlements, with 23 thousand people, mostly Berbers.[[1]](#footnote-1) Its area is about 80 km (50 mi) in length and 20 km (12 mi) wide. Its fame lies primarily in its ancient role as the home to an oracle of Amon, the ruins that are a popular tourist attraction, which gave the oasis its ancient name Ammonium.

Agriculture is the main activity of the natives, particularly cultivating dates and olives. Handicrafts like basketry are also of regional importance. The isolation of the oasis caused the development of a unique culture reflected in local pottery, costume, styles of embroidery and, most notably, in the silver jewellery that women wear to weddings and important occasions. These pieces are decorated with symbols related to the history, beliefs and attitudes of the people of Siwa. In recent decades, tourism has become a vital source of income. Much attention has been given to developing hotels that use local building materials and designed based on native styles.

The overall objective of the Siwa Environmental Amelioration Project (SEAP) is to contribute to the conservation and sustainable use of natural and cultural resources in Siwa. According to the Project Document, the following are the specific development objectives of the four project components (UNDP and Italian Cooperation October 2002):

1. **Sustainable agriculture**: To improve the present productivity and to select suitable cropping patterns, enabling the diversification of the agricultural production while enhancing water-use efficiency to make better use of natural resources and to increase the household income, including generation of job opportunities for new graduates.
2. **Strengthening the Siwa Community for Development Environment Conservation (SCDEC):**[[2]](#footnote-2) To contribute to the improvement of living standards conditions in Siwa oasis by promoting local structures and mechanisms through which low-income people of Siwa, including women, can ameliorate their economic situation in a socio-economic and environmentally sustainable way. EIECP funded a museum for the culture of Siwa, Figure 5.

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| G:\wd\siwa\pic_5.jpg |
| Figure 5 SCDEC Museum for Siwi culture  Photo by Tareq El-Qanawaty |

1. **Strengthening the Siwa PA:** To firmly establish a well-managed PA, Figure 6, contributing to the development of the region as a leading tourism site, while strengthening the mandate and institutional capacity of EEAA in the Governorate.

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| D:\Documents\UNDP-EIECP\Material\siwa\pic_3.jpg |
| Figure 6 Cleopatra spring, Siwa Protected Area  Photo by Tareq El-Qanawaty |

1. **Solid Waste Management Task:** To develop and implement a SWM scheme in Siwa oasis (which includes the town of Siwa and the surrounding villages), based on the need of the local community and in line with EEAA policies.

In the main oasis, SEAP attempted to develop sustainable agriculture; support SCDEC that administered a micro-credit programme; and improved Solid Waste Management (SWM) in the town of Siwa. In the Siwa region at large, it tried strengthening the recently established Protected Area but failed due, in part, to lack of cooperation of the local administration. The funds were then used towards declaring and supporting WDNP and El-Gelf El-Kabeer protectorate.

The local community in Siwa has great potentials to promote the participatory approach by establishing and/or increasing the effectiveness of its local NGOs. If they receive the required technical and financial support the results will be positive (El Hawary, Hamed and Ferruzzi, Siwa Environmental Amelioration Project 2007).

Since the project started in January 2005, several successive versions of Overall Work plans were prepared and submitted to the Governor of Matrouh, who chaired the Project PEC. However, he never approved any of these work plans, as it was not easy to reach agreement with him on some items requested to be financed from the third Component, i.e., Siwa Protected Area. The deadlock was partially eased in May 2006, i.e., a year and half later, when work plans for components one, two, and four were eventually approved to operate till December 2008. The work plan for the Siwa PA, as mentioned earlier, was not endorsed, pending reaching an agreement on the Health Centre and eco-lodge issue. The decision was to allocate the funds to other protected areas – WDNP and El-Gelf El-Kabeer. Meanwhile, the Italian DGCD stopped the approved SWM component, until an agreement is reached for the Siwa Protected Area (El Hawary, Hamed and Ferruzzi, Siwa Environmental Amelioration Project 2007).

EIECP funded the development of the visitor centre in Siwa, Figure 7, and provided a maintenance plan for the visitor centre (EIECP 2010). According to an interviewee from EEAA, since the project faced problems, funds were then used towards declaring the White Desert as a protectorate.



Figure 7 Visitor Centre at Siwa Protectorate

Source: (Image House n.d.)

The project used time at the beginning to procure equipment, set procedures for operation, staff personnel, etc. Some funds were disbursed as micro credits/ revolving funds under the first component for land reclamation, livestock production, etc. During the mid-term evaluation only two components were operational: Sustainable agriculture and strengthening SCDEC. The beneficiaries welcomed a successful program of introducing organic composting on a pay-service basis initiated in several locations (El Hawary, Hamed and Ferruzzi, Siwa Environmental Amelioration Project 2007). Lacking coordination and communication among various stakeholders led to wasting time and preventing the possibility of reaching a win-win agreement on disputed issues.

Since July 2010, a presidential decree no. 204/2010 was issued. It regulates the existence of foreigners and Egyptians, who are not from this region of the country, in areas nearby the Libyan borders, tourism has declined. Currently, tourism in these areas is not totally in accordance with regulations, including the decree of the marital ruler no. 5/1984.

#### Gabal Elba Protected Area development project

Gabal Elba Protected Area (GEPA) is an extensive and complex area comprised of a number of ecosystems: The mangroves of the Red Sea, the 22 islands of Red Sea, coral reefs, coastal sand dunes, coastal salt marshes, coastal desert plains and a cluster of coastal mountains (Gabal Elba, Gabal Ebruq and Al Daeeb). Gabal Elba is the single igneous mountain rising up to 1 437 m. Its summit is a "mist oasis" where a considerable part of precipitation is contributed in the form of dew or mist and clouds, creating a unique and rare ecosystem not found anywhere else in Egypt (State Information Service n.d.).

The abundance of moisture allows the existence of an exceptionally diverse flora. Some 458 species are known at the reserve. Ferns, mosses and succulents are fairly common in the mist zone at higher altitudes. *Biscutella elbensis* is endemic to Gebel Elba. At lower altitudes, in mountain wadis and foothills, there is dense parkland dominated by *Acacia tortilis*, *Delonix elata*, *Aerva persica* and *Euphorbia cuneata*. Salt-marsh vegetation and mangrove swamps fringe long stretches of the coast (I (State Information Service n.d.).

Gabal Elba supports a rich faunal diversity unparalleled in any other desert environment in Egypt, Figure 8. Forty species of birds, several of these are Afro-tropical; Ostrich *Struthio camelus* and Lappet face Vulture *Torgos tracheliotus* are still found in the Gebel Elba area, though they have disappeared from most of their former North Africa/Middle-eastern range. Twenty three species of mammals, including the endangered sea cow Dugong, thirty species of reptiles and one amphibian species (State Information Service n.d.).

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| http://www.biomapegypt.org/biodiversity/Ar/Eco_tourism/Elba/04.jpg |
| Figure 8 Elba Protectorate  Photo by J. Moaz and others, <http://www.justice-lawhome.com/vb/showthread.php?p=12537> |

GEPA project is a component of Phase II of EIECP. GEPA project has been designed as part of a fully integrated Protected Area component of the EIECP. It pursued the general aim of enhancing EEAA capabilities to plan and implement nature conservation on a sustainable basis, and thus contributing to the preservation and protection of biotic communities of plants and animals, as well as of the other natural features, of a portion of the Egyptian desert.

