

Government of the Arab Republic of Egypt

Government of Italy

United Nations Development Programme

Institutional Support to the Supreme Council for Antiquities  
For Environmental Monitoring and Management of Cultural Heritage Sites:  
Applications to Fayoum Oasis and North Saqqara Necropolis

Egyptian Italian Environmental Cooperation Program, Phase II

This project will strengthen the institutional capacity of the Government of Egypt's Supreme Council for Antiquities for monitoring and managing cultural and natural resources. The specific objectives of the project are to: (a) strengthen the Technical Office for the Institutional Support to the SCA for Environmental Monitoring and Management of Archaeological Sites (TOEMMAS); (b) prepare a plan for the management of North Saqqara site; and (c) prepare a risk map for Fayoum oasis and valorize its resources, and a management plan for the Medinet Madi site.

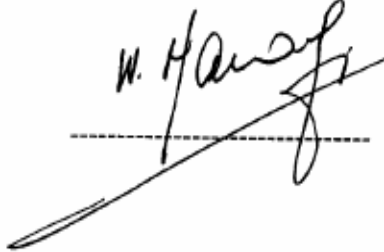
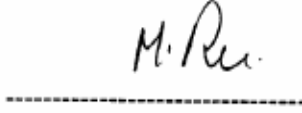


The project will assist TOEMMAS in efforts to investigate archaeological sites under environmental stress; study deterioration features caused by changes in environmental conditions, analyze hypothetical socio-economic development in the areas surrounding the archaeological sites; reinforce the institutional capacity of the SCA to prepare standards and guidelines, in close collaboration with the EEAA; and, outline conservation and management activities to be carried out with the goal of protecting and developing sites.

A capacity building program will be developed and implemented for the TOEMMAS Unit. A project monitoring and evaluation process will be developed along with a Site Information System for site-specific data collection and analysis. The Risk Map Planning Framework developed in the EIECP Phase I will be applied to antiquity sites in the Fayoum Oasis area. Attention will be paid to strengthening the link between the Fayoum antiquity sites and the nearby Wadi Rayan Protected Area. Building on the prior use of the Risk Map Planning tool at North Saqqara, a site management plan will be refined and portions implemented to promote archaeology, sustainable tourism and economic activities while also promoting environmental protection and education.

As a project of the larger Egyptian Italian Environmental Cooperation Program (EIECP), the outputs of this project also will be shared with the EIECP project in the Wadi Rayan Protected Area. Policy outputs will be directly linked to the EIECP project, Legal and Institutional Framework, which has a component focusing on regulation of economic activities affecting national protected areas.

**SIGNATURE PAGE**

**Project:** **Institutional Support to the Supreme Council for Antiquities For Environmental Monitoring and Management of Cultural Heritage Sites: Applications to Fayoum Oasis and North Saqqara Necropolis (ISSEM)**

<b>On behalf of</b>	<b>Name/Title</b>	<b>Signature</b>
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**Date:** 7 March 2004

## **Part Ia. Situational Analysis**

### **1. Problem to be addressed**

This proposal for “Institutional Support to Supreme Council of Antiquities for Environmental Monitoring and Management of Cultural Heritage Sites: applications to Fayoum Oasis and North Saqqara Necropolis” (hereinafter: ISSEMM) is born out of the programme titled “Institutional support to the Egyptian Environmental Affairs Agency (EEAA) to improve planning capabilities for rehabilitation and protection of natural and cultural environmental resources and implementation of pilot projects within the framework of Egypt’s NEAP activities”. This program, also known as the Egyptian Italian Environmental Cooperation Program (EIECP) Phase I was agreed upon through the Memorandum of Understanding signed on June 18, 1998 between the Government of the Italian Republic and the Government of the Arab Republic of Egypt. A component of EIECP Phase I was the project “Enhancement of the Organization and Capabilities to Preserve the Cultural Heritage of Egypt - Risk Map for North Saqqara site, also known as Risk Map of North Saqqara (RMNS).

The RMNS Project adapted an Italian Geographic Information System methodology and applied it to cultural heritage protection for the North Saqqara antiquity site. By the use of GIS’ capability for “overlay mapping” or overlapping of different thematic maps, it became possible to identify spatial relationships existing between environmental risks in the Saqqara site and the real risks to which the monuments in the north area are subject. For example, high-risk target areas could be identified by mapping areas at high risk due to a geological fault or massive tourist presence and overlapping with map showing areas where a great number of monuments are located.

By the same system, it is also possible to analyze how risk factors could damage the monuments, depending on the vulnerability of their structural materials and architectural types to specific environmental risk factors (i.e., earthquake effects on the structure of the pyramids are less evident than on the structures of the tombs with courtyard). By comparing different environmental situations, one can identify monuments at greatest risk in the north Saqqara area. Such information is valuable when setting priorities and allocating funds for restoration of monuments.

The SCA, being aware of the importance of the Project, issued Decree no. 1124 dated 15 May 2002 for the Establishment of the Technical Office for the Environmental Monitoring and Management of Archaeological Sites (TOEMMAS), which is located in the premises of SCA. The ISSEMM project aims to strengthen the TOEMMAS, in order to improve the management of archaeological sites in Egypt.

