

Nature Conservation Sector Capacity Building and Institutional Support Project

Government of the Arab Republic of Egypt

Government of Italy

United Nations Development Programme

Capacity Building and Institutional Support to Nature Conservation Sector
of the

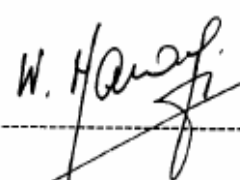

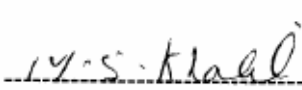

Ministry of State for Environmental Affairs (MSEA) and
Egyptian Environmental Affairs Agency (EEAA)

Egyptian Italian Environmental Cooperation Program, Phase II

This project will strengthen the institutional capacity of the Nature Conservation Sector (NCS) of the MSEA/EEAA for planning and implementing nature conservation activities on a sustainable basis. These actions will contribute to the preservation and protection of the biotic communities of flora and fauna, as well as other natural resources constituting Egypt's biodiversity assets. The project will facilitate EEAA staff efforts to establish and manage a representative national system of protected areas by providing staff and technical assistance in the key areas of planning, environmental impact assessment, licensing of economic activities and monitoring and evaluating their impacts within the National Protected Areas. The project will enhance NCS's efforts to coordinate marketing, resource development and public relations activities. The project also supports activities in three protected areas (Siwa Oasis, Wadi Rayan Protected Area and Gabel Elba National Park) serving as demonstration sites for testing and implementing measures designed to effectively devolve management of NCS functions.

SIGNATURE PAGE

Project: **Capacity Building and Institutional Support to Nature Conservation Sector (NCSCB)**

On behalf of	Name/Title	Signature
Government of Egypt	Ambassador Waguib Hanafy Director Department of International Cooperation for Development Ministry of Foreign Affairs	 -----
Executing Agency	Mamdouh Riad Minister of State for Environmental Affairs Ministry of State for Environmental Affairs (MSEA)	 -----
Implementing Agency	Mohamed Sayed Khalil Chief Executive Officer Egyptian Environmental Affairs Agency (EEAA), Ministry of State for Environmental Affairs (MSEA)	 -----
UNDP	Antonio Vigilante Resident Representative United Nations Development Programme (UNDP)	 -----

Date: 7 March 2004

Part Ia. Situational Analysis

1. Problem to be addressed

The Nature Conservation Sector (NCS) is responsible for undertaking the necessary policies, programs, studies and other actions to protect Egypt's natural resources heritage. The NCS, a sector of the Ministry of State Environmental Affairs (MSEA) and its executive administrative body, the Egyptian Environmental Affairs Authority (EEAA), is entrusted with overseeing compliance with habitat and species protection legislation and with commitments to international conventions for the conservation of nature and the environment. Its principal task is the management of the National Protected Area Network (NPAN). This project will focus on the core business of the NCS by providing human, financial and physical resources.

The establishment of protected areas (PA's) is one of the main instruments of Egypt's strategy for conserving biodiversity and other natural and cultural resources. The creation, development and management of national protectorates is part of the overall environmental and development strategy of Egypt. Since the 1980's the Egyptian government has undertaken initiatives to preserve significant portions of natural habitats from resource depletion and human disturbance. The legislative basis creating the legal framework of protected areas is Law 102 of 1983. Since its passage, twenty-three PA's have been declared throughout Egypt, making up a network that covers more than 8% of the terrestrial surface of the country. Another seventeen sites have been proposed for protection.

The heart of the present problem lies with the management for the PA's, which varies in degree over a wide range. Some have well-developed infrastructure systems, staffing and programs while others are little more than "paper parks" with very limited management activities occurring on the ground. The better-developed PA's often are the results of individual donor-funded, site-specific Protected Areas projects. These projects have provided valuable models for developing PA's in Egypt and their outputs include systems, procedures, resources materials and demonstration projects. The missing link is the institutional capacity within the NCS for actually taking these assets and developing a true national network of Protected Areas.

With the development of different PAs occurring rather independently on a project-wise basis, there is an inherent risk that policies and procedures will evolve that are too narrowly defined and site specific. To help unite the gains from past and present activities, the NCS needs to consolidate its planning strategy for the NPAN and to strengthen its ability to support management efforts in the individual PA's. Key technical areas for more effective PA support include better environmental impact assessment (EIA) for proposed activities occurring within the parks or their adjacent buffers and improved licensing and regulatory affairs for controlling the activities. Evaluating the impact of activities also requires developing schemes for monitoring biodiversity and appropriate socioeconomic indicators. Ideally such activities would be occurring within the context of an integrated PA management plan that is also incorporated within the management plan for the overall Protected Area Network.

Rounding out the needs of the NCS is assistance with funding resources development and public relations. The NCS has identified a number of potential funding sources

yet it needs a marketing strategy and action plan for developing multiple streams of funds and for optimizing cost effective operations of the NPAN. It also needs to develop a clearing house to help coordinate and standardize the many site-specific Information Education and Communication programs and activities developed at individual protected areas. Such steps would enhance NCS efforts for developing future funding sources and for building public awareness with regards to the specific sites. They also would help to highlight the overall need to conserve biodiversity and sustainably manage Egypt's natural resources.

2. Reference to relevant outcomes in UNDP country programme.

Within the framework of donor's initiatives aimed to assist the implementation of the National Environmental Action Plan (NEAP), the Directorate General of Cooperation for Develop (DGCD) of the Italian Foreign Ministry, the EEAA and the United Nations Development Programme (UNDP) have designed the Egyptian-Italian Environmental Cooperation Program (EIECP) that is intended for implementation in January 2004. The NCS Capacity Building Project (NCSCB) is a component of this larger Program.

The UNDP-Italian partnership to this end is in line with UNDP's overall interest in supporting policy development and strengthening national capacities to ensure the achievement of sustainable development goals through an integrated and policy-driven approach. In applying such a vision, the principles of decentralization and addressing poverty challenges within the environmental scope of work will be addressed together.

The Second Country Cooperation Framework for Egypt 2002-2006 stipulates that UNDP support strategy will be implemented through policy advocacy, institution building, and capacity development and policy demonstration projects. To this end, UNDP support will target three thematic areas, namely: job creation and development of capabilities, environmental management and governance for human development. This project relates to all three themes.

3. National Institutional and Legal Framework

The Ministry of State for Environmental Affairs (MSEA) is the government body responsible for environmental policy in Egypt. Its principle challenge is to manage the scarce common resources of water and cultivable land more effectively in order to meet the needs of a growing population, which is placing enormous pressure on agricultural production and on the use of non-renewable and limited natural resources.

The Egyptian Environmental Affairs Agency (EEAA) is the main MSEA executive or administrative body responsible for environmental protection. It was established under decree No. 631 of 1982 within the Prime Minister's Office and later restructured to include the Nature Conservation Sector. The main rules governing EEAA's mandate, operation, and functions are derived from Law No. 4 of 1994 and complemented by the Executive Regulations issued in Prime Minister's decree No. 338 of 1995.

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EEAA acts as the coordinating body for all government activities pertaining to the environment and conservation, including prevention and abatement of pollution and management of protected areas. Its comprehensive powers and tasks include: formulating general policies, drafting legislation and issuing rules, regulations and standards; coordinating with other concerned authorities to prepare and implement plans and programs for environmental protection; encouraging economic activities in the field of pollution prevention; and, enforcing laws and other environmental rules, including monitoring to ensure that existing establishments comply with the environmental laws.

The Nature Conservation Sector was created during the 1992 restructuring of the EEAA. Its mandate is to “protect, manage and develop Egypt’s wild resources on behalf of its people, by conserving the nation’s biological diversity, preserving representative samples of the country’s natural landscape, and ensuring that the management and use of all wild resources are sustainable and economically productive.”