More specifically the project supported NCS in preparing a plan for the on-going management of GEPA in accordance with the Management Planning System (MPS) for PAs. It contributed to strengthen the capacities of NCS to manage GEPA by providing technical assistance and equipment. It supported the process of collecting existing data on GEPA. The project assisted in elaborating a funding plan for GEPA to attract investments to the Protected Area. The project sponsored a local environmental awareness program and initiated local development projects founded on the natural resource base. Furthermore, the project, in collaboration with Wadi Allaqi Protected Area, held discussions with the Sudanese authorities regarding transboundry efforts to preserve the whole ecosystem.

EIECP and United States Agency for International Development (USAID) developed the visitor centre at Shalteen, Red Sea. The visitor centre includes a library, Figure 9, and a greenhouse to grow native plants, Figure 10. Unfortunately, the centre is not functioning. It is not equipped with exhibits; data show, posters, etc. and the library has not books or equipment, such as stacks.

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| Figure 9 The library at the Visitor Centre, Shalatten, Red Sea  Photo by El-Kholei, 21 Feb. 2013 |
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| Figure 10 Greenhouse, Visitor Centre, Shalatten, Red Sea  Photo by El-Kholei, 21 Feb. 2013 |

#### Wadi El-Rayan Protected Area

Wadi El-Rayan is a depression is located in the western desert of Egypt, about 65 km southwest of the City of El-Faiyum and 80 km west of the Nile River. The reserve is composed of Upper Lake (50.90 km2) lower lake (62.00 km2), water falls between the two lakes, Figure 11, springs, of which three are sulphur springs at the southern side of the lower lake, with extensive mobile sand dunes; Mountain Manqueer El-Rayan at the south and southeast of the springs where marine fossils and archaeological remains are found; and Mountain Madwera near the lower lake, which is known for its extensive dune formations. (State Information Service n.d.).

The vegetation is confined to inter-dune areas around springs and at the base of large dunes. The vegetation cover is made of 13 species of perennial plants and a few individuals of *Calligonum comosum* and *Zygophyllum* album (State Information Service n.d.).

The area accommodates the world’s only known population of the endangered Slender-horned *Gazella leptoceros*. The *Dorcas Gazella* is still found in the area in small numbers while both the Fennec *Vulpes zerda* and Ruppell’s Sand Fox V. *rueppelli* are scarce. There are 11 species of reptiles, nine species of mammals, 13 species of resident birds, and 26 migrant and vagrant birds (State Information Service n.d.).

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| Figure 11 Waterfalls at Wadi El-Rayan  Photo by El-Kholei, 19 Feb. 2013 |

Wadi El-Rayan offers beautiful desert sceneries. Camping, riding mountain bikes and sand surfing are among the tourists’ activities. Before January 2011, many foreign expats would escape stresses of urban life and camp in Wadi El-Rayan on the sand dunes under clear skies enjoying bright stars and serene environment.

A monastery is built within four small lakes, where a large variety of wild flora and fauna flourished within the core area of the protectorate. During the chaos that associated the January 25th revolution, the monastery expanded, and a fence of 7.5 km long annexed the four springs and fertile land to be part of it. There are several decrees from a court of law for demolishing this fence, but enforcing the law is not easy at the moment. Presence of humans and these developments have frightened most of the animals away.

The project aimed to build the capacities of EEAA staff on planning and implementing activities for nature conservation on a sustainable basis, thus contributing to the preservation and protection of the biotic communities of plants and animals, as well as of the other natural resources (Shahd, Soncini and Saleh 2007). The objective of the project was to support the management of WRPA in a sustainable manner with the participation of local stakeholders while contributing to the economic development of Faiyum, thereby building the capacities of MSEA - EEAA to put, on a sustainable basis, nature conservation into practice actions. According to Shahd et. al. (2007), specific objectives included:

1. The Protected Area Management Unit is strengthened through the enhancement of its administrative and technical capacities and increased financial sustainability.
2. The enhancement of the management capacity of the local Environmental Management Unit at the Governorate of Faiyum.
3. Key stakeholders were involved in the collaborative management of the Protected Area.
4. The eco-tourism sector linked to the PA is developed and diversified.
5. The recreational and educational functions of WRPA and Madinet Maddi are integrated.
6. Wadi El-Rayan becomes a leading site for environmental education.
7. The Wadi El-Hitan area is effectively managed as a World Heritage Site.

There are several problems in the PA. Land reclamation is atop these issues. It uses water from the Upper Lake, and does not apply sustainable agricultural production processes, such as using chemical fertilizers, generating solid agricultural wastes, etc. Oil extraction processes in the area can have negative impacts on the PA. The monastery has illegally (without any license) occupied the land and constructed a fence, which prohibits access to four small springs and the vegetation that supports wild life. “Trees and other vegetation have been removed by the monastery to clear the way for their expansion. Exotic trees and other plants have been planted, and water is being pumped for irrigation and other uses, leaving the natural vegetation to dry out…There is evidence that gazelle population in this area has greatly diminished because of the monastery’s activities” (Shahd, Soncini and Saleh 2007, 16). The Park Management does not control the number of catches in the two lakes… As for the fishing farms, they occupy a total area of not less than three thousand feddan. The fishing farms obtain their water from the Upper Lake and they discharge their water in the Lower Lake (Shahd, Soncini and Saleh 2007).

The project is relevant to the priorities of Egypt. To a large extent, the project has substantially achieved its objectives, and has been successful in firmly establishing a well-managed Protected Area. The protected area was not made at the centre of the efforts of developing the local community. Probably, because “Project official documents and project operation plans reveal extreme concentration of project budget on one of the seven project's activities, which is Activity 1: The Protected Area Management Unit (PAMU) is strengthened through the enhancement of its administrative and technical capacities and increased financial sustainability” (Shahd, Soncini and Saleh 2007, 9). International consultants used 17 per cent of the total budget. Project personal used 35 per cent of the total budget. This might be the reason for the Minister’s verbal request to decrease the amount of money allocated for consultants and allocate it to other areas, such as infrastructure and equipment (Shahd, Soncini and Saleh 2007).

The visitor centre is not operational as the contractor has not handed the building to NCS. Before closing in 2010, EIECP provided NCS with a plan to maintain the visitor centre.

EIECP funded the elaboration of a business plan for WRPA. The purpose of this business plan is to examine the financial situation of the protected area and to establish a financial strategy for sustainable financing. The plan identifies the current sources of funding, revenues, and expenditures of the protected area, and relates these to future needs (Galndo, et al. 2007).

The protected area has the following five sources of funding: governmental budget; entrance fees; camping fees; concessions and commercials; and donor support. The only dependable and secure source of finance is the annual governmental budget,[[3]](#footnote-3) which is absolutely not sufficient. Revenues from entrance fees, concessions and commercials in the year 2006/07 mounted to LE 417 thousand. Other sources of funding are not sustainable. For example, the three-year EIECP, at that time, included LE 9,400 thousand. Furthermore, Wadi El‐Ryan’s twin park in Italy, Gran Sasso National Park, has allocated LE 600 thousand for improving education and communications facilities (Galndo, et al. 2007).