Under the project, the personnel of TOEMMAS will be assigned full time to this new office rather than retaining responsibilities aligned with their former positions in disparate sections of the SCA. To be more effective, the TOEMMAS staff needs technical information and training on topics including conservation and preservation techniques, archaeology and guardianship, environment and monitoring, use of the GIS-based Site information System and basic management. Their efforts will be applied hands-on to North Saqqara and the Fayoum Oasis.

## North Saqqara

The development objective of this Project is to enable the SCA to manage antiquity sites in a participatory manner so as to ensure their sustainability while contributing to the economic well being of the community. After emigrants' remittances, tourism generates the primary inflow of hard currency for Egypt.

Presently Saqqara is often considered as only a secondary option for tourism, even though it represents a fundamental stage of the ancient Egyptian civilization. It is thus important to promote both the development of the Saqqara site as well as its protection. An effective and integrated plan to manage the site can help on both accounts by following several interlinked paths:

1. Expanding the environmental monitoring and site information system relevant to Saqqara site;
2. Restructuring the visitor management system to incorporate data from the environmental monitoring and site information system as a tool for the proper development of the area; and,
3. Improving visitor services and facilities.

To accomplish these goals, the SCA has requested to follow-up the risk assessment phase with efforts to prepare a management plan for the North Saqqara site. The risk map assessment clearly demonstrated that the monuments in Saqqara site are subject to severe environmental stress. Consequently the SCA deemed it highly important to prepare an urgent management plan for the site, giving special attention to the conservation of those monuments under environmental stress and to the socio-economic development of the area.

Currently, only 9 structures in Saqqara, out of more than 600 as counted by RMNS, can be visited. During the 1970s and "80s", more than 60 were open to visitors. The current state of preservation of these 9 structures is degrading such that it will be necessary to stop visits for some of them. The RMNS determined that rapid deterioration of wall paintings is occurring due to an enormous increase in the internal relative humidity and carbon dioxide content within the structures. The sources are the normal external relative humidity that can reach 90% at night, coupled with the exhalations from tourists during daytime. The deterioration process can be slowed, however, without applying very expensive and radical restoration interventions. Selectively opening and closing structures to visitation could allow the internal relative humidity and carbon dioxide content to normalize. The environmental monitoring and information systems set up during the RMNS can be used and expanded to suggest alternative solutions to the present situation by analysing and proposing rational tourist routes to regulate public access to the structures.

Besides restructuring visitor routes to protect the structures, it is necessary to upgrade the site's tourist services, which at the moment are almost non-existent. Such amenities could include a visitor's centre with coffee shop, restaurant, bookshop, toilets and education facilities. These infrastructures could also be used by the

archaeological missions for presenting the research results to guided tours for small groups visiting the excavation sites.

In addition to developing the management plan, a number of specific activities will be implemented for increasing the database for more structures at the site, expanding archaeological efforts to census and catalogue structures and artifacts, improving tourist facilities and implementing the Archaeoguide System, an advanced audio-visual information technology system that provides visitors with information on cultural heritage sites.

### Fayoum Oasis

The second application to be addressed by TOEMMAS concerns problems relevant to archaeological sites and their socio-economic context. The Oasis of Fayoum is strongly characterized by a rich collection of varied and important cultural resources: including important archaeological sites, such as Medinet Madi, Khelua, Teptinis and Kas Qarun. These archaeological remains testify to the political and economic importance of the area since the Middle Kingdom when the royal residence at Lisht and Fayoum saw the improvement of the territory and the rise of numerous cities and temples. Medinet Madi is the most conspicuous and well-preserved archaeological site in Fayoum Governorate.

In addition to these antiquity sites, Fayoum has characteristic hand-made products; productive rural areas where innovative irrigation systems remain a distinctive feature; and, the natural beauty represented by Qarun Lake and Wadi El Ryan Protected Area (WRPA). Located seven kilometers to the west of Fayoum, EIECP is already assisting EEAA to preserve and protect the habitat and biodiversity of the Saharan Sand Dune Ecosystem in Wadi El Rayan while regulating a burgeoning list of economic activities occurring both inside and adjacent to the WRPA boundaries.

Fayoum Oasis, being such an important archaeological and natural site, should receive greater attention. Yet foreign and Egyptian tourism to Fayoum remains low; although the number of tourists visiting Fayoum has increased during the last decade, the large majority are one-day visitors from Cairo. Perhaps the experience acquired in Saqqara could be applied to Fayoum as well for the economic development of the oasis.

To facilitate the sustainable development of the environmental and cultural assets in the Fayoum Oasis, an assessment needs to be carried out, paying special attention to the preservation and the management of Medinet Madi while also establishing a link with other valuable archaeological sites and the Wadi El Rayan Protected Area. This could be achieved by the preparation of a risk map for Fayoum and detailed archaeological, conservation, and socio-economic studies. The investigation should include landscape, cultural, artisan and natural resources of the area. Following the assessment, a master plan to valorise the regional resources should be drawn up. The master plan would include linking the present Protected Area of Wadi El Rayan to Medinet Madi through visit excursions.

## 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) Phase II that is intended for implementation in January 2004. The ISSEMM Project 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, capacity development and pilot 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.

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.