The NCS is comprised of two sub-departments, Protected Areas and Biodiversity. The latter is intended to address all issues not related to Protected Areas management. A National Biodiversity Unit has been established at the NCS to collate and update knowledge on Egypt’s biological resources.

The structure and management of the PA section is still under formulation. Presently, the PA director manages the network and reports to the Director of Nature Conservation Sector. The PAs are grouped into five management units according to geographic locations: Cairo, Red Sea, Sinai, Western Desert and Upper Egypt. It is intended that offices will be established and directors appointed to manage each unit. Presently only the South Sinai and Red Sea units are functioning. At the level of the Protected Area Management Unit (PAMU), a manager is appointed for each PA to supervise staff, including senior rangers, rangers and community guards. Consultants are hired to provide technical and scientific advice as needed on an ad hoc basis.

4. Intended Beneficiaries

The intended beneficiaries of the project include the general public who will benefit from the presence of national protected areas for their natural resources, recreational benefits and future returns on biological resources. Communities, the private sector and citizens involved in economic activities focusing on the PAs or residing in and around PAs also will benefit from the project. Institutional beneficiaries will include the Nature Conservation Sector as well as the Ministry of State for Environmental Affairs, the Egyptian Environmental Affairs Agency and staff in other ministries dealing with environmental matters.

5. Process by which project was developed, including lessons learned from related projects.

The NCS Capacity Building Project is one of the nine components of Phase II of the Egyptian Italian Environmental Cooperation Program (EIECP). Phase I initially began in June 1998. Following a positive program review in June-July 2000 by the Directorate General of Cooperation for Development (DGCD) of the Italian Foreign

Ministry and the EEAA, a Task Force was assembled to produce a profile of the proposed components, including estimated budgets and logical frameworks, for EIECP Phase II. The project formulation was eventually completed and submitted to EEAA and Italian Cooperation in July 2001. Following the comments and observations made by the implementing agencies and the main stakeholders, and through a process of consultations, the Project Documents were amended and submitted in final form (version October 2002).

The local financial resources have been mainly secured by GOE through the Italian Debt-for-Development Swap operations, agreed between the two governments on 19 February 2001. The Management Committee of the Italian Debt-for-Development Swap approved these Counterpart Funds on 02-04-03. Similarly, the Financial Committee of the DGCD approved the Italian financing on 24 June 2003.

This Project Document (UNDP Prodoc) reflects the approved Project Document of October 2002 and will be the binding document for the project. However, the Project Document of October 2002 will remain as technical reference during the course of implementation.

The NCSCB Project is a product of an exercise based on discussion with the EEAA, Italian government and other stakeholders. NCSCB will consolidate some of the achievements from EIECP Phase I, particularly those lessons learned from activities to establish the Wadi Rayan Protected Area Project in Fayoum and the Siwa Protected Area as part of the Siwa Environmental Amelioration Project. It also will address problems identified by the National Environmental Action Plan (NEAP: 2002-2017).

The project design was based on an extensive consultation process with the MSE/EEAA as well as other implementing agencies and local authorities to ensure their commitment and ownership of the project concepts. The design of the project management and institutional arrangements should encourage local authorities to participate in decision-making thus promoting decentralization and enhancing their management capabilities.

Part Ib. Strategy

1. Outline national strategy, including national commitment to achieving the outcome.

In keeping with the National Environmental Action Plan (2002 - 2017) and the National Strategy and Action Plan for Biodiversity Conservation of Egypt, the project will provide resources to develop the capacity of EEAA/ NCS to plan and implement an effective National Protected Area Network.

To address the multiple policy and technical challenges, the NCSCB Project proposes to enhance NCS capacity by creating four technical teams directly attached to the office of the NCS Director. The four teams will include Environmental Impact Assessment and Licensing, Protected Area Planning, Biodiversity Monitoring, and Marketing/Public Relations. Staffing of the new teams will occur by transfers of experienced staff from existing Protected Area Management Units and by hiring five additional staff, including a Senior Technical Adviser. Specific legal and institutional

expertise will be augmented by contracting with both national and international sources. EEAA/NCS staff will benefit from the resources of the various experts through development of guidelines, resource materials, formal training and hands-on technical assistance.

2. Synergies Among the EIECP Components

The proposal also foresees close interactions with other sister projects proposed under the umbrella of the EIECP, Phase II. This would include activities under the Legal and Institutional Framework of the MSEA/EEAA Project and Protected Area management activities in the following projects: Siwa Environmental Amelioration Project, Wadi Rayan Protected Area and the Gabel Elba National Park. In addition, the EIECP project support to the Supreme Council of Antiquities work at the Medinet Madi antiquity sites in Fayoum also would benefit from the NCSCB as the Wadi Rayan Protected Area is immediately adjacent to that project. The EIECP Phase II proposal is to develop the antiquity site in a way that complements the conservation efforts at WRPA. Such collaboration will provide the practical cases with which to identify and test the various policy initiatives developed during the course of the NCSCB Project, particularly those related to economic activities occurring within or adjacent to the boundaries of established protected areas. A monitoring and evaluation system will be implemented in order to assess the impacts of activities affecting the protected areas.

Drawing on the experiences and collaboration of these sister projects, the NCS will develop Protected Area Management Plans for Siwa, Wadi Rayan and Gabel Elba Protected Areas. The plans and public processes for creating the plans will be developed in a format that can serve as a model that can be applied to other sites in the national protected area system.

With regards to funding NCS activities, the project will enhance the capacity of the NCS to develop funding opportunities by creating a business plan and marketing strategy, identifying funding and revenue sources, both internal and external to the government, and by creating an Information, Education and Communication Unit. This Unit will allow the NCS to effectively coordinate and standardize the various site-specific EIECP projects and act as a central clearing house for NCS related awareness raising and outreach products and activities.

3. How will UNDP support policy development and strengthen national capacities and partnerships to ensure that there are lasting results?

To facilitate the above outcomes, the UNDP country office will implement NCSCB project within the framework of UNDP National Execution arrangements. UNDP will be responsible, in accordance with UNDP guidelines and procedures, for ensuring proper use of funds for assigned activities, timely reporting of implementation progress, monitoring the project as well as ensuring that regular and appropriate evaluations occur. UNDP will provide support and backstopping to the project through a Program Support Team (PST) in full coordination with the Program Coordination Unit (PCU). The PST will ensure proper implementation progress, convene periodic meetings with project managements, provide the needed flexibility for feedback and ensure that project results are in line with objectives and work plans.

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The NCS Capacity Building Project is principally targeted at policy development and strengthening the national capacity to effectively administer a network of Protected Areas. The project will draw on existing human resources to develop a core of staff skilled in several areas, including Planning, EIA and licensing, Monitoring and Evaluation, and Public Relations and Marketing. Much of the practical materials will be developed through hands-on experience with situations arising from Protected Areas associated with other sister EIECP project sites. There will also be a strong link to the Legal and Institutional Framework Project funded under EIECP, Phase II.

Following the conclusion of the project, the EEAA will have trained and skilled personnel, the legal and institutional tools for implementing environmental management and biodiversity conservation and also a stronger Nature Conservation Sector able to uphold its responsibilities for managing a National Protected Area Network.

Part II. Results Framework (Note: See Annex 1 for a detailed results framework)

Development Outcome: To contribute to the protection of Egypt's natural and cultural resources.

Specific Outcome: To enhance the capacity of the Nature Conservation Sector to establish and manage a decentralized national network of Protected Areas.