The report estimated the deficit between current and needed funding to be LE 7,421,272.[[4]](#footnote-4) “The business plan shows that WRPA could not achieve self‐sufficiency, even if the current revenues could be retained. Therefore, the protected area needs to increase its revenues and diversify its sources of funding” (Galndo, et al. 2007, 3). However, the business plan presents 13 revenue generating mechanisms including:

* Establishing a separate entrance fee for Wadi El‐Hitan, which is already implemented as will be presented later in this report;
* Revising the current concession system, which requires revising the Prime Minister’s decree No. 214/1994;
* Establishing a new concession agreement at Wadi El‐Hitan for the cafeteria and gift shop;
* Organising national and international events at WRPA;
* Selling souvenirs, gifts and booklets;
* Redeveloping and operating the Safari Camp in the main visitor area;
* Appling the immediate fine system for violations in the protected area;
* Establishing agreements with relevant stakeholders to support activities;
* Establishing corporate sponsorships by stakeholders that benefit from the resources, thus applying the concept of Community Based Natural Resource Management (CBNRM), which is recommended later in this report;
* Establishing lateral agreements to diversify sales and revenue generation opportunities;[[5]](#footnote-5)
* Establishing partnerships that provide in‐kind support, such as research agreements; seek donor support for projects (Galndo, et al. 2007).

The business plan proposes several measures to assure sustainability of the PA via institutional transformation including establishing an NGO and a special services unit, similar to that of Sharm El-Sheikh (Galndo, et al. 2007).

#### Wadi Hitan Protected area

Wadi Hitan Protected Area (WHPA) 60 km south of Wadi El-Rayan, and around 150 km southwest of Cairo. It is an area of fossils; considered as an open museum which dates back to 40 million years and contains petrified primitive skeletons of whales, shark teeth, shells and roots of mangroves preserved in soft rocks. It is also home to 15 species of desert plants, sand dunes and about 15 types of wild mammals including the white deer, the Egyptian deer and the red fox (State Information Service n.d.).

Wadi Al-Hitan, or the Valley of the Whales, Figure 12, is an expanse of desert littered with fossils, and located behind a mountain known as Gabal Gar Gohannam (The Mountain Next to Hell). In the light of the setting sun, the mountain seems ablaze with an eerie red light. Studies of Gabal Gar Gohannam had shown that most of the fossils in the area are of marine creatures. Complete skeletons of sharks, dogfish and whales have been located. Wadi Al-Hitan is also near the Al-Qatrani mountain range, well known for its value as a geological site.[[6]](#footnote-6) It used to be a jungle, where all kinds of mammals lived. The whole area is about 150 km of desert. Today, it is an open-air geological museum (State Information Service n.d.).

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| Figure 12 Wadi Hitan, an Open Museum  Source: WHPA, Guide to Open Museum |
| http://whc.unesco.org/uploads/thumbs/site_1186_0022-500-334-20110809172640.jpg |
| Figure 13 Wadi Al-Hitan  Photo by Jean-Jacques Gelbar, Jean-Jacques Gelbar, United Nations Educational, Scientific and Cultural Organization (UNESCO), <http://whc.unesco.org/pg.cfm?cid=31&l=en&id_site=1186&gallery=1&&index=13> |

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| Figure 14 Whales evolved from land dwelling mammals  Source: WHPA, Guide to Open Museum |

Wadi Al-Hitan, which is on the list of UNESCO for World Heritage Conservation, Figure 15, contains valuable fossil remains of the earliest, and now extinct, suborder of whales, Archaeoceti. These fossils represent one of the major stories of evolution: the emergence of the whale as an ocean-going mammal from a previous life as a land-based animal. This is the most important site in the world for the demonstration of this stage of evolution. It portrays vividly the form and life of these whales during their transition. The number, concentration and quality of such fossils at WHPA are unique, as are their accessibility and setting in an attractive and protected landscape. The fossils of whales show the youngest archaeocetes, in the last stages of losing their hind limbs. Other fossil materials in the site makes it possible to reconstruct the surrounding environmental and ecological conditions of the time (n (UNESCO n.d.)

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| C:\Users\Ahmed\Downloads\site_1186_0001.JPG |  |
| Figure 15 Wadi Hitan is on the list for World Heritage Conservation  Photo by Guy Debonnet UNESCO, 13/12/2007 <http://whc.unesco.org/pg.cfm?cid=31&l=en&id_site=1186&gallery=1&&maxrows=22> | Figure 16 List of fees at WHPA  Photo by El-Kholei, 19 Feb. 2013 |

Most of the visitors to WHPA are foreigners, often expats who live and serve in Cairo and who know the place. Since January 2011, the number of tourists has dropped almost 50 per cent, according to the interviewees. WHPA has to be promoted as a tourist destination for both Egyptians and foreigners. There is a need for services to be available against the fees paid for the entering the PA, camping, and other activities.

Posted on the wall of the café/gift shop is a sign, Figure 16, listing the fees) for foreigners as follows: EGP 40 per person, EGP 10 per car, EGP 20 per bus, and EGP 80 for camping; notice that the list of fees is written in Arabic for foreigners!!! The road (34 km) from WRPA is not maintained. There is a tank for water that is filled on a periodic basis, but not enough to serve large numbers of visitors. The electric power needs more attention, where the solar panels are not enough, and the rangers and the operator of the café/gift shop have to use a diesel generator, which disrupts the feeling of serene and tranquillity that the visitor seeks.

EIECP provided a maintenance plan for the unpaved track to WHPA (EIECP 2010). There are no funds allocated to implement the plan.

#### White Desert Protected Area

The White Desert is a national park, Figure 17, since 2002. It is located north of the oasis of Farafra It is an area of outstanding natural beauty; it now covers an area of 3900 km2 (Image House n.d.). EIECP contributed funds for WDNP from the SEAP project as mentioned earlier.

The terrain is flat. In ancient times, the desert was the bottom of the ocean, but after the water went down, stayed karst formations, formed the bizarre landscapes of great beauty. The desert is really white, because of the karst formations, which greatly contrasts with the yellow sand. At night, the moonlight and twinkling stars this place is reminiscent of the arctic landscape. Indeed, there are some similarities with Dry valleys in Antarctica (Beautiful places and National Parks 2012).

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| http://www.egyptheritage.com/img/WDNP-07.jpg |
| Figure 17 White Desert National Park  Source: Image House,. *White Desert National Park Infrastructure.* n.d. <http://www.egyptheritage.com/eco_WDNP4.htm#img> (accessed March 5, 2013). |

The desert is perfectly clean. Tourists do not leave behind any waste. All garbage is packed in special plastic containers for recycling. Travellers and tourists stay overnight in the desert. It is safe. No wild animals. There is only the small desert fox that can get to the camp at night in search of the food (Beautiful places and National Parks 2012).

The White Desert is popular because of its unusual rock formations. The most interesting of them is the white rock, balancing on a white column. The snow-white desert is actually made of chalk, which formed over thousands of years. Rock mushrooms in the desert were once common rock formations, but over time, their bases have been erased by the wind and sand that blows with quite a large force (Beautiful places and National Parks 2012).

Visitors marvel at the white chalk inselbergs, Figure 18, carved by nature into fantastic shapes. Lying on the ground, small calcite crystals together with fossils and black nodules of iron pyrites can be spotted. Elsewhere in the park, small uninhabited oasis and the scattered mini-depressions is a distinctive feature in the desert as they result small patches of green that contrast with the golden-beige sand and the white chalk. The visitor may catch a glimpse of the fox, the Sooty falcon or other desert wildlife (Image House n.d.).

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| http://4.bp.blogspot.com/-Yg1uk_yHSYU/T-26YsCNeeI/AAAAAAAAAFM/2Xl_WZ-qPHM/s1600/%D0%91%D0%B5%D0%BB%D0%B0%D1%8F+%D0%BF%D1%83%D1%81%D1%82%D1%8B%D0%BD%D1%8F5.jpg |
| Figure 18 One of the inselbergs, the White Desert National Park  Source: beautiful places and National Parks, White Desert in Egypt, <http://beautipark.blogspot.com/2012/06/white-desert-in-egypt.html> |

The visitor centre, which EIECP developed, is located in the town of Farafra, 13 km from the park's southern border; its mud architecture is rooted in the region's traditions. The grounds' landscape mimics the region’s natural and surrounding landscape with palm trees over mounds, which are intended - over time - to be “vegetative mounds." Tamarax, halfa and other wild species are encouraged to germinate (Image House n.d.). EIECP provided a maintenance plan for the visitor centre (EIECP 2010).