## Supreme Council for Antiquities (SCA)

The SCA was established in 1859 as a part of the Ministry of Religious Endowments. Over the years, it has been in different ministries including National Guidance, Education and eventually now is residing in the Ministry of Culture since 1960. “Le service des antiques” was transformed in 1971 into the Egyptian Antiquities Organization (EAO) by Presidential decree 2828/1971. The EAO was then transformed into the Supreme Council of Antiquities (SCA) by Decree 82/1994. Belonging to the Ministry of Culture, its president is the minister himself.

Public law 117/1983 is the principal law that assigns power to the central and public offices concerned with the different cultural heritage categories in Egypt. The SCA has six sectors:

- a) The General Secretariat Sector;
- b) The Egyptian, Greek and Roman Antiquities Sector (oversees Prehistoric, Pharaonic and Greco-Roman affairs);
- c) The Islamic and Coptic Antiquities sector;
- d) The Museums sector
- e) The Antiquities and Museums Finance Sector

According to the law 117, the term antiquity is applied to any building or movable object resulting from the different civilizations that span the totality of the Egyptian History (reflecting human, artistic, technical, military, religious aspects) and of more than one hundred years old. Egypt has adhered to the UNESCO convention, 1970 concerning the banning of illegal import and export of cultural property (presidential decree 114/1973).

## 4. Intended Beneficiaries

The primary direct beneficiaries are those entities charged with preservation of the cultural heritage of the country, which include the Supreme Council for Antiquities, the TOEMMAS unit and to a lesser extent the EEAA. The Giza and Fayoum Governorates also stand to benefit from any project activities that enhance cultural resources protection and promote the economic benefits of sustainable development at Saqqara and Fayoum Oasis.

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

The ISSEMM Project is one of nine components proposed as 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 in November 2000 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 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 present Project has been formulated in order to facilitate the inception and development of the new TOEMMAS strategy for the Supreme Council for Antiquities. This Technical office was opened as a result of the activities stemming from the EIECP Phase I project, Risk Map for North Saqqara. Using the strategies developed under the initial phase, the SCA decided to provide a full time unit dedicated to implementing the new assessment procedures for other antiquity sites. The initial assessment also demonstrated the need to follow-up Phase I with management plans and implementation activities in North Saqqara to address the problems identified in the assessment. The Fayoum proposal is based on the desire to use the new assessment techniques at other antiquity sites. It also stems from the EIECP Phase I-funded activities at the Wadi Rayan Protected Area, which is immediately adjacent to the Medinet Madi site in Fayoum.

The project design was based on an extensive consultation process with the Supreme Council of Antiquities and the MSEA/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.

The project will provide resources to develop the capacity of the already-existing Technical Office for the Institutional Support to the Supreme Council of Antiquities for the Environmental Monitoring and Management of Cultural Heritage Sites (TOEMMAS). With the support of the project, TOEMMAS will follow up the initial risk assessment at North Saqqara by preparing a management plan to guide implementation measures that address the problems noted in the assessment. In addition to preparing a management plan, specific activities and feasibility assessments will expand the activities for preserving threatened portions of the site while also improving tourist services and amenities. In Fayoum, the project will develop a Risk Map of the Oasis and prepare a management plan for the Medinet Madi based on the risk map products. It will also attempt to valorize the regional resources of Fayoum, including both the cultural and natural resources of the Oasis and the nearby Wadi Rayan Protected Area.

To address the multiple policy and technical challenges, the ISSEMM Project proposes to enhance TOEMMAS capacity by providing technical assistance, staff, training, equipment and support for existing physical facilities at the local and national level. The technical assistance also will link directly with EIECP sister project at Wadi el Rayan Protected Area.

Staffing of the project will be through the TOEMMAS office by existing staff and by hiring an additional accountant, secretary, photographer, 3 office support staff and 3 drivers. In addition, work at the Medinet Madi and Saqqara sites will require hiring a total of 4 foremen, 35 skilled and 60 unskilled workers, 10 restorers, 2 heavy equipment operators and 2 archaeological rangers. Specific technical, legal and institutional expertise will be augmented by contracting with both national and international sources. SCA staff will benefit from the resources of the various experts through development of guidelines, resource materials, formal training and hands-on technical assistance.

To facilitate training in Italy and Egypt, a Support Centre (SCE) will be established by a written agreement within an existing structure linked to Pisa University. The SCE will organize the trips to Italy for Egyptian staff to ensure that their management training will be as fruitful. It will provide assistance by keeping in touch with the concerned Italian bodies and also coordinate the technical assistance missions to Egypt. In addition the SCE will provide support, mainly in the fields of computer science, preservation and planning. The Italian structure will be responsible for operating a data processing centre for developing software-programming models and for information support to the TOEMMAS.

The activities related to the design of the visitors' centre, the setting up of tourist visiting modalities supported by advanced technologies (archaeoguides) and the transformation of the storehouses in local antiquary museums will be developed in both Egypt and Italy. The two Egyptian design architects, during their stay in Italy, will have the opportunity of visiting sites arranged with this approach and to cooperate with senior designers, availing the support of the most advanced technologies.

The Support Centre in Italy will provide software assistance for the whole duration of the project, either in Italy or in Egypt including the technicians, whenever necessary. The Support Centre will develop the specific software to implement the project such as:

- Database applications;
- G.I.S. application;
- G.I.S. elaborations for the vulnerability determination;
- G.I.S. elaboration for the hazard analysis;
- G.I.S. elaboration for the environmental risk analysis.