Outputs:

1. Four NCS technical units have been created in the following key areas: Protected Area planning; EIA and licensing of economic activities; biodiversity monitoring, evaluation and reporting; and public relations/marketing.
2. NCS staff can effectively evaluate, license and monitor economic activities within the PA's.
3. Pilot management plans are developed for three sites and a standardized national system plan for protected areas is formulated.
4. Effective resource development, marketing and public relations activities are promoting the NCS as the lead institution supporting biodiversity conservation in Egypt.

Part III. Management Arrangements

A. The support provided through the NCSCB is aimed to effectively address environmental issues using the national execution model of the United Nations Development Programme (UNDP). As such, the Egyptian Environmental Affairs Authority (EEAA) will serve as the central coordinating and competent body for implementing the project. It will be responsible for coordinating the activities performed by the other concerned institutions and participates in assessing and evaluating the impact of the project. To facilitate management of NCSCB and its

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other sister projects in EIECP, Phase II, a program organizational and management structure will be used to integrate the many relatively independent activities that have diverse objectives but ultimately a common goal. The EIECP and the NCSCB will be executed through organizational structure that is composed of a Program Steering Committee (PSC), a Program Coordination Unit (PCU), Project Executive Committees (PECs), Project Management Units (PMUs), and the UNDP Program Support Team (PST).

The partner institutions or Implementing Agencies for particular projects in the Program are listed below. The Implementing Agencies will ensure the execution of the projects and contribute financially to the investment as well as to the operational maintenance and other relevant project in-kind costs, including provision of staff, suitable office space and physical infrastructure, such as phone, fax and modem lines. The EEAA and the Implementing Agencies, on behalf of the GOE, will:

- Ensure that the Project Management Units (PMUs) within their mandate receive the support of line ministries and relevant institutions in the implementation of the projects.
- Ensure that the appointment of National experts and staff meet the Terms of Reference set by project documents, or specified by the minutes of Project Executive Committees/Program Steering Committee, and that will last for the duration of the Program (or as defined) in order to secure sustainability.
- Ensure that the correct communication path and technical communication mechanism is adopted and sustained between concerned line ministries, institutions, and NGOs whose information, inputs and support is considered essential or beneficial to the Program implementation.
- Facilitate access to all statistics, maps, aerial photographs, remote sensing imagery and other relevant data, essential to appraise, study and analyze sector activities;
- Make available the land belonging to public Authorities or private farmers, defined in the project documents /or agreed by the Project Executive Committees (PECs), for implementing the Projects in Siwa, Wadi El Rayan, Gabal Elba and Minya.
- Facilitate the access to all areas to be visited for the implementation of the Program;
- Ensure that the appropriate measures are taken to retain trained personnel upon the completion of the Program;
- Ensure exemption from custom duties and taxation for all imported equipment, contract services, supplies to be imported in connection with the Program implementation, including expert's personal belongings.
- Ensure access to technical and financial information pertaining to the Program to DGCD representatives, provided two weeks notice in advance is given. GOE will maintain Program records for a time span of five years after completion of Program.

Implementing Agencies for EIECP Projects

Implementing Agency	EIECP Project
EEAA	Institutional and Legal Framework
EEAA/ Nature Conservation Sector	Capacity Building of the Nature Conservation Sector/EEAA
	Wadi el Rayan Protected Area – Phase II
	Siwa Environmental Amelioration, Phase II – Protected Area
	Gabal Elba Protected Area
Governorate of Matrouh (Siwa Council)	Siwa Environmental Amelioration - Phase II
Governorate of El Minya	Solid Waste Management in El Minya
National Water Research Center	Decision Support System for Water Resources Planning - Phase II
Supreme Council of Antiquities	Environmental Monitoring and Management of Cultural Heritage Sites: application to Fayoum oasis and North Saqqara necropolis

B. Program Steering Committee (PSC)

The Program Steering Committee (PSC) will operate under the chairmanship of the EEAA. The PSC will provide the Program with guidance and overview, general policy and follow-up on strategic issues, sharing of experiences and facilitation of linkages and networking, and integration with other activities within the framework of the NEAP. In addition, the PSC will review and approve the Overall Work Plan, Annual Work Plans and Budgets, and the Annual Project Progress Reports of the Program Coordination Unit (PCU). The PSC will meet annually or as needed. The composition of the PSC is shown in Annex 2. Representatives from other projects/activities/relevant institutions could be invited by the Chairman on an ad-hoc basis to attend PSC sessions as Observers.

C. Program Coordination Unit (PCU)

The Program Coordination Unit (PCU) will be established to assist the Donor and the Recipient Government, including the PSC, to coordinate the Program and its component projects. Headed by the EEAA and supported by international experts and the UNDP Program Support Team (PST), it will operate as an autonomous body that serves as the “driving force” behind the Program. The PCU will serve as the Secretariat for the PSC and link with local and national institutions, especially the Implementing Agencies and the Project Management Units (PMUs). The PCU will support and organize seminars and workshops in order to ensure “cross-fertilization” between EIECP projects and to promote and disseminate the results achieved by the individual projects and the Program, as a whole.

The PCU will be co-managed by an Egyptian professional seconded by EEAA and an Italian expert appointed by DGCD. A limited number of specialized staff, focused to

perform specific duties on permanent or temporary basis, will be part of the structure. The International co-manager of the Siwa Environmental Amelioration Project, appointed by DGCD as specified in the relevant project document, will be attached to the PCU as far as the Italian financing is concerned.

The PCU will provide inputs of technical assistance, capacity building, and professional development; coordinate the monitoring and evaluation process at the project and Program levels; and prepare and update the consolidated program logical framework and the overall progress reports based on individual project reports. The Terms of Reference for the PCU are included in [Annex 3](#).

D. United Nations Development Programme - Program Support Team

The UNDP Program Support Team (PST) will facilitate the implementation of the program and ensure the timely and responsive provision of support from the Donor within the framework of UNDP National Execution arrangements. The PST will assist the EEAA, the PSC and the PCU by providing managerial and operational support to the projects to ensure proper use of funds to assigned activities, timely reports of implementation progress, monitoring the implementation of the projects, as well as ensuring that mandatory and non-mandatory evaluations are performed. PST will review Project Work Plans and Progress Reports prepared by the PMUs before submission to the relevant Project Executive Committee. The focus will be on support functions, such as capacity building and professional development, monitoring and evaluations, performing secretariat functions and facilitating the preparation of work plans, budgets and progress reports by the projects. PST will manage the procurement, subcontracts, supplies and services, recruitment of personnel and handle the finance activities, where requested, in coordination with the PCU. The Terms of Reference for the UNDP-PST are included in [Annex 4](#).

Such a role is fully in keeping with UNDP's mission statement to "support Egypt in its goal to protect and regenerate the environment as an important means to achieving sustainable human development".

E. Project Executive Committee (PEC)

A Project Executive Committee (PEC) will be established for the NCSCB project, as per the organizational framework of the Program. The PEC will oversee the implementation of project specific activities and coordinate the inputs from the different departments and agencies. It will meet on a six-month basis or as required and will be chaired by the Implementing Agency. The PEC also will review and approve the following documents submitted by the Project Management Unit: Overall Work Plan and Budget; Yearly Work Plans and Budgets; Mid-year Progress and Financial Reports; Annual provisional financial reports; Annual Progress and Financial Reports; and the Final Progress and Financial Report. The composition of the PEC is shown in [Annex 5](#). Representatives from other projects/activities/relevant institutions could be invited by the Chairman on an ad-hoc basis to attend PSC sessions as Observers.