The exhibits introduce the park's fantastic geology, flora, fauna and its captivating landscape. It also presents the local culture and the region's history. An audio presentation available in three languages was designed to take visitors on a tour along the entire exhibits in 20 minutes.

Since the January 2011 revolution, the number of tourists visiting the national park has declined. According to EEAA officials, the park lost more than 50 per cent of the number of visitors recorded before January 2011.

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| http://www.egyptheritage.com/img/WDNP-05.jpg |
| Figure 19 White Desert National Park, Exhibition at the Visitor Centre  Source: Image House, White Desert National Park Infrastructure. n.d. <http://www.egyptheritage.com/eco_WDNP2.htm#img> (accessed March 5, 2013). |

### Other areas of potential interventions

#### Wadi El-Gemal-National Park

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| Located along the southern Red Sea Coast of Egypt Wadi El-Gemal[[7]](#footnote-7) National Park (WGNP), Figure 20, was declared in 2003. It is 320 km south of Hurghada, and covers an area of 4 770 sq. km of land and two thousand square kilometre of marine water (Mahmoud n.d.).  It includes some of the most endangered habitats and wildlife, both marine and terrestrial. WGNP includes 140 recorded native plants, 29 types of reptiles, 28 mammal species and 125 types of birds. Furthermore, its marine environment includes sea mammals. sea turtles, sea grasses, 80 hard coral species, 11 soft coral species, 104 fish species, nine mangrove stands, plus five islands, diving sites and sandy beaches (Mahmoud n.d.).  WGNP is known as "the emerald mountain." The area was the only source of emeralds within the Roman Empire. WGNP includes 36 archaeological sites, roads, watering stations, outposts, residential settlements, temples and others. | Figure 20 WGNP  Source: Mahmoud, T., WGPA, GIS Unit |

The Ababda are Arabian tribes that dwell on the land from north Sinai to northern Sudan along the Red Sea. They are native dwellers of the region that includes WGNP. They are ancient people with a rich and colourful heritage, which is also endangered. The United States Agency for International Development (USAID) sponsored a Community Based Organisation (CBO) to revive handicraft that reflects Ababda culture, Figure 21.

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| USAID interventions within WGNP that facilitated control and conservation of valuable natural and cultural resources consist of three strategically located ranger outposts, an information post and three park entrances, Figure 22. Additional structures include a bus shelter for the local people and other facilities. The design utilizes locally available building materials, local labour and applies local vernacular architectural styles and motifs. The natives have developed designs and construction techniques, which are suitable for the desert environment. The project did not only serve the purpose of facilitating conservation of the park, but the structures have become a destination on their own, serving other purposes, including the encouragement of sound eco-tourism while promoting the welfare of local people (Image House n.d.). | Figure 21 A lady of Ababda at the Centre for handicrafts  Photo by El-Kholei 21 March 2013 |
| The USAID prepared a business plan that provides the financial basis for effectively managing the park’s current operations and its likely expansion in subsequent years to meet increasing visitor numbers (Chemonics International 2008). | |
| http://www.egyptheritage.com/img/wadiPhoto008.jpg | |
| Figure 22 Ranger outpost at Hafafeet integrated into a rocky outcrop  Source: Image House, Wadi El-Gemal National Park Infrastructure, <http://www.egyptheritage.com/img/wadiPhoto008.jpg> (accessed 10 March 2013) | |

#### El-Bahariya Oasis

El-Bahariya oasis is one of the major oases of the Western Desert in Egypt. It is about 365 miles south-west Cairo. It is on the road to Farafra. It is located on a low area more than two thousand square meters below sea level. There are about 400 springs of mineral water, and warm and cold sulphur. El-Bawiti is major human settlement in the oasis.

The oasis is famous for its geological and cultural heritage. The list of monuments includes in the tombs of the 26th dynasty, the cemetery of sacred birds, the remains of Roman arch of triumph, the ruins of the Temple of Isis, the ruins of a temple that dates back to the era of Alexander the Great, also contains the tombs of the Mummies of the Golden Valley.

In 2001, SCA found a mummy decorated with a large number of gold amulets dating to the era of the twenty-sixth dynasty, which ruled Egypt in the sixth-century BC. Earlier, the archaeologists working in El-Bahariya oasis discovered 11 mummies in El-Bawiti, including the mummy of a child at the age of three years. It is believed that the mummies are of the royal family that ruled Egypt.

In 1912, the structure of a dinosaur, known as the Egyptian dinosaur, was found in the El-Bahariya oasis. It was then kept in a museum in Munich, Germany. The museum was destroyed during World War II, and most of the dinosaur was lost. However, Strohmr, the German paleontologist, kept some photographs and sketches. He described the following Cretaceous dinosaurs from Egypt: Aegyptosaurus, Bahariasaurus, Carcharodontosaurus, and the largest known theropod, Spinosaurus aegyptiacus, Figure 23. Stromer also described the giant crocodilian Stomatosuchus.

A protectorate was declared in the area to protect the fossils. There is a need for staff, equipment, infrastructures, etc. for the PA to be fully functional as other PAs. It will also require a management plan.



Figure 23 Spinosaurus skeleton

Source: Wikimedia Commons, <http://en.wikipedia.org/wiki/File:Spinosaurus_skeleton.jpg> (accessed on 10 March 2013).

NCS specialists recommended that the next phase of EIECP support the protected area of El-Bahariya oasis. It is an extended area of geological significance and the location of important ancient Egyptian, Coptic, Greco-Roman monuments.

#### Lake Qaroun Protected Area

In its 29th session in held in 2005 Durban, South Africa, the World Heritage Committee recommended considering Wadi Al-Hitan as a World Heritage Site; and measures for Wadi Rayan area and the Al-Qatrani mountain, Figure 24, to add both to the list. Al-Qatrani Mountain is part of Lake Qaroun Protected Area (LQPA).

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| Figure 24 Tentative boundaries of management zones LQPA  Source: (Egyptian National MAB Committee 2007) |

These measures include:

1. Revising the boundary to use topographic features visible in the landscape, primarily the tops of the escarpments within the protected area, to ensure that they are clearly identifiable on the ground, and more useful for site management;[[8]](#footnote-8)
2. Further exploring the feasibility of extending the buffer zone of the property to the Bahariya Road, and across the desert to the south, to ensure effective management and control of vehicular traffic;[[9]](#footnote-9)
3. Carefully designing and implementing a management programme for vehicular traffic;
4. Providing the essential management infrastructure within the nominated property that minimises intrusion and damage to its natural values; and
5. Making full use of the results and recommendations from programmes and studies that are underway in relation to the development of sustainable tourism, including visitors’ management and interpretation.

In response to the above-mentioned recommendations, the GoE prepared a management plan for the LQPA. It is recommended that EIECP in its upcoming phase to support the efforts of NCS, given the proximity to both WRPA and WHPA.

# Analysis

Planning is about setting ends and means to reach them. For a public body, such as NCS and SCA, often ends are vague, broad and implicit, and fragment. Most of the decisions made within public bodies are based on “political” rather than “technical” considerations. Among the reasons behind this situation, that future is often uncertain. Conditions within the public institution and outside it always changes, thus precise prediction, projection and forecasting are not always possible.