## 2. Synergies Among the EIECP Components

The proposal foresees close interactions with other sister projects proposed under the umbrella of the EIECP, Phase II. This would include activities under the policy work of the national level, Legal and Institutional Framework of the MSEA/EEAA Project and protected area management activities at the Wadi el Rayan Protected Area. Such

collaboration will provide the practical cases with which to identify and test the various policy initiatives developed during the course of the EIECP Phase II.

Following the conclusion of the project, the SCA and specifically the TOEMMAS will have trained and skilled personnel, the institutional tools for implementing antiquity site management and site-specific management plans. There will be models that can be adapted for use in other sites as well as site-specific preservation 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 ISSEMM 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.

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

Development Outcome: To contribute to the ability of national and local institutions and organizations to protect and manage natural and cultural resources.

Specific Outcome: The antiquity sites of North Saqqara, Medinet Madi and Fayoum Oasis will be managed in a participatory manner so as to ensure their sustainability while contributing to the economic well being of the community

Outputs:

1. The capacity of the TOEMMAS to protect and sustainably manage antiquity sites will be enhanced by staffing and training/learning programs, including: Administration; GIS, computer graphics and CAD; Cross training for archaeological and environmental rangers; Conservation & preservation of antiquities; Archaeology and guardianship; Environmental Monitoring; Program monitoring and evaluation; Preparation of standards and guidelines; Park management; Participatory methodologies; Licensing; and Negotiation skills
2. An overall risk map for Fayoum Oasis and a site management plan linking Medinet Madi and the Protected Area of Wadi Rayan in Fayoum are established and implementation begins.
3. The North Saqqara site management plan is prepared and implementation begins to promote archeology, sustainable tourism and economic activities, environmental protection and its potential for education and communication.

### **Part III. Management Arrangements**

A. The support provided through the ISSEMM Project is aimed to effectively address technical antiquities management 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 the overall Egyptian Italian Environmental Cooperation Program. It will be responsible for coordinating activities performed by the implementing agencies and other concerned institutions and participate in assessing and evaluating the impact of each project. To facilitate management of ISSEMM and its other sister projects in EIECP, Phase II, an 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 ISSEMM will be executed through an organizational structure that is composed of a Program Steering Committee (PSC), the Program Coordination Unit (PCU), the Project Executive Committees (PECs), the 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 Supreme Council for Antiquities is the partner and Implementing Agency for ISSEMM. 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 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	Institutional Support to Supreme Council of Antiquities for Environmental Monitoring and Management of Cultural Heritage Sites: applications 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 activities develop within the National Environmental Action Plan (NEAP). In addition, the PSC will review and approve the Overall Program 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 presented 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 assist the Donor and the Recipient Government, including the PSC, to coordinate the Program and its component projects. Hosted at 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 entire EIECP. 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 Italian expert appointed by DGCD and by an Egyptian professional seconded by EEAA. 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; 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 (PST)

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 for 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. 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 will be established for the ISSEMM 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 will also 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 for ISSEMM project 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 PEC sessions as Observers.

To achieve an appropriate level of flexibility, the PEC will have the authority to modify all necessary activities, physical targets, project requirements, staffing and budget. 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.

#### 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 specified 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 appointed/seconded on a full-time basis by the SCA (the Implementing Agency) and an Italian Co-Manager, selected and appointed by the DGCD in consultation with SCA. The national co-manager 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 Italian Co-Manager 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 of 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 ISSEMM Project, the Parties have appointed the University of Pisa as Agreed Consultancy. The University 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.

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 EEAA) delegate to the UNDP Country Office the administration of all budget lines of the project budget, including:

<b>Budget Line 10</b>	<b>“Project Personnel”</b>
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”
<b>Budget Line 20</b>	<b>“Contracts”</b>
<b>Budget Line 30</b>	<b>“Training”</b>
<b>Budget Line 40</b>	<b>“Equipment”</b>
<b>Budget Line 50</b>	<b>“Miscellaneous”</b>

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 ISSEM project will be provided by DGCD through bilateral funds, via UNDP. The Egyptian Government’s contribution will be provided by the Implementing Agency.

As per the estimated project budget, the **Italian funds** allocated by the Foreign Ministry through the DGCD amount to **Euro 3,500,000** (including Euro 156,300 as overhead for UNDP, Euro 36,000 as overhead for University of Napoli, and Euro 55,900 as overhead for University of Pisa). The International Technical Co-Manager Component of this budget amounting to **Euro 125,600** will be managed directly by DGCD-Rome.

The **Government of Egypt/Supreme Council of Antiquities** are committed to provide an amount of **LE 745,700** as a contribution in-cash in support of the project.