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To achieve an appropriate level of flexibility, the PEC will have the authority to modify physical targets, project requirements, staffing and budget for the on-going year. The PEC's modifying authority is limited to remain within the overall capital cost of the project and its qualitative objectives. The modifications may be reported in the Annual Progress and Financial Reports for the endorsement of the involved Authorities.

Moreover, in order to better integrate both the implementation and the monitoring of the activities of GEPA, WRPA, and NCSCB projects, PECs' sessions of these Projects, solely executed under the Nature Conservation Sector, could be clustered upon decision of the Chairman, the Head of the NCS.

F. Project Management Unit (PMU)

As per the organizational framework of the Program, the Project Management Unit (PMU) of any project will be designated by the relevant Implementing Agency to execute the project on a daily basis with a full range of autonomy and responsibility in all matters concerning day-to-day operations. The PMU will implement the approved work plans, being fully responsible technically, financially and operationally to the Project Executive Committee and will be fully accountable to UNDP and to the Implementing Agency.

The PMU will also prepare all documents related to the project. These documents include the work plans, progress reports and financial reports, to be submitted to the Project Executive Committee via UNDP-Program Support Team according to the modalities and schedule described in Annex 4. The required technical, administrative and support staff for the PMU will be provided as per the approved budget of the project.

The PMU of this project will be headed by two co-managers: a National Co-Manager (NCM) appointed/seconded on a full-time basis by the Implementing Agency (NCS) and a Senior Technical Advisor, a national expert selected and appointed as International Co-Manager (ICM) by the Agreed Consultancy (IUCN), in consultation with UNDP and NCS. The NCM will be responsible for the management of the GOE inputs in-kind and their integration with the project and for co-management of project activities and funds. The ICM will have the duty to provide the required technical advice and will be jointly responsible for the co-management of project activities and funds. The co-managers will be reporting directly to the PEC, formed by all directly concerned entities. The Terms of Reference for the PMU is attached as Annex 6. The specific Terms of Reference for the NCM and ICM are included in Annex 7.

G. Agreed Consultancies

For Phase I of the EIECP, the Egyptian and Italian Parties decided that the technical assistance services, including transfer of technology, training and scientific dissemination shall be performed by competent consultancies (Agreed Consultancies/AC). On the grounds of the excellent results achieved by the Program and in order to ensure technical continuity, the Parties have agreed to appoint for Phase II the same organizations/institutions of Phase I to implement the same type of

activities in the same fields of expertise. The Agreed Consultancies will be contracted by UNDP.

For the Capacity Building and Institutional Support to the Nature Conservation Sector Project, the Parties have appointed the International Union for the Conservation of Nature/ World Conservation Union (IUCN) as Agreed Consultancy. IUCN will be contracted by UNDP on pre-agreed Terms of Reference.

2. Monitoring, Measurement and Evaluation.

Based on the UNDP format, progress reports will be prepared by the PMU every six months and presented for approval to the Project Executive Committee. Based on the individual project reports, the Program Coordination Unit will prepare the consolidated Program progress reports and financial statements to be submitted to the Program Steering Committee.

Key indicators for participatory monitoring and evaluation will be developed in coordination with an overall programmatic M&E strategy for the EIECP and in line with UNDP's Results-based Management procedures. The PCU, with assistance from the UNDP Program Support Team, will coordinate and facilitate development of M&E capacity within the project and also at the Program level.

The Italian Cooperation, EEAA and UNDP will organize participatory mid-term and final external evaluations based upon the project indicators and means of verification. The results are submitted to the PEC and the PSC.

Part IV. Legal Context

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Arab Republic of Egypt and the United Nations Development Programme, signed by the parties on 19 January 1987. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that agreement.

The following types of revisions may be made to the Project Document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revision in, or addition of, any of the annexes of the Project Document;
- b) Revisions that do not involve significant changes in the immediate objectives, outputs, or activities of a project, but are caused by the rearrangements of inputs agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions, which re-phase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

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The office of the Resident Representative of UNDP Egypt will provide the Egyptian Environmental Affairs Agency with all the necessary logistical and administrative support for the implementation of the Project. The Parties (Italian Cooperation and EAAA) delegate to the UNDP Country Office the administration of all budget lines of the project budget, including:

Budget Line 10	“Project Personnel”
Including:	
Budget Line 11	“International Personnel”
Budget Line 13	“Administrative Support”
Budget Line 15	“Monitoring & Evaluation”
Budget Line 16	“Mission Costs”
Budget Line 17	“National Personnel”
Budget Line 20	“Contracts”
Budget Line 30	“Training”
Budget Line 40	“Equipment”
Budget Line 50	“Miscellaneous”

The UNDP Country Office will provide the Parties with regular information on the status of activities and disbursements under the Project.

Part V. Budget

Funding for the NCSCB project will be provided by DGCD through bilateral funds, via UNDP. The Egyptian Government’s contribution will be provided via the Italian-Egyptian Debt for Development Swap Counterpart Fund.

As per the estimated project budget, the **Italian funds** allocated by the Foreign Ministry through the DGCD amount to **Euro 509,434** (including Euro 22,936 as overhead for UNDP, and Euro 27,787 as overhead for IUCN).

The **Counterpart funds** approved by the Management Committee of the Italian Debt-for-Development Swap amount to **LE 3,152,630** (including LE 157,630 as overhead for UNDP). The in-kind contribution will be provided as needed.

The detailed budget is shown in Annex 7 reflecting March 2004 Exchange rates.

Whilst the original budget was made on the basis of an exchange rate of Euro/LE at 4.5, the revised budget was calculated at the March 2004 exchange, which resulted in a discrepancy in the LE conversions. However, the International Technical Assistance remains unchanged since allocations and disbursements are in Euros.

The local components will be adjusted and a budget revision will be done at the start of implementation to adjust budget lines in accordance with actual exchange rates, and hence to adjust gains/losses on exchange rate per budget line.

When preparing the budget revision, budget will be disaggregated per year within the framework of approved allocation for Italian DGCD funds and Italian Debt-for-Development Swap funds.

Annex 1. Project Results and Resources Framework

<p>Intended Outcome as stated in the Country Results Framework: Improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy conservation.</p> <p>Enhance the capacity of NCS to establish and manage a decentralized national network of Protected Areas.</p>
<p>Outcome Indicator as stated in the Country Programme Results and Resources Framework, including baseline and target Integration of environmental policies and strategies into national development plans Baseline: Revision of NEAP completed. Target: Environmental policies and strategies integrated within national development planning.</p>
<p>Applicable Strategic Area of Support: National policy, legal and regulatory framework for environmentally sustainable development Goal 3: Environment Sub goal 1: Sustainable environmental management and energy development to improve the livelihoods and security of the poor.</p>
<p>Partnership Strategy: UNDP will work closely with the EEAA within the framework of the Egyptian Italian Environmental Cooperation Program (EIECP) to manage the implementation of the project activities and to ensure delivery of project outputs. The project will link with key components of other activities in EIECP sister projects including activities in the Legal and Institutional Framework Project and with Protected Area management efforts in the Wadi Rayan, Gabel Elba and Siwa Environmental Amelioration Projects. In addition, a Program Coordination Unit (PCU) will help ensure that issues and lessons learned are exchanged between the various EIECP projects. The UNDP Program Support Team (PST) will work in close coordination with the PCU.</p>
<p>Project title and number: Capacity Building and Institutional Support to the Nature Conservation Sector of the Ministry of State Environmental Affairs and Egyptian Environmental Affairs Agency EGY/03/015</p>