Public institutions do not consider long-term objectives, rather are sometimes after a “quick” fix. Sustainable development is about avoiding temporal discontinuities, i.e., inter-generational discontinuities. Sustainable development by nature is a long-term process. DMs atop public agencies are often in pursuit of the “quick” fix, and thus will be reluctant to consider fundamental alternatives. Probably, that is the reason why public institutions prefer present than future effects and outcomes. Keeping the institution running might, in many occasions, be more important than fulfilling the mission and meeting the mandate. In many cases, the resultant of interventions turned to be a financial burden, an economic problem, and an output that the community does not accept or own.

Public institutions do not have the “agility” of private-sector companies, where decisions are made to maximize profit and minimise costs. Decisions in private-sector companies are based on technical considerations as well as political and social acceptances. They always have the shareholders, clients, competitors and collaborators in perspective. Thus, advertising is important, and the image is crucial to test ideas, target specific groups and so forth. Private-sector companies might consider re-structuring to survive competition.

Public bodies are not similar to non-profit organisations, such as Non-Government Organisations (NGOs), who are flexible to reach those unfortunate and marginalized. For this reason, they go beyond the Prince (the State) and the Market (Private-Sector Companies). In addition to considering the views of their constituents, they have to consider the interests of their sponsors.

Based on the document review, interviews and site visits, EIECP has clearly contributed to build the capacities of both NCS and SCA. At NCS, the PAs received technical assistance through both national and international consultants, though in the case of WRPA, the share of personnel was almost equal to the budget allocated for infrastructure, to the extent that the Minister requested verbally to cut down on consultants and allocate more money for equipment and infrastructures (Shahd, Soncini and Saleh 2007). EIECP was instrumental in declaring the White Desert and El-Gelf Al-Kabeer Protectorates, in addition to supporting Wadi Hitan protectorate to be a World Heritage Site. EIECP provided support in developing visiting centres and infrastructures at the protectorates.

EIECP provided support for institutional development through the LIFP. Police officers and district attorneys received training, which led to passing Law 9/2009 and updating the Executive Regulations of Law 4/1994.

EIECP contributed to local development in Siwa, and in addressing a pressing issue in rural governorates, i.e., SWM, Minya. EIECP supported agricultural activities and sponsored SCDEC. Nonetheless, some interviewees saw that projects in the sphere of NCS had a little impact in supporting the livelihoods of the local community. Protected areas were not at the crux of sustaining the livelihoods of the local community. As a matter of fact, if the core area was at the centre of the livelihoods of the locals, the monastery would have had difficulties to illegally amended the four springs.

The interventions in supporting NCS did not bring the PAs into the centre of sustaining the livelihoods of the locals. EIECP, in its previous phase, did not address the possibility of adopting an approach of Community-Based Natural Resources Management (CBNRM), which WRPA business plan recommended. It is an approach under which communities become responsible for managing natural resources (forests, land, water, biodiversity) within a designated area. The community-often assisted and monitored by outside technical specialists- utilizes and protects natural resources within established guidelines or according to a detailed, mutually agreed plan. The active participation of stakeholders in natural resource decision making and use increases economic and environmental benefits. Critical investment areas include the introduction of viable management systems; securing legal control over resources and resource utilization; improving environmental governance and information management (World Bank n.d.).

CBOs are at the crux of any CBNRM project; and thus selecting and building the capacity of local institutions is critical. The principles of good governance, such as transparency and accountability, have to rule the process of selecting participating CBOs to minimise conflict. CBNRM ensures stakeholder participation, increases sustainability, and provides a forum for conflict resolution. A successful CBNRM initiative results in the following outcomes:

1. Proximity to resources. Those in the closest contact with, and whose livelihoods are impacted by; natural resources are best placed to ensure effective stewardship.
2. Equity. Natural resources should be managed to ensure equitable benefits for the diverse interest groups within a population.
3. Capacity. Communities often have better knowledge and expertise in the management of the natural resources than government agencies/private industry.
4. Biodiversity. Multiple-purpose management of natural resources by communities generally provides more varied land use, with greater species diversity than private/industrial management systems.
5. Cost-effectiveness. Local management may help reduce government costs.
6. Development philosophy. Local participation, decentralization, and subsidiary may, in themselves, be considered important development objectives.

Among the reasons for the success of UNDP-GEF, medicinal plant at St. Katherine is linking the protection of native wild plants to support the livelihoods of the locals. It is a model to emulate in other PAs.

Since the exploration of Madinet Maddi seven decades ago, EIECP provided support to remove the sand that encroached on the ruins that include three temples, which include Pharaonic and Roman monuments. It provided training on conserving mud-brick monuments. Nevertheless, statues made of soft limestone are exposed to erosion. EIECP spent money for constructing the facilities, but none is used simply because no water is available. Madinet Maddi is a wasted asset.

All interviewees held a positive view of both UNDP-Egypt and the Italian team. They affirmed that the programme was efficient, and provided inputs on a timely basis. EIECP management was flexible to use funds from SEAP to declare and support WDNP and El-Gelf El-Kabeer PA.

Some of the interviewees had doubts concerning the sustainability of the exerted efforts and invested funds despite that EEAA received a sustainability plan before closing the programme. According to interviewees at UNDP and the Italian Cooperation Office, there were sustainability plans prepared and handed to the Egyptian authorities. None of the Egyptian interviewees mentioned these sustainability plans. Some denied reading such plans, they have maintenance plans.

# Findings

## Impacts

EIECP addressed the issue of poverty alleviation, and the overall improvement of the quality of life. The support to SCDEC helped building the capacities of local CBO to serve their constituents. Minya SWM project availed jobs for the youth. They could generate income from the collection and reselling the sorted refuse.

Projects, such as Wadi El-Rayan, Wadi Hitan, Gabal Elba and Support for Supreme Council of Antiquities, transformed natural and cultural heritage into assets for community development. They can contribute to job generation, diversify the basis of the local economy, serve as an educational opportunity, and support efforts for poverty alleviation.

In Shalatten, Siwa, Dakhla, Farafra, Wadi El-Rayan and Wadi Hitan, EIECP developed visitor centres. EIECP assisted SCA to excavate Madinet Maddi, thus adding a cultural dimension to the PAs (Rayan and Hitan). These assets encourage tourism, and hence enabling the locals to start their businesses to provide the visitors with services and products, such as handicraft products.

## Relevance and responsiveness

In his outcome evaluation report, T. Genena (2007) argued that UNDP addresses strategic national needs. Environmental issues include: 1) Pressure on biodiversity, natural heritage, and coastal and marine resources; 2) Scarce and degraded fresh water resources; and 3) Solid wastes, particularly in rural governorates. These issues[[10]](#footnote-10) account for more than 55 per cent of the cost of the environmental damage, which require competent authorities capable of setting coordinated policies and implementing multi-sectoral, integrated interventions. World Bank 2005 study, Country Environmental Analysis (CEA), concluded that environmental issues in Egypt closely associate with location of poverty (Genena 2007).

EIECP was:

* Responsive to national needs;
* Flexible to changes in national and/or local conditions; and
* Of strategic and practical nature because of the understanding of the UNDP-CO to the local conditions.