The detailed budget is shown in Annex 8 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>The antiquity sites of North Saqqara, Fayoum Oasis and Medinet Madi and the Wadi Rayan Protected Area will be managed in a participatory manner so as to ensure their sustainability while contributing to the economic well being of the community.</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 EEAA and the Supreme Council of Antiquities 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 the Legal and Institutional Framework Project and Wadi el Rayan Protected Area Project. In addition, a Program Coordination Unit (PCU) will help ensure that issues and lessons learned are exchanged between the various EIECP projects. UNDP's Program Support Team (PST) will work in coordination with the PCU.</p>
<p>Project title and number: Institutional Support to the Supreme Council for Antiquities for Environmental Monitoring and Management of Cultural Heritage Sites: Applications to Fayoum Oasis and North Saqqara Necropolis. (ISSEMM) EGY/03/013</p>

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
Logical Framework Matrix

Outputs	Indicators	Means of Verification	Activities	Inputs
G1. Staffing and Training/Learning programs enhance capacity of SCA's Technical Office for Environmental Monitoring and Management of Archaeological Sites (TOEMMAS) to protect and sustainably manage antiquity sites.	PMU is operational	Project progress reports	G.1.1 Select and hire key personnel, form advisory groups and arrange physical accommodations	International Personnel
	Job descriptions clarified No. of staff recruited	Review of documents	G.1.2 Engage experts; assess the needs of each institution/ entity with regards to staffing and ensure recruitment of appropriate staff for full-time assignment to TOEMMAS.	Administrative Support Staff  Monitoring and Evaluation
	No. and quality of training/ learning  No. of staff trained	Program is functional	G.1.3 A capacity building program will be developed and implemented to assess needs, design relevant manuals/guidelines and implement staff training/learning programs related to building capacity for TOEMMAS.	Mission costs  National Personnel  Contracts
	Site Information System is established and functional		G.1.4 Develop Site Information System for Saqqara and Fayoum	Training  Equipment and software
	Support Center established and functional  New protocols of data transfer and common evaluation procedures established and used in SIS, GIS and cartography		G.1.5 Establish Support Center (SCE) in Italy for computer science, software development and assistance, preservation and planning	Reporting  Communication  Sundries  EU 1,760,600
	Guidelines available, indicators set and M&E process delivers information for project management planning	M & E system is operational	G.1.6 Develop and implement M & E system for evaluating project effectiveness	

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
Logical Framework Matrix

Outputs	Indicators	Means of Verification	Activities	Inputs
G.2. An overall risk map for Fayoum oasis and a site management plan linking Wadi Rayan and Medinet Madi in Fayoum are established and implementation begins.	SIS database established and functional	Project progress reports	G.2.1 Assess and analyze local artisan, cultural and natural resources using SIS	International Personnel  Administrative Support Staff
	Risk assessment report prepared	Report available	G.2.2 Prepare a master plan that valorizes regional resources including a risk map for the Oasis and a management plan for Medinet Madi, both of which will be based on results from risk analysis	Monitoring and Evaluation  Mission costs  National Personnel
	Archaeological park management plan accepted by all stakeholders, including local residents	Plan available	G.2.3 In a participatory manner, develop an operational plan for delimiting the boundaries of an archaeological park and for connecting the two sites (Medinet Madi and Wadi Rayan Protected Area) including a bio-regional plan.	Contracts  Training  Equipment and software
	Number of sampling sites and study parameters increases	Reports	G.2.4 Continue and expand on site environmental monitoring activities	Reporting  Communication
	Local stakeholders positive regarding their participation in plan development and management	Reports available	G.2.5 Expand communication activities with local stakeholders regarding the collaborative and participatory management of the area	Sundries  EU 1,492,660
	No. of income-generating activities related to Medinet Madi and WRPA increases	Reports available	G.2.6. Research activities with local stakeholders for facilitating income generation compatible with the sustainable management of the site.	

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
 Logical Framework Matrix

Outputs	Indicators	Means of Verification	Activities	Inputs
	An increase in awareness about Fayoum as a tourist destination among Egyptians and international tourists	Surveys	G.2.7 Design and implement a marketing strategy to promote tourism to the two sites and complement it with an environmental education program.	
	Visitors at one site are knowledgeable of both sites	Surveys Review of Public information materials available	G.2.8 Design education program linking environment and human activities of MM and WRPA	
	Procedures for visitor systems and licensing are implemented	Environmental impact assessments	G.2.9 Review visitor systems, licenses etc. to make them more compatible with an archaeological park	
	Increase in number of visitors visiting both sites	Road use surveys	G.2.10 Improve road and signage between MM and WRPA.	
	Implementation of restoration plan		G.2.11 Clean and protect high priority of MM, including portions of Medinet Madi's Sanctuarius	
	Improvements to antiquity sites, tourist facilities, with road and information galleries in place and working effectively		G.2.12 Prepare visitor areas, rest rooms and displays	

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
 Logical Framework Matrix

Outputs	Indicators	Means of Verification	Activities	Inputs
G.3. North Saqqara site management plan is prepared or refined and implemented to promote archaeology, sustainable tourism and economic activities, environmental protection and its potential for education and communication.	No. of study sites increases to 40	Project progress reports	G.3.1 Expand existing monitoring and Site Information System	International Personnel
	Management plan is prepared and approved	Tourism records and document review	G.3.2 Study and assign priorities regarding state of preservation for Saqqara monuments.	Administrative Support Staff
	Plan to rationalize tourist flow is implemented	Project evaluations	G.3.3 Conduct study for distributing tourism flows on site, and use of Archaeoguide System	Monitoring and Evaluation
	Archaeoguide System is designed			Mission costs
	Antiquity sites, tourism facilities and information galleries are in place and effective	Tourism records	G.3.4 Restructure the visitor management system to incorporate data from the environmental monitoring and SIS system including the construction of rest points, information panels, Visitor's Center, on-site museums and a link to Memphite Necropolis.	National Personnel
	Tourism industry markets visitation to N. Saqqara site			Contracts
# of sites conserved increases			G.3.5 Begin limited archaeological conservation activities	Training
				Equipment and software
				Reporting
				Communication
				Sundries
				EU 1,017,320