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
B.1. Four Technical Units for NCS have been created in the following key areas: PA planning; EIA and Licensing of economic activities; biodiversity monitoring, evaluation and reporting; and public relations and marketing	NCS Technical Units provide guidance and assistance to Protected Areas, RBOs and Governorate EMUs.	PMU annual reports. Monitoring reports.	B.1.1 Develop TOR's, establish and organize Technical Units	International and national technical assistance Consultancies Training
	Four technical units report to Office of the Director, NCS.	Evaluation report	B.1.2 Develop TORs and job descriptions and fill 13 new positions by redeploying existing NCS staff and by recruiting from outside,	Vehicles Work Contracts
	TORs and job descriptions completed	EEAA records & site visits	B.1.3 Procure 2 vehicles and appropriate office, scientific, and field equipment.	Project Staff Consumables
	Staffing transfers and letters of assignment	Reports from PAs, RBOs and EMUs	B.1.4 Develop curriculum and evaluation format for staff training and implement.	International and domestic travel
	Vehicles and equipment procured	Project documents EEAA and NCS Records	B.1.5 Evaluate training effectiveness and additional training needs.	Agreed consultant's overhead
	Needs assessment completed.		B.1.6 In a participatory manner, develop a central system of monitoring, evaluation and reporting in order to evaluate management effectiveness and facilitate NCS planning, research and training activities.	UNDP Overhead Total cost for Output B1 is
	Curriculum plan is prepared and training implemented.		B.1.7 Assist PAMUs to adopt and implement M & E reporting system in selected PA's.	2,367,530 LE

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
	Pre and Post training survey of participants and job performance reviews demonstrate effectiveness.			
	The M & E system is in place and provides timely support to decision makers.			
	Project planning cycle includes input from the M & E outputs.			
B. 2. NCS staff effectively evaluate, license and monitor economic activities within the PAs.	Procedures updated and report generated	• Reports	B.2.1 Review and update PA procedures for regulating and licensing economic activities as per current Egyptian legislation and PAMU's site-specific management guidelines.	International and national technical assistance
	Assessment and recommendations prepared and assembled in report		B.2.2 Design a cost-effective, comprehensive system to monitor economic activities as an integral part of the licensing procedures and NCS M & E Reporting system.	Consultancies Training Vehicles
	Manual is produced and distributed.		B.2.3 Produce a manual for the monitoring and regulation of economic activities in Protected Areas in Egypt.	Work Contracts
	Report generated and violations for unauthorized activities are noted		B.2.4 Test the new procedures regulating economic activities by implementing in the three EIECP demonstration sites.	Project Staff Consumables International and domestic travel

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
	# of licenses modified or approved for new or existing activities		B.2.5 Modify existing licenses governing PA economic activities and draft new licenses for proposed economic activities in the PAs.	Agreed consultant's overhead UNDP Overhead Total cost for Output B21 is 1,010,020 LE
	# of court proceedings and arbitration finding that are judged in favor of GOE		B.2.6 Collaborate with the LIFP to provide technical backstopping for court proceedings, litigation and national or international arbitration procedures.	

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Results	Indicators	Means of Verification	Activities	Inputs
B.3. Pilot management plans are developed for three sites and a standardized national system plan for protected areas is formulated	Management plans with site-specific management objectives are prepared for Elba and Siwa and updated for WRPA.	PMU, NCSP annual reports. PAMUs reports. Monitoring reports. EEAA records. Site visits. Evaluation reports.	B.3.1 Assist the PAMUs to develop, update and standardize management plans for the three EIECP demonstration sites.	International and national technical assistance Consultancies Training Vehicles
	Management Plans consider the following: *identification of key ecological corridors; * linkages to cross-border natural and protected areas promote "stepping-stone" connectivity between PA's; * socioeconomic impacts on key stakeholders; * appraisal of local land tenure systems; *assessment of collaborative	• Draft bylaws and regulations	B.3.2 Assist the three EIECP demonstration sites to develop and ratify site-specific bylaws and regulations to be integrated in their PA management plans.	Work Contracts Project Staff Consumables International and domestic travel Agreed consultant's overhead UNDP Overhead Total cost for Output B3 is 900,910 LE

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
	management initiatives * future land use and cross-sector development plans			
	Site-specific bylaws and regulations have been integrated into respective PA management plans.			
	Effective contribution to the publication of a national system plan that identifies key candidate sites including ecological corridors and linkages with potential cross-border natural and protected areas; and includes a prioritized and phased implementation schedule, quantified investment needs, and M & E procedures.		B.3.3 Building on the earlier NCS/EU work, contribute to the systematic assessment and review of biodiversity and associated cultural heritage resources within Egyptian natural areas and the preparation of a national plan for a Protected Area Network.	

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
B.4. Effective resource development, marketing and public relations activities are promoting the NCS as the lead institution supporting biodiversity conservation in Egypt	Viable funding sources are evaluated and identified.		B.4.1 Identify procedures that optimize cost-effectiveness and capitalize on opportunities to increase revenue.	International and national technical assistance Consultancies Training Vehicles Work Contracts Project Staff Consumables International and domestic travel
	Legal text on financial mechanisms is drafted and adopted.		B.4.2 With the support efforts of the LIFP, develop appropriate mechanisms to recover the long-term recurrent costs of the NCS and individual PAMUs and draft required legal texts.	Agreed consultant's overhead

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

Results	Indicators	Means of Verification	Activities	Inputs
	<p>Business plan for NCS developed and initiated which analyzes NCS overheads and operating costs. Also defines budgetary requirements and potential sources of revenue based on an updated system of fees and other income-generating and fund-raising activities.</p>		<p>B.4.3 Develop and implement a comprehensive NCS business plan for a period of 3-5 years.</p>	<p>UNDP Overhead Total cost for Output B4 is 1,176,490 LE</p>
	<p>Marketing strategy and action plan developed and initiated that presents selected protected areas and targets potential clients at national and international levels.</p>	<ul style="list-style-type: none"> ●List of potential funders 	<p>B.4.4 Identify sources of funding, both national and international, for NCS activities</p>	

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Results	Indicators	Means of Verification	Activities	Inputs
	<p>NCS is viewed as a key focal point for managing information on biodiversity and environmental conservation in Egypt and for reporting to the relevant international conventions.</p>	<ul style="list-style-type: none"> ●Marketing strategy and action plan are available and functional 	<p>B.4.5 Implement a marketing strategy and action plan that will present NCS assets and services, with the aim of leveraging funds from relevant government departments and agencies, donor-sponsored projects and the private sector.</p>	
	<p>Information, education and communication programs are coordinated and standardized.</p>	<ul style="list-style-type: none"> ●Project progress reports 	<p>B.4.6 Develop an Information Education and Communication (IEC) clearing-house to effectively coordinate and standardize outreach programs, tools and activities developed in individual protected areas.</p>	

Annex 2.

Composition of Program Steering Committee (PSC)

- Chair: Chief Executive Officer, EEAA
- Members: Representative of El Minya Governorate
- Representative of Fayoum Governorate
- Representative of Matrouh Governorate
- Representative of Ministry of Water Resources & Irrigation
- Representative of the Supreme Council of Antiquities
- Director, Nature Conservation Sector, EEAA
- Legal Representative, EEAA
- Representative of the General Department for International Affairs and Technical Cooperation, EEAA
- Representatives of Italian MAE/DGCD/Italian Embassy/UTL
- Representative of UNDP Country Office
- Project Management Units (PMUs)
- Representative of UNDP Program Support Team (PST)
- Program Coordination Unit (PCU), also acting as Technical Secretariat
- Observers: Financial and Technical Managers of the Technical Unit (TU) of the Debt-for-Development Swap Management Committee

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Annex 3.