EIECP projects and activities have to a large extent been focused towards achieving the intended outcomes. The use of local capabilities is central to the success of exerted efforts. All outputs, whether achieved or planned, are relevant to one or more aspects of the outcomes. However, in limited cases such as DSS, progress has not been satisfactory for a number of reasons, including inappropriate choice of project management; instability in upper management and staff of local authorities; inadequate institutional anchoring of the project; weakness of some partner authorities, etc. EIECP partnered with key relevant national authorities, including local administrations. In certain cases, the implementation of projects was slow and delayed.

EIECP activities were a necessity to raise the awareness of DMs to global and regional environmental issues. Activities have resulted in changes of the legal and institutional framework and mainstreaming SWM and biodiversity projects.

EIECP projects and activities addressed national priorities and coincide well with Egypt’s environmental agenda. EIECP projects and activities in Egypt address national priorities and align well with the national environmental agenda as reflected in policy and legal frameworks, including the legal support for EEAA, issue of Law 9/2009, establishing environmental courts and other relevant policy directives and strategy documents.

EIECP support to biodiversity in Egypt has been of strategic importance. EIECP, as other UNDP projects, has played a major role in the field of biodiversity in Egypt. Most of the completed UNDP biodiversity projects in Egypt are enabling activities. These projects and activities contributed significantly to develop the institutional capacity within national authorities (EEAA, particularly the NCS), and local (Governorates) institutions. EIECP activities also contributed to raising awareness of DMs outside the circles of environment, local administration, the media and the public at large on issues of biological diversity. This has resulted in a situation where the issue of biodiversity is currently higher on the political agenda, and more visible. It has allowed some biodiversity projects to generate considerable co-financing from line ministries. In an interview, the Environmental Advisor to the Minister of Tourism indicated the willingness of the Ministry of Tourism to contribute the sum of two million Egyptian pounds during the EIECP bridging phase for the construction of a museum at WHPA to display a full skeleton of a whale that University of Michigan conserved.

## Effectiveness and efficiency

Project management is among the factors contributing to effectiveness and efficiency. For this reason project supervision and/or steering committees need to be more proactive and responsive to address problems and facilitate implementation in a timely manner. Several EIECP faced problems during start-up, implementation and/or hand-over and sustainability. Once more, the reasons for this unfortunate condition include project planning and designing. Another reason is not anchoring the project with the proper agency. In other cases, appointing an inappropriate person to serve as the national director for the project caused project delays. LIFP needed a year to be on track. The SEAP faced problems that lead to uneven progress on all fronts. EIECP provided the Egyptian authorities with maintenance plans for visitor centres that serve as a guideline for care; maintenance guidelines; and a maintenance program (EIECP 2010, EIECP 2010, EIECP 2010, EIECP 2010, EIECP 2010, EIECP 2010, EIECP 2010). These are not plans for sustainability that had to be conceptualised from day one.

EEAA, in some cases, plays an important role in attempting to address problems related to delays in implementation, sustainability and project performance at large, these were usually based on individual initiatives.[[11]](#footnote-11)

The flow of information is crucial for effectiveness and efficiency. First, some national directors need to have the manual for National Execution (NEX). Several interviewees have little information on NEX as a modus operandi for implementing a project. It is not enough that the project manager knows and is familiar with the NEX regulations, but probably other players need to know their duties, rights and responsibilities. Overall, EIECP is in line with Egypt’s strategies and serve efforts towards sustainable development.

# Conclusions

EIECP addressed strategic national needs: the need to regenerate; conserve and preserve cultural and natural heritage; the need for protecting valuable natural resources, particularly fresh water resources; and the need to manage solid wastes.

EIECP played a significant role in the development of Egypt. All documents reviewed, and interviewees have indicated that the Italian Technical Cooperation Office (ITCO) and UNDP could partner with interested parties, such as EEAA, MWRI and local administrations to discuss initiatives, where UNDP-CO facilitated dialogue and funding.

Reviewed projects and site visits clearly show that EIECP could protect and regenerate the environment; however, the modalities did not totally benefit the poor. Certain institutional developments, such as building the capacities of NCS and local administrations, indicate that environmental management soon will be mainstreamed into the national development agenda. EIECP success extends to induce institutional transformations through strengthening the capabilities of citizens to enable them to play a more active role in society and enhancing the institutional capabilities of the State and its agencies to establish the appropriate condition for human development, as well as emphasizing the importance of locally empowered development, where some projects could contribute to gender equality. EIECP has facilitated NGOs and local communities' participation in national initiatives to promote issues such as organic agriculture and biodiversity.

EIECP attempted to improved governance by empowering local communities and linking poverty and environmental management issues at the local level, such as the case of Minya. Projects have to a large extent succeeded in introducing a number of new tools, approaches and technologies, and many of them have taken on an approach that links environmental conservation and sustainable use of natural resources to improving livelihoods and combating poverty.

UNDP is an excellent operator for programmes and projects. There are several reasons for such reputation. UNDP is a neutral institution with interest to support the national agenda. Experiences affirm that UNDP has been, and continues to be, responsive to national priorities. Moreover, UNDP has often shown a certain degree of flexibility. Most national executing agencies, such as EEAA, favour UNDP’s modalities for project formulation and implementation.

Phasing out strategy and sustainability of project outputs and outcomes after project completion seems to be a problem. Probably, at the inception of the project these issues are not always possible to plan for; nevertheless, there is a need to consider means for phasing out and sustaining project outputs and outcomes. Local financial resources might not prove to be sufficient.

## Projects design and management

This evaluation suggests that triggers and targets need to be clear, and thus objectives and goals need to be SMART. UNDAF, CCA, CPAP and similar documents need to have benchmarks along the baseline and indicators. Some indicators need to be revisited, and baseline information needs revision. Some projects that closed from previous cycles need ex-post evaluation to examine the sustainability of the outputs, outcomes and assess results and impacts. Project documents need to be more realistic with respect to the project duration as many projects take about one year to start effectively and become operational. The delays must be taken into account within the project risks assessment, and responses should be defined in the project design.

## Poverty and environment nexus

There is a need to see that EIECP acknowledge the poverty-environment nexus through:

* Vulnerability of the poor as peasants, nomads and other marginalized population that depends on ecosystems to sustain their livelihoods, and a degraded ecosystem cannot support their living;
* Ecosystems are assets where poverty reduction strategies have to capitalize on ecosystems as an economic asset that works for the poor; and
* Enabling the poor to access natural resources and assume ownership of development is at the crux of poverty alleviation. Governance of natural resources is among the necessary conditions for maximizing income of the poor. The participation of poor and marginalized groups in policy and planning processes is essential to ensure that the key environmental issues are adequately addressed, and to foster commitment to the implementation of environmental interventions.

## Capacity development

EIECP plays a significant role in supporting Egypt to abide by the UN protocols and conventions, particularly UN Convention on Biodiversity. It would be an opportunity to build the capacities of institutions (both governmental and non-governmental) to position themselves to meet the obligations while contributing to developmental issues, such as poverty, gender mainstreaming, good governance, and so forth.

Capacity development is also about exploring and making use of indigenous knowledge. It is about availing Civil Society Organisations (CSOs) and NGOs the chance to to play a greater role in promoting environmental issues at the local level and integrating environmental plans into the local development and planning processes.

EIECP can be instrumental in private-sector development, particularly small and micro enterprises. UNDP experiences in the field of Public-Private Partnerships (PPP) are extremely valuable. PPP can be the formula to provide opportunities for solving local problems, such as municipal solid waste management.

## Women's empowerment

For effective project implementation, the role of gender in environmental management and the equity between women and men in gaining access to natural resources are central to both poverty alleviations, and conserving and re-generating the environment and must be taken into account.