Annex 2  
Composition of Program Steering Committee

- 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

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 table conferences, etc;
- Represent the Program in: seminars, workshops, round tables, conferences, donor sub-group meetings i.e. Environment and Energy, Environment/ European Union, Solid Waste Management, etc.;

- 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 the 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;
- Assist the Italian Embassy, MSEA/EEAA, the Implementing Agencies and UNDP in the process of assets handing over.

## 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), 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, 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 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

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

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 installments 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 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 installments 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.

## Annex 5.

### Composition of ISSEMM Project Executive Committee

Chair: Supreme Council of Antiquities

Members:

- Head of the Center for Documentation of Cultural and Natural Heritage (CultNat)
- Representative PMU, Wadi el Rayan Protected Area Project
- Representative of Tourism Development Authority
- 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, ISSEMM (acting also as Technical Secretariat)

Observers:

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

## 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.
- 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.

## 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 (Supreme Council of Antiquities).

**Duties:** The NCM will manage the project activities and funds in coordination with the Italian 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.

#### **Italian Co-Manager**

**Position:** The Italian Co-manager (ICM) is the senior international staff person of the project. The ICM is selected and hired by the Directorate General of Cooperation for Development of the Italian Foreign Ministry, in consultation with the Supreme Council of Antiquities.

**Duties:** The ICM will jointly co-manage project activities and funds in coordination with the National Co-Manager. Both 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 international agencies, including the Agreed Consultancy.

#### **Joint NCM and ICM Responsibilities**

Manage the primary project office at the TOEMMAS premises and the satellite offices for each major antiquity site selected for project activities. Ensure that all facilities and equipment are maintained in good serviceable condition.

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.

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.

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 EIECP components of the Program, in particular with the Wadi Rayan Protected Area.

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.

**NCM and ICM Jointly Supervise:**

Drivers, Secretaries and Office Support Staff  
Accountant  
International and National Technical Staff  
Scientific, advisory or technical committees  
Photographers  
Senior Egyptologists  
Senior National Specialists

**NCM & ICM will liaise with:**

PCU  
UNDP-PST  
Executing Agency (EEAA)  
Implementing Agency (Supreme Council of Antiquities)  
Italian Cooperation  
Director of Saqqara Site  
Directors of SCA Regional Office in Fayoum  
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.

**Annex 8**  
**ISSEM 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	
<b>10</b>	<b>Project Personnel</b>												
11	International Personnel for TOEMMAS												
11.01	*Technical Co-manager (from DGCD)	45.00	12	540.00	120.00	149.25	919.40				919.40	149.25	120.00
11.02	Archaeological heritage (Pisa)	36.00	22	792.00	176.00	218.91	1348.46				1348.46	218.91	176.00
11.03	Scientific Director (Pisa)	45.00	4	180.00	40.00	49.75	306.47				306.47	49.75	40.00
11.04	Administrative Co-manager (Pisa)	45.00	22	990.00	220.00	273.63	1685.57				1685.57	273.63	220.00
12	<i>Subtotal Intern. Consultants</i>			2502.00	556.00	691.54	4259.90	0.00	0.00	0.00	4259.90	691.54	556.00
13	Administrative Support from Pisa												
13.01	Accountant (1), Secretary (1)	4.05	48	194.40	43.20	53.73	330.99				330.99	53.73	43.20
13.02	TOEMMAS Secretary (1), Assistant (1)	1.35	48	64.80	14.40	17.91	110.33				110.33	17.91	14.40
13.03	Drivers (3)	1.80	72	129.60	28.80	35.82	220.66				220.66	35.82	28.80
13.04	Photographer	3.15	24	43.20	9.60	11.94	73.55				73.55	11.94	9.60
13.05	Admin. Support- Pisa	2.70	24	64.80	14.40	17.91	110.33				110.33	17.91	14.40
14	<i>Subtotal Admin. Support</i>			496.80	110.40	137.31	845.85	0.00	0.00	0.00	845.85	137.31	110.40
16	Mission costs												
16.01	*Technical Co-manager (DGCD)	3.15	8	25.20	5.60	6.97	42.91				42.91	6.97	5.60
16.02	Egypt-Italy air travel	3.15	10	31.50	7.00	8.71	53.63				53.63	8.71	7.00
17	<i>Subtotal Mission Costs</i>			56.70	12.60	15.67	96.54	0.00	0.00	0.00	96.54	15.67	12.60
	<b>*Both budget lines will be managed directly by DGCD-Rome</b>												
17	<b>National Personnel</b>												
	Support to TOEMMAS												
17.01	Tech. & Admin. Co-managers (2)	3.60	48	172.80	38.40	47.76	294.21				294.21	47.76	38.40
17.02	Senior Egyptologist	1.57	24	37.80	8.40	10.45	64.36				64.36	10.45	8.40
17.03	Senior Environment Specialist	1.57	24	37.80	8.40	10.45	64.36				64.36	10.45	8.40
17.04	Senior Monitoring Specilaist	1.57	24	37.80	8.40	10.45	64.36				64.36	10.45	8.40