Terms of Reference of the Program Coordination Unit

- Coordinate and guide the implementation of the whole Program assisting the Program Steering Committee, the Executing Agencies, Project Executive Committees and the Project Management Units (PMUs), in close coordination with MSEA/EEAA, Italian Embassy and UNDP;
- Prepare PCU overall Program Work Plan, Annual Work Plans and Budgets, to be submitted to Program Steering Committee for approval;
- Prepare PCU Annual Progress and Financial Reports to be submitted to Program Steering Committee for review and approval;
- Ensure to DGCD/Italian Embassy and EEAA the proper management of the PCU in accordance with the approved Work Plans and Budgets, rules and regulations, and the consolidated procedures;
- Prepare, based on the individual project reports, the consolidated Program progress reports and financial statements, to be submitted to the Program Steering Committee;
- Provide to DGCD/Italian Embassy and EEAA the required assistance in terms of monitoring and control over the activities and expenditures agreed with UNDP on the cost/sharing arrangements, progress assessments and financial statements;
- Develop with the institutional partners a common perspective of the Program, capitalizing on the results achieved and lessons learnt during the first phase;
- Develop and update an overall Program log frame and a monitoring system based on the project logframes, defining the key indicators and means of verification, in close coordination with UNDP and the PMUs;
- Identify, coordinate and channel needed Program related policy support to the Implementing Agencies;
- Prepare publications and information material for dissemination;
- Promote and organize events, seminars, and workshops for the dissemination of the results achieved by the Program;
- Provide information and feedback to the PMUs on relevant events and facts pertaining to Program interest, including opportunities of participation to meetings, seminars, workshops, round tables, conferences, etc;
- Represent the Program in: seminars, workshops, round table conferences, donor sub-group meetings i.e. Environment and Energy, Environment/ European Union, Solid Waste Management, etc.;

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- Track training, capacity building and professional development opportunities, for the staff and key-stakeholders of the Program, linking with the General Directorate for Training and Development of EEAA and other national/international institutions;
- Establish and maintain a WEB site of the Program, linking with EEAA, Italian Cooperation, UNDP and the individual projects;
- Develop methodologies, procedures and network of relations to facilitate the identification, preparation and start-up of new initiatives under the Program;
- Identify, coordinate and channel needed Program related policy support to the Implementing Agencies;
- Assist the Italian Embassy, MSEA/EEAA, the Implementing Agencies and UNDP in the process of assets handing over.

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Annex 4.

Terms of Reference

United Nations Development Programme, Program Support Team (PST)

The purpose of the agreement with UNDP country office of Egypt is to provide an efficient and sustainable mechanism for the implementation of the activities of the Egyptian-Italian Environmental Cooperation Program (EIECP), in an integrated manner as foreseen by the relevant Project Documents. The EIECP, jointly financed by the Government of the Arab Republic of Egypt (GOE) and the Government of the Italian Republic (GOI), will be implemented by the Ministry of State for Environmental Affairs (MSEA) and its executive arm, the Egyptian Environmental Affairs Agency (EEAA), with participation by other Ministries and Governorates, renowned Italian and International Organizations, Scientific Institutions, NGOs and conservation experts.

The EIECP II is implemented through a Memorandum of Understanding (MOU) signed between the GOE and GOI and the UNDP Project Document signed by all parties concerned. Accordingly, UNDP will support EEAA in the execution and implementation of the Program within the framework of UNDP National Execution arrangements, in compliance with the Project Documents (which are an integral part of the Terms of Reference),

UNDP will work in close association with the Program Coordination Unit (PCU) that is entrusted with assisting the Program Steering Committee, the EEAA and the Italian Cooperation on the coordination, guidance and control of the program.

UNDP will be responsible, in accordance with UNDP guidelines and procedures, for ensuring proper use of funds to assigned activities, timely reporting of implementation progress, monitoring the Program as well as ensuring the undertaking of mandatory and non-mandatory evaluations. In this context, UNDP, in coordination with PCU, will provide support and backstopping to the projects to ensure proper implementation progress, convene periodical meetings with project managements, provide the needed flexibility for feedback and revision to products and documents, and review program results to ensure that project results are achieved in line with set objectives and work plans. UNDP will also provide operational support related to recruitment, procurement, administration, and finance as requested.

More specifically, UNDP managing both the bilateral Italian funds and the Counterpart funds, will provide the following services based on National Execution (NEX) procedures:

- The implementation arrangements, which will be differentiated on project-by-project basis according to the needs. These arrangements will allow for: (i) Centralizing purchase of equipment and supplies; (ii) Standardizing sub-contracts of all institutions involved in the program; (iii) Standardizing

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program staff fees and other administrative procedures; (iv) Assuring central accounting and auditing as well as control and monitoring; (v) Centralizing technical and financial reports; and (vi) Standardizing monitoring, review and evaluation procedures.

- The operational services, related to recruitment, finance, procurement, etc., in accordance with the Implementation Protocols (IPs) – namely (i) the Memorandum of Understanding (MoU) between the Government of Italy and the Government of the Arab Republic of Egypt (ii) the UNDP Project Document and annexes, (iii) the Cost Sharing Agreement (CSA) between the Government of Italy and UNDP, and (iv) the Project Implementing Agreement (PIA) for Italian Debt Swap management funds between the Ministry of State for Foreign Affairs, Italian Embassy, EEAA and UNDP - signed between the relevant partners that will direct and regulate the implementation of the Program.
- The administration of Program funds and their timely disbursement to the Project Management Units (PMUs) for project operational expenses in accordance with the approved work plans and budgets.
- Procurement of equipment and material upon request from the PMUs, in accordance with the approved work plans and budgets.
- Provision of technical assistance services, in accordance with the MOU, the Implementation Protocols (IPs) and the TORs, either sub-contracted independently by UNDP or provided directly by the appointed Agreed Consultancies.
- Sub-contracting International and Local Consultants on the basis of the TORs that will be included in the work plans approved by the Project Executive Committees.
- Review of overall work plan, and annual work plans and budgets prepared by each PMU according to the agreed time schedule, to be submitted to the relevant Project Executive Committees.
- Review of Progress Reports based on the UNDP format prepared by each PMU, and according to the agreed time schedule, to be submitted to the relevant Project Executive Committee.
- Preparation of project financial statements, according to the agreed time schedule, to be submitted to the relevant Project Executive Committee.
- Assist PCU in preparing consolidated Program Progress Reports and Financial Statements, on a yearly basis, to be submitted to the Program Steering Committee.
- Assist PMUs in preparing project logical framework matrixes (logframes), defining the key indicators and means of verification. Review the updated

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logframes prepared by the PMUs to be presented to the relevant Project Executive Committees along with the Progress Reports.

- Assist PCU in developing and updating the overall Program logframe, to be presented on yearly basis to the Program Steering Committee, based on the individual project logframes made available by the PMUs.
- Prepare TORs for the mid-term and final evaluations, which are to be organized in close coordination with the Italian Cooperation and EEAA. Ensure the findings of the review missions are submitted to the Program Steering Committee and to Project Executive Committees and that the projects receive and adopt the findings of the evaluations that pertain to the particular projects.

In addition, UNDP will ensure the following general administrative and reporting features, in close coordination with the PMUs which are entrusted the responsibility of preparing the hereunder documents:

- a) The regulations, rules and directives of UNDP, and in compliance with the MOU directives, shall govern program management and expenditures.
- b) The contribution shall be administered by UNDP in accordance with UNDP regulations, rules and directives, applying its standard procedures for project execution. UNDP headquarters and country office shall provide to the Donor and to EEAA, for all the components of the Program, the following plans and reports prepared by the PMUs in accordance with UNDP accounting and reporting procedures. The schedule for the submission of the plans and reporting documents to the Project Executive Committees is set in order to meet the requirements and procedures defined by both the Donor as per the Memorandum of Understanding and the Management Committee for Italian Debt Swap Counterpart funds.