Women play a critical role in a) production of labour, b) community development through networking, and c) in economic production, and thus need to be included in natural resources management activities. EIECP needs to pay specific attention to empower women, and strengthen their role in the community.

## Sustainability

In the next phase, EIECP projects need a phasing out strategy and a plan for sustainability. The plan has to be realistic, and implementable. Among the means for sustainability could be search of other partners.

## Dissemination and replication

There is a need to scale up pilots, such as WHPA and Minya Solid Waste Management. The first step is disseminating these success stories in Egypt and abroad. Sharing information concerning these pilots is central to achieving policy transformations. Replication of these pilots needs to avoid mistakes and build on best practices, which requires good keeping of institutional memory.

# Recommendations

The coming phase has to build on the success of the previous phase. For security reasons, EIECP might not be able to operate in protectorates that are in remote areas, such as El-Gelf Al-Kabeer and Siwa. Probably in the future, there will a chance to extend the activities of the programme to these areas.

The only means toward sustaining the protectorates of Egypt is an institutional transformation. EIECP has to consider how to transform NCS into an economic entity, similar to the Suez Canal Authority and the Postal Service. NCS should operate as a corporate not a public institute. This requires addressing the mission and mandate of NCS; and its organisational structure. It also will require reviewing Law 102/1983 for protecting nature as well as the Prime Minister’s decree No. 264/1994.

NCS has to be responsible for conserving and managing Egypt’s PAs and national parks for the Egyptian people and the world. It has to be a state corporation established by an Act of the future Parliament with the mandate to conserve and manage wildlife in Egypt, and to enforce related laws and regulations.

The challenges facing Egypt’s natural heritage and biodiversity conservation are many and varied. They include climate change, habitat degradation and desertification, tourism market volatility; human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with PAs as well as wildlife crime. To tackle these issues, NCS has to employ a multi-pronged approach and strategy and engage different interest groups, stakeholders and partners.

The vision of NCS is to save Egypt’s wildlife and natural heritage for humanity. The mission of NCS is to sustainably conserve, manage, and enhance Egypt's wildlife, its habitats, and provide a wide range of public uses in collaboration with stakeholders for posterity. NCS has to conserve and manage Egypt’s wildlife and natural heritage scientifically, responsively and professionally. NCS has to fulfil its responsibility with integrity, recognizing and encouraging staff creativity, continuous learning and teamwork; in partnership with local communities. The foreseen mandate of NCS is stewardship of National Parks and PAs including security for visitors and wildlife within and outside protected areas.

EIECP has to investigate means to transform PAs and national parks into an asset from which the local community derives services. This entails assessing the capacities of the local NGOs to play a role in conserving the protectorate. It also requires investigating means of linking the local administration and other stakeholders, such as tourism private-sector companies. It is important to examine the application of CBNRM.

Tourism is an engine of growth for both the local and national economy. However, it is a vulnerable economic sector. For this reason, EIECP has to see that other local economic sectors, such as agriculture, ranging and fishing, are linked to the PA to ensure ownership, and thus sustainability.

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# Annex 1: Terms of Reference

**Terms of Reference**

**Evaluation/Formulation mission**

**Egyptian Italian Environmental programme**

**1. Introduction**

The overall objective of the Egyptian Italian Environmental Cooperation Programme (EIECP) is to

contribute to the protection f Egypt's natural and cultural resources. By acting in specific but

interconnected areas of intervention particularly releva nt to the Ministry of State for Environmental

Affairs (MSEA) and its executive arm, the Egyptian Environmental Affairs Agency (EEAA) it aims at

The specific objectives are:

* To strengthen Egyptian capacities to analyze, plan and implement adequate measures for the conservation and rehabilitation of natural, cultural and man-made environments;
* To enhance current strategies and ways to protect and expand available natural resources b-ase, with the aim to leading to higher productivity, reduced migration and improvement of the living conditions in rural areas.
* To contribute to reinforce the role of EEAA, as the central coordinating and competent body and its partner institutions, for the protection and promotion of the environment.

**II. Objectives of the evaluation/formulation mission**

The evaluation/formulation mission will be organised by UNDP and DGCG with the participation of EEAA as it was agreed during a meeting held on 1 October 2012. The overall purpose of the evaluation is to assess the efficiency of the previous phase which concluded in 2010, identify potential project design problems, assess progress the achievements, identify and document lessons learned and to make recommendations for improvement in the new phase.

The evaluation! formulation should investigate the relevance of the projects to environmental priorities of Egypt and MSEA and implementing agencies policy objectives, as well as to the needs of direct beneficiaries. The team will cover the performance of the projects in terms of timeliness, quality, quantity and cost-effectiveness of the activities undertaken including national and international consultants inputs, training programs, and projects impact and sustainability. The findings of the evaluation will be useful to determine the way ahead for the design of the third phase including activities, outputs and targeted areas. Furthermore, whenever needed the stakeholders will help in suggesting prioritization of project activities in the design of the third phase. On this basis decisions will be taken to ensure a better implementation for the new phase and advice will be submitted to improve

project sustainability.

bridging over important aspects of its policy implementation.

**III. Evaluation/formulation audience:**

It aims to provide managers with strategy and policy options for more effectively and efficiently achieving the project's expected results and for replicating the results. **It** also provides the basis for learning and accountability for mangers and stakeholders.

The Evaluation/formulation mission will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management which will be reflected in the third phase.

**III. Tasks to be undertaken**

1. Evaluate the Programme and projects of the concluded EIECP programme in terms of stated objectives, strategy, outputs and activities;
2. Assess the achieved results and impact;
3. Identify strengths and weaknesses in implementation of projects;
4. Provide basis for decision making on the priorities for the new phase;
5. Provide recommendations for necessary amendments and improvements and make  
    recommendations regarding the specific areas and work in;
6. Provide feedback and disseminate lessons learned, identify opportunities for partnership for sustainability of results and noting any issues that had policy impact;
7. Produce a new project document for the third phase.

**IV. Evaluation/formulation approach and methodology**

The consultant together with the Italian team will adopt the following working methodology:

* Review all relevant information including on-going and pipeline projects under the GEF programme to build synergies between all projects
* Review EEAA's policy and operational documents
* Conduct individual and focused group interviews: the DGCG, UNDP, EEAA, NCS, Ministry of Tourism, and project managers for the GEF projects
* Conduct selected field visits to selected sites.

**VIII. Timetable and duration**

The evaluation/formulation team is to start as soon as possible. The duration of the assignment is one month as of signature of the contract.

|  |  |
| --- | --- |
| Activity | **Timeframe** |
| Desk Review | 5 Working Days |
| Meetings with the Stakeholders | 9 Working Days |
| Writing draft evaluation report and project document | 10 working days |
| Presentation of findings and of the new project document | 1 working day |

**IX. Required qualification**

The Evaluation/formulation will be carried out by an independent national consultant that has not participated in the projects preparation and/r implementation and does not have any conflict of interest with project related activities. This may apply equally to evaluators who are associated with organisations, or entities that are, or have been, involved in the delivery of the project. Any previous association with the project, the executing of national implementing Agency or other partners/stakeholders must be disclosed in the application.

If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

General requirements:

* Advanced university degree in the subject related to natural resources management,  
   development or other relevant field.
* At least eight years of work experience in biodiversity, protected areas and eco-tourism.
* Experience in environmental policy implementation and familiarity with biodiversity, protected areas and eco-tourism activities.
* Previous experience in evaluation for international development agencies, preferable for UNDP projects.
* Conceptual thinking and analytical skills.
* Excellent English communication skills, strong writing and analytical skills coupled with  
   experience in monitoring and evaluation techniques.
* Previous involvement in and understating of UNDP procedures is an advantage and extensive international experience in the files of project formulation, execution and evaluation is required.

about the outcome or status of the recruitment process.