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
 Logical Framework Matrix

**ISSEM 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	
17.05	Senior Conservator Specialist	1.57	24	37.80	8.40	10.45	64.36				64.36	10.45	8.40
17.06	Senior GIS Specialist	1.57	24	37.80	8.40	10.45	64.36				64.36	10.45	8.40
17.07	Junior Archaeologist	1.12	24	27.00	6.00	7.46	45.97				45.97	7.46	6.00
17.08	Junior Environmental Specialist	0.90	24	21.60	4.80	5.97	36.78				36.78	5.97	4.80
17.09	Handicraft Experts	0.90	48	43.20	9.60	11.94	73.55				73.55	11.94	9.60
17.1	Agriculture Planning Experts (2)	0.90	48	43.20	9.60	11.94	73.55				73.55	11.94	9.60
17.11	Preservation Experts (2)	0.90	48	43.20	9.60	11.94	73.55				73.55	11.94	9.60
17.12	Topography Experts (2)	0.90	48	43.20	9.60	11.94	73.55				73.55	11.94	9.60
17.13	CAD Experts (6)	0.90	144	129.60	28.80	35.82	220.66				220.66	35.82	28.80
17.14	Microsoft Office Experts (4)	0.90	96	86.40	19.20	23.88	147.10				147.10	23.88	19.20
17.15	Computer Graphics Experts (4)	0.90	96	86.40	19.20	23.88	147.10				147.10	23.88	19.20
17.16	GIS Experts (4)	0.90	96	86.40	19.20	23.88	147.10				147.10	23.88	19.20
	<i>Subtotal Support to TOEMMAS</i>			972.00	216.00	268.66	1654.93	0.00	0.00	0.00	1654.93	268.66	216.00
	<i>Medinet Madi field staff</i>												
17.17	Site Director, SCA	3.60	8	28.80	6.40	7.96	49.03				49.03	7.96	6.40
17.18	Foremen (2)	1.12	24	27.00	6.00	7.46	45.97				45.97	7.46	6.00
17.19	Skilled Workers (20)	0.90	240	216.00	48.00	59.70	367.76				367.76	59.70	48.00
17.2	Unskilled Workers (30)	0.67	360	243.00	54.00	67.16	413.73				413.73	67.16	54.00
17.21	Restorers (5)	1.35	60	81.00	18.00	22.39	137.91				137.91	22.39	18.00
17.22	Heavy equipment operator	1.80	6	10.80	2.40	2.99	18.39				18.39	2.99	2.40
17.23	Archaeological Rangers (2)	1.80	48	86.40	19.20	23.88	147.10				147.10	23.88	19.20
	<i>Subtotal Medinet Madi staff</i>			693.00	154.00	191.54	1179.90				1179.90	191.54	154.00
	<i>Saqqara field staff</i>												
17.23	Site Director, SCA	3.60	8	28.80	6.40	7.96	49.03				49.03	7.96	6.40
17.24	Foremen (2)	1.80	12	21.60	4.80	5.97	36.78				36.78	5.97	4.80
17.25	Skilled workers (10)	1.35	60	81.00	18.00	22.39	137.91				137.91	22.39	18.00
17.26	Unskilled workers (20)	0.90	120	108.00	24.00	29.85	183.88				183.88	29.85	24.00
17.27	Restorers (5)	1.80	30	54.00	12.00	14.93	91.94				91.94	14.93	12.00

**ISSEM 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
			293.40	65.20	81.09	499.54				499.54	81.09	65.20
17.99			1947.60	432.80	538.31	3315.98				3315.98	538.31	432.80
<b>19</b>			<b>4938.30</b>	<b>1114.20</b>	<b>1385.82</b>	<b>8536.66</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8536.66</b>	<b>1385.82</b>	<b>1114.20</b>
<b>20</b>												
21												
21.01		Lump	81.00	18.00	22.39	137.91				137.91	22.39	18.00
21.02		16	72.00	16.00	19.90	122.59				122.59	19.90	16.00
21.03		1	225.00	50.00	62.19	383.08				383.08	62.19	50.00
21.04		1	157.50	35.00	43.53	268.16				268.16	43.53	35.00
<b>21.99</b>			<b>535.50</b>	<b>119.00</b>	<b>148.01</b>	<b>911.74</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>911.74</b>	<b>148.01</b>	<b>119.00</b>
22												
22.01		20	90.00	20.00	24.88	153.23				153.23	24.88	20.00
22.02		lump	360.00	80.00	99.50	612.94				612.94	99.50	80.00
22.03		14	1260.00	280.00	348.26	2145.27				2145.27	348.26	280.00
22.04		lump	225.00	50.00	62.19	383.08				383.08	62.19	50.00
22.05		1	450.00	100.00	124.38	766.17				766.17	124.38	100.00
<b>22.99</b>			<b>2385.00</b>	<b>530.00</b>	<b>659.20</b>	<b>4060.70</b>				<b>4060.70</b>	<b>659.20</b>	<b>530.00</b>
23												
23.01		1	413.55	91.90	114.30	704.11				704.11	114.30	91.90
<b>23.99</b>			<b>413.55</b>	<b>91.90</b>	<b>114.30</b>	<b>704.11</b>				<b>704.11</b>	<b>114.30</b>	<b>91.90</b>
<b>29</b>			<b>3334.05</b>	<b>740.90</b>	<b>921.52</b>	<b>5676.55</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5676.55</b>	<b>921.52</b>	<b>740.90</b>
<b>30</b>												
32												
32.01		24	864.00	192.00	238.81	1471.04				1471.04	238.81	192.00
32.02		5	180.00	40.00	49.75	306.47				306.47	49.75	40.00
<b>32.99</b>			<b>1044.00</b>	<b>232.00</b>	<b>288.56</b>	<b>1777.51</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1777.51</b>	<b>288.56</b>	<b>232.00</b>