Project Work plans

- a) *Overall work plan and related budget*, to be submitted within five months from the beginning of the Program activities.
- b) *Yearly work plans and related budgets*. The first work plan should be submitted within five months from the beginning of the Program activities; the second and third work plans should be submitted one month before the end of the previous financial years. The Donor cannot release the second and third year instalments unless the work plans and budgets are approved by the relevant Project Executive Committee.

Project Progress and Financial Reports

- a) *Mid-year progress and financial reports*, to be submitted not later than two months after the end of the relevant semester. These reports will

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include the progress of the activities and a detailed statement of expenditure by budget lines.

- b) *Annual provisional financial reports*, to be submitted one month before the end of the relevant financial years. These reports will be based on actual expenditure from January to September and the expected expenditure from October to December. The second and third year instalments cannot be released unless the annual provisional financial reports are approved respectively by the Project Executive Committee for Italian multi-bilateral funds, and by the Management Committee of Italian Debt Swap for the counterpart funds.
- c) *Annual progress and financial reports*, to be submitted not later than two months after the end of the relevant financial years. These reports will include the progress of the activities and a detailed statement of the expenditure by budget lines.
- d) *Final progress and financial report*, to be submitted not later than three months from the date of financial completion of the relevant project. This report will include the progress of the activities and a detailed statement of accounts showing income and expenditure by year and by budget lines. The final report should illustrate the results of the monitoring and evaluations activities, highlighting the lessons learned and recommendations.

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Annex 5.

Composition of Project Executive Committee

Chair: Director, Nature Conservation Sector

Members:

- Project Management Unit, Gabal Elba PA Project
- Project Management Unit, Legal and Institutional Framework Project
- Project Management Unit, Siwa Protected Area (SEAP Project)
- Project Management Unit, Wadi Rayan Protected Area Project
- Representative of the General Department for International Affairs and Technical Cooperation, EEAA
- Representatives of Directorate General of Cooperation for Development, Italian Foreign Ministry (DGCD/MAE) and Italian Cooperation in Cairo
- Representative of United Nations Development Programme (UNDP)
- EIECP Program Coordination Unit (PCU)
- Representative of UNDP Program Support Team (PST)
- Project Management Unit, NCSCB, acting also as Technical Secretariat

Observers:

- Debt/Swap Technical Unit (TU) Financial and Technical Managers.

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Annex 6.

Terms of Reference of the Project Management Unit (PMU)

- Provide the day-to-day management directing all implementation activities.
- Manage the allocated financial resources in accordance with the regulations, rules and directives of the UNDP and the Executing Agency.
- Manage and supervise the staff and their performance.
- Manage and coordinate all technical and scientific resources.
- Prepare an Overall Work Plan and Budget, the Yearly Work Plans and Budgets; Mid-year Progress and Financial Reports; Annual Provisional Financial Reports; Annual Progress and Financial Reports; and the Final Progress and Financial Report, to be submitted for approval to the Project Executive Committee, via UNDP, as per modalities and schedule described at Annex 4. The plans will include at minimum the following items:
 1. The defined outputs to be achieved,
 2. Ways and means to achieve the above outputs,
 3. The human resources needed, as well as the detailed Terms of Reference of the technical assistance to be contracted,
 4. The time schedule for the deployment of the technical assistance,
 5. The identification of milestones of the planned activities, as well as definition of all the reports (contents, time and task distribution, etc.) in order to monitor the project implementation status.
- Prepare the technical documents related to procurement for services and supplies, to be provided to UNDP for completing the bidding process.
- Develop, in collaboration with the relevant departments, the training need assessment of the staff in order to upgrade their level through selected courses.
- Prepare, with the assistance of the Program Coordination Unit and UNDP, the project log frame, defining the key indicators and means of verification.
- Establish close interactions with the PMUs of the Siwa PA, WRPA and Legal and Institutional Framework project. Provide in particular the required technical and administrative support to the Gabal Elba Protected Area.
- Liaise with the Implementing Agency, EEAA, UNDP, PCU, and relevant local institutions in order to ensure inter-departmental cooperation at field level for the best implementation of the project.
- Attend the Program Steering Committee meetings.
- Act as Technical Secretariat for the Project Executive Committee.

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Annex 7.
Terms of Reference for Project Co-Managers

National Co-Manager

Position: The National Co-Manager (NCM) is appointed/seconded on a full time basis by the Implementing Agency (Nature Conservation Sector).

Duties: The NCM will manage the project activities and funds in coordination with the International Co-manager (ICM). They will both have signature authority for activities and for expenditure of project funds. Activities whose expenditures are above a certain pre-determined amount will require the signature of both co-managers. Moreover, the national co-manager will be responsible for the management of the GOE inputs in-kind and their integration with the project with particular attention paid to the staffing and facilities.

International Co-Manager

Position: The International Co-manager (ICM) is a full time national expert, Senior Technical Advisor, selected and appointed by the Agreed Consultancy (IUCN), in consultation with UNDP and NCS.

Duties: The ICM will jointly co-manage project activities and funds in coordination with the National Co-Manager. Both co-managers have signature authority for activities and for expenditure of project funds. Activities whose expenditures are above a certain pre-determined amount will require the signature of both co-managers. The ICM also will provide the required technical advice and will be responsible for training and transferring technology to Egyptian staff. In addition, to assisting the NCM in fulfilling his responsibilities, the ICM will develop the training and technology transfer activities of the project and serve as the principle key contact for the technical assistance provided by IUCN.

Joint NCM and ICM Responsibilities

Establish and manage the primary project office at the project's main premises and at any satellite offices.

Prepare TORs and job descriptions for project staff, international, national and local consultants and subcontracts and coordinate the hiring and firing of staff and the execution of contracts.

Prepare the necessary reports required under the EIECP and UNDP Project cycle, including Project Operation Plan (POP) for the project cycle to be updated on annual basis, Project Annual Work Plans (AWP) reporting on implementation on quarterly basis, Annual Project Reports, financial reports, and other reports as needed.

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Develop and propose the work plans according to the context of the outputs and activities given in the project document with clear targets and a meaningful sequence.

Prepare reports to the PEC and the PSC on project performance and follow up on implementation of committee recommendations.

Ensure timely and cost effective implementation of the project activities and work plans and monitor the project results against set targets.

Monitor the use of project resources, request UNDP for purchase of equipment, office supplies, site materials and necessities, and arrange for its distribution.

Ensure that all facilities and equipment are maintained in good serviceable condition.

Supervise staff activities, evaluate their performance and conduct staff performance appraisals on a regular basis.

Supervise and follow up on contracts for all project activities to ensure that inputs of consultants are coordinated and to ensure the high quality of their deliverables.

Brief the Implementing Agency on a regular basis about routine activities and problems; and submit periodic financial and technical reports or as requested.

Organize the Project Executive Committee (PEC) meetings and attend Program Steering Committee (PSC) meetings.

Establish and ensure synergies with the other NCS components of the Program, and the Legal and Institutional Framework Project.

Circulate information concerning the project, its activities and the wider activities of other institutions with activities specifically concerning the project.

Assist and advise local stakeholder agencies in the implementation of their activities under the project.

Provide necessary information and needed assistance to the evaluation missions to be conducted.

Represent the project in relevant seminars and meetings and disseminate project information.

Ensure that local experience, success stories, lessons learned and other useful information are collected systematically and distributed.

Mobilize additional resources for the project and develop linkages with similar initiatives and concerned parties.