UNDP is an equal opportunity employer and all qualified candidates are encouraged to apply.

# Annex 2: Questionnaire Used to Collect Information

**Egyptian Italian Environmental Cooperation Programme (EIECP)**

**Evaluation & Formulation Mission**

By

Ahmed El-Kholei

UNDP Consultant

January 2013

The aim of this mission is to assess the efficiency of the previous phase concluded in 2010; and identify potential project design problems, document best practices and lessons learned.

1. Date:
2. Time:
3. Place of Interview:

**Personal Information**

1. Name:
2. Occupation:
3. Role in EIECP:

**Evaluation issues:**

1. What are Egypt environmental priorities?
2. What is the relevance of the executed projects during the last phase to these priorities? Why? How?
3. What are Ministry of State for Environmental Affairs (MSEA) and EEAA policy objectives?
4. How relevant were the projects to these policy objectives? Why?
5. Who are the direct beneficiaries?
6. What are the needs of the direct beneficiaries?
7. Did the implemented projects serve and fulfill their needs? Why? How?
8. Please provide your opinion on the performance of the implemented projects in terms of:
   1. Timeliness;
   2. Quality and quantity of provided technical assistance and efforts for capacity development;
   3. Cost-effectiveness of the exerted effort and executed activities.
9. Where the problems and triggers that EIECP addressed in the former phase properly tackled and resolved? Why? How?
10. Were the Objective and targets clear? Where they achieved? Why? How?
11. Please provide your opinion concerning the strategy of EIECP and its implementation arrangements?
12. A “sustainability Plan” was provided with the hand-over of the programme in October, what has EEAA done so far?

**Strength, Weakness, Opportunities and Threats (SWOT) analysis:**

The use of SWOT analysis is to identify the Strengths and Weaknesses of EIECP, and examine the Opportunities and Threats EIECP faced and/or will face in the upcoming phase.

1. Identify the strengths of the design and/or implementation of the former phase? Why? In the following terms:
   1. What are the advantages of EIECP?
   2. What did EIECP do well?
   3. What do other institutions see as the strengths of EIECP?
2. Identify the weaknesses of the design and/or implementation of the former phase? Why? In the following terms:
   1. What can be improved in the upcoming phase?
   2. What went wrong? What did EIECP do badly?
   3. What should be avoided in the upcoming phase?
3. Identify opportunities captured in the design and/or implementation of the former phase? Why? In the following terms:
   1. Where are the good opportunities facing EIECP?
   2. What are the interesting trends EIECP should be aware of?
   3. Identify the changes in technology and markets; changes in Government policy; social patterns, population profiles, lifestyle, etc.
4. Identify elements that threatened the design and/or implementation of the former phase? Why? In the following terms:
   1. What obstacles EIECP faced and/or will face?
   2. What is other projects and/or programmes doing? To synergize with them?
   3. Are the conditions within which EIECP operated, and will operate, changing? Why? How?
   4. If the answer is (Yes), then what are the implications on EIECP? What are your recommendations?

**EIECP Design and Formulation**

1. How is Egypt progressing in implementing the Strategy and action plan for biodiversity?
2. Has EEAA updated these schemes? Why? What is new?
3. From your point of view, please identify major problem(s) and trigger(s)?
4. What should be the mission and mandate of the next phase of EIECP?
5. Define the “Vision” of upcoming phase of EIECP?
6. What are the objective, target(s) of the upcoming phase?
7. Please provide your idea of EIECP strategy and implementation arrangements?
8. Please provide your recommended outputs, activities and outcomes.
9. What are the indicators you suggest using to measure progress of implementation, performance, and results?
10. What are your recommendations for the sustainability of the exerted efforts and allocated funds?
11. What are your recommendations for the modalities for M&E?

Thank you for your time.

# Annex 3: List of Interviewees

(alphabetic)

Abdelrahman Ahmed Researcher, Red Sea Protectorates

Ahmed Abdulal Director of District, SCA, Faiyum

Ahmed Ali Mostafa Researcher, Red Sea Protectorates

Ahmed Awad Researcher, Wadi Hitan Protectorate

Ahmed Salama General Director, Western Sector Protectorates

Amany Nakhla Programme Analyst, UNDP, Egypt

Amr Sedky Deputy Chairman, Egyptian Travel Agents Association (ETAA)

Annalisa Cicerchia Senior researcher, ISTAT - Italian National Institute of STATISTICS, Social Demographic and Environmental Statistics Directorate, Culture, leisure time and ICTs Unit

Arafa El-Sayed Director, Wadi El-Rayan Protectorate

Fatma Abu Shouk Chief Executive Officer (CEO), EEAA

Hany Sami Hegazi Business Person, Sharazad Tours

Hany Zaki Business Person, Safari Tourism

Hisham El-Leithy General Director, Scientific Publication Department, SCA

Khaled Allam Harhash General Direct, Biodiversity, EEAA, NCS

Khaled Fahmy Minister of State for Environmental Affairs

Khaled Mostafa Red Sea Protectorates

Laura Rosa Italian Cooperation Office, Rome, Italy

Mahmoud El-Kaissouni Advisor to the Minister of Tourism on Environmental Affairs

Marco Platzer Director, Italian Embassy, Development Cooperation Office, Cairo, Egypt

Mefreh Abboud Tourist Guide, Faiyum Protectorates

Mohamed Abbas Tahoun Director, Wadi El-Gemal National Park

Mohamed El-Shahat Security, Wadi El-Gemal National Park, Red Sea

Mohamed Talaat General Director, Protected Areas, Central District, EEAA, NCS

Mostafa Fouda Former Head of NCS

Mostafa Sultan Managing Director, Travnile, Travel Services

Munir Bushra Solid Waste Consultant

Tarek Salah National Director, EEAA, UNDP-GEF Mainstreaming Global Environment in National Plans and Policies by Strengthening the Monitoring and Reporting System for Multilateral Environmental Agreements in Egypt Project (CB2) project

Tareq El-Qanawaty General Director, Technical Office, EEAA, NCS

1. Berbers are the indigenous ethnic group of North Africa, west of the Nile Valley.  [↑](#footnote-ref-1)
2. A local NGO [↑](#footnote-ref-2)
3. LE 750 thousands for salaries and operations for 2006/07 [↑](#footnote-ref-3)
4. Consultant’s note: 2007 prices, with the current devaluation of the Egyptian pound, decline in revenues from tourism and increased deficit in State budget, this estimate most probably has inflated. [↑](#footnote-ref-4)
5. Consultant’s note: Not clear what does this really mean [↑](#footnote-ref-5)
6. Al-Qatrani is the site of the many geological studies. [↑](#footnote-ref-6)
7. Valley of Camels [↑](#footnote-ref-7)
8. This recommendation is for WHPA [↑](#footnote-ref-8)
9. This recommendation, however, about extending the buffer zone to the Bahariya road and across the desert to the south, encroaches upon the Lake Qaroun Protected Area (LQPA) and the Gebel Qatrani area. [↑](#footnote-ref-9)
10. Urban air pollution, alone accounts for 40 per cent of the cost of environmental damage. [↑](#footnote-ref-10)
11. GEF Evaluation Office, “GEF Evaluation Office: Country Portfolio Evaluation: Egypt (1991—2008),” (Ref. Op. Cited) [↑](#footnote-ref-11)