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NCM and ICM Jointly Supervise:

Drivers, Secretaries and Office Support Staff
International and National Technical Staff
Scientific, advisory or technical committees

NCM & ICM will liaise with:

PCU
UNDP-PST
Executing Agency (EEAA)
Implementing Agency (NCS)
Italian Cooperation
Local Project Stakeholders
Project Beneficiaries
EIECP other components
Financial and Technical Managers of the Technical Unit (TU) of the Debt-for-
Development Swap Management Committee

NCM & ICM both report directly to the Implementing Agency and the Project Executive Committee.

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Annex 8.
NCS Budget

Item	Unit Price (x 1000) LE	Quantity m/m	Totals (x 1000) LE	It DGCD (x 1000)			It DS (x 1000)			Total (x 1000) LE			
				Euro	\$ equiv.	LE equiv.	LE	\$ equiv	eur equiv	LE	\$ equiv	eur equiv	
10	Project Personnel												
11	International Consultants												
11.01	Institutional support Consultant	42.00	16	672.00	149.33	185.73	1144.12				1144.12	185.73	149.33
11.02	Planning	42.00	11	462.00	102.67	127.70	786.63				786.63	127.70	102.67
11.03	EIA/Legal	33.00	3.6	118.80	26.40	32.84	202.27				202.27	32.84	26.40
11.04	Info. Edu. & Communication (IEC),	33.00	4	132.00	29.33	36.48	224.72				224.72	36.48	29.33
11.99	<i>Subtotal Intern. Consultants</i>			1384.80	307.73	382.75	2357.73	0.00	0.00	0.00	2357.73	382.75	307.73
13	Administrative Support												
13.01	Exec. Secretary	3.00	36	108.00	24.00	29.85	183.88	0.00	0.00	0.00	183.88	29.85	24.00
13.02	Support staff (3)	0.70	108	75.60	5.60	6.97	42.91	50.40	8.18	6.58	93.31	15.15	12.18
13.03	Allowances	0.30	432	129.60	0.00	0.00	0.00	129.60	21.04	16.92	129.60	21.04	16.92
13.99	<i>Subtotal Admin. Support</i>			313.20	29.60	36.82	226.79	180.00	29.22	23.49	406.79	66.04	53.09
15	Monitoring and Evaluation												
15.01	Monitoring & Evaluation (M&E), Intern'l	33.00	4	132.00	29.33	36.48	224.72	0.00	0.00	0.00	224.72	36.48	29.33
15.02	M&E, national	15.00	9	135.00	0.00	0.00	0.00	135.00	21.92	17.62	135.00	21.92	17.62
15.99	<i>Subtotal M & E</i>			267.00	29.33	36.48	224.72	135.00	21.92	17.62	359.72	58.40	46.95
16	Mission costs												
16.01	International Air travel and DSA		Lump	46.20	10.27	12.77	78.65	0.00	0.00	0.00	78.65	12.77	10.27
16.02	Domestic travel		Lump	100.00	0.00	0.00	0.00	100.00	16.23	13.05	100.00	16.23	13.05
16.99	<i>Subtotal Mission Costs</i>			146.20	10.27	12.77	78.65	100.00	16.23	13.05	178.65	29.00	23.32
17	National Personnel												
17.01	Senior Tech Adviser/ Nat'l Co-manager	19.00	36	684.00				684.00	111.04	89.28	684.00	111.04	89.28
17.02	Planning, national	15.00	9	135.00				135.00	21.92	17.62	135.00	21.92	17.62
17.03	EIA/Legal, National	15.00	9	135.00				135.00	21.92	17.62	135.00	21.92	17.62

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NCS Budget

Item	Unit Price (x 1000) LE	Quantity m/m	Totals (x 1000) LE	It DGCD (x 1000)			It DS (x 1000)			Total (x 1000) LE			
				Euro	\$ equiv.	LE equiv.	LE	\$ equiv.	eur equiv.	LE	\$ equiv.	eur equiv.	
17.04	IEC and Marketing, national	15.00	9	135.00				135.00	21.92	17.62	135.00	21.92	17.62
17.05	Other, national	15.00	9	135.00				135.00	21.92	17.62	135.00	21.92	17.62
17.06	New professional staff (4)	1.00	144	144.00				144.00	23.38	18.79	144.00	23.38	18.79
17.99	<i>Subtotal National Personnel</i>			1368.00	0.00	0.00	0.00	1368.00	222.08	178.55	1368.00	222.08	178.55
19	Total Project Personnel			3479.20	376.93	61.49	378.77	1783.00	289.45	246.61	4670.89	758.26	609.64
20	Contracts												
21	<i>Contract A</i>												
21.01	Agreed Consultant's Overhead (8%) *		Lump	125.041	27.79	34.56	212.92	0.00	0.00	0.00	212.92	34.56	27.79
22	<i>Contract B</i>												
22.01	PR /Marketing activities, studies, surveys		Lump	170.00	0.00	0.00	0.00	170.00	27.60	22.19	170.00	27.60	22.19
29	Total Contracts			295.04	27.79	34.56	212.92	170.00	27.60	22.19	382.92	62.16	49.98
30	Training												
32	<i>Other Training</i>												
32.01	Training & production of resource materials		Lump	200.00				200.00	32.47	26.10	200.00	32.47	26.10
32.02	Publication of manuals & handbooks		Lump	150.00				150.00	24.35	19.58	150.00	24.35	19.58
39	Total Training			350.00	0.00	0.00	0.00	350.00	56.82	45.68	350.00	56.82	45.68
40	Equipment												
45.01	Vehicle purchase	125.00	2	250.00	27.78	34.55	212.84	125.00	20.29	16.31	337.84	54.84	44.09
45.02	Communication equipment		Lump	52.00	2.22	2.76	17.01	42.00	6.82	5.48	59.01	9.58	7.70
45.03	Scientific and office equipment		Lump	143.00	2.89	3.59	22.14	130.00	21.10	16.97	152.14	24.70	19.86
45.04	Field equipment		Lump	75.00	2.22	2.76	17.02	65.00	10.55	8.48	82.02	13.32	10.71
49	Total Equipment			520.00	35.11	43.67	269.02	362.00	58.77	47.25	631.02	102.44	82.36
50	Miscellaneous												
51	<i>Sundries</i>												

Capacity Building and Institutional Support to Nature Conservation Sector of MSEA/EEAA

NCS Budget

Item	Unit Price (x 1000) LE	Quantity m/m	Totals (x 1000) LE	It DGCD (x 1000)			It DS (x 1000)			Total (x 1000) LE			
				Euro	\$ equiv.	LE equiv.	LE	\$ equiv	eur equiv	LE	\$ equiv	eur equiv	
51.01	Vehicle Operating Expenses	5.00	36	180.00	20.00	24.88	153.23	90.00	14.61	11.75	243.23	39.49	31.75
51.02	Office Equipment & Scientific Expenses	10.00	36	360.00	26.67	33.17	204.34	240.00	38.96	31.32	444.34	72.13	57.99
59	Total Miscellaneous			540.00	46.67	58.05	357.57	330.00	53.57	43.07	687.57	111.62	89.74
90	PROJECT TOTAL			5184.24	486.498	605.10	3727.40	2995.00	486.20	390.91	6722.40	1091.30	877.40
100	Cost Sharing												
101	Country Government												
101	Italian Debt Swap							2995.00	486.20	390.91			
103	Third Party (Italian DGCD)				486.498	605.10	3727.40						
109	Total Cost Sharing										6722.40	1091.30	877.40
	UNDP Overhead				22.936	28.53	175.73	157.63	25.59	20.57	333.36	54.12	43.51
	Total				509.434	633.62	3903.13	3152.63	511.79	411.48	7055.76	1145.41	920.91

Annex 9.
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