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
 Logical Framework Matrix

**ISSEM 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
33												
33.01	604.00	lump	604.00	134.40	167.16	1029.73				1029.73	167.16	134.40
33.02	201.60	lump	201.60	44.80	55.72	343.24				343.24	55.72	44.80
33.03	2.70	128	345.60	76.80	95.52	588.42				588.42	95.52	76.80
33.04	5.40	lump	5.40	120.00	149.25	919.40				919.40	149.25	120.00
33.05	36.00	8	288.00	64.00	79.60	490.35				490.35	79.60	64.00
33.06	3.15	91	286.65	63.70	79.23	488.05				488.05	79.23	63.70
33.07	0.45	62	27.90	6.20	7.71	47.50				47.50	7.71	6.20
33.08	2.70	24	64.80	14.40	17.91	110.33				110.33	17.91	14.40
			1823.95	524.30	652.11	4017.02				4017.02	652.11	524.30
<b>39</b>	<b>Total Training</b>		<b>3403.35</b>	<b>756.30</b>	<b>940.67</b>	<b>5794.54</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5794.54</b>	<b>940.67</b>	<b>756.30</b>
<b>40</b>	<b>Equipment</b>											
45.01	216.00	1	216.00	48.00	59.70	367.76				367.76	59.70	48.00
45.02	675.00	1	675.00	150.00	186.57	1149.25				1149.25	186.57	150.00
45.03	540.00	1	540.00	120.00	149.25	919.40				919.40	149.25	120.00
45.04	112.50	2	225.00	50.00	62.19	383.08				383.08	62.19	50.00
45.05	67.50	1	67.50	15.00	18.66	114.93				114.93	18.66	15.00
45.06	45.00	1	45.00	10.00	12.44	76.62				76.62	12.44	10.00
45.07	9.90	18	178.20	39.60	49.25	303.40				303.40	49.25	39.60
45.08	1.80	9	16.20	3.60	4.48	27.58				27.58	4.48	3.60
45.09	4.50	2	9.00	2.00	2.49	15.32				15.32	2.49	2.00
45.1	45.00	1	45.00	10.00	12.44	76.62				76.62	12.44	10.00
45.11	90.00	2	180.00	40.00	49.75	306.47				306.47	49.75	40.00
45.12	27.00	1	27.00	6.00	7.46	45.97				45.97	7.46	6.00
45.13	20.25	1	20.25	4.50	5.60	34.48				34.48	5.60	4.50
45.14	90.00	1	90.00	20.00	24.88	153.23				153.23	24.88	20.00
45.15	9.00	6	54.00	12.00	14.93	91.94				91.94	14.93	12.00
45.16	0.90	72	72.90	16.20	20.15	124.12				124.12	20.15	16.20

Institutional Support to Supreme Council for Antiquities for Environmental Monitoring and Management of Antiquity Sites: Fayoum Oasis and North Saqqara Necropolis (ISSEMM)  
 Logical Framework Matrix

**ISSEM 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	
45.16	"Dumper" O&M	1.35	6	8.10	1.80	2.24	13.79				13.79	2.24	1.80
<b>49</b>	<b>Total Equipment</b>			<b>2469.15</b>	<b>548.70</b>	<b>682.46</b>	<b>4203.97</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4203.97</b>	<b>682.46</b>	<b>548.70</b>
<b>50</b>	<b>Miscellaneous</b>												
52	Reporting costs												
52.01	Publications	225.00	1	225.00	50.00	62.19	383.08				383.08	62.19	50.00
52.02	Project workshops	67.50	2	135.00	30.00	37.31	229.85				229.85	37.31	30.00
52.03	Fayoum Advertising campaign	45.00	1	45.00	10.00	12.44	76.62				76.62	12.44	10.00
52.04	Medinet Madi depliants	54.00	1	54.00	12.00	14.93	91.94				91.94	14.93	12.00
52.99	<i>Subtotal Reporting Costs</i>			459.00	102.00	126.87	781.49				781.49	126.87	102.00
53	Sundries												
53.1	Office running expenses	259.20	1	259.20	57.60	71.64	441.31				441.31	71.64	57.60
53.2	Office rehabilitation	108.00	1	108.00	24.00	29.85	183.88				183.88	29.85	24.00
53.99	<i>Subtotal Sundries</i>			367.20	81.60	101.49	625.19	0.00	0.00	0.00	625.19	101.49	81.60
<b>59</b>	<b>Total Miscellaneous</b>			<b>826.20</b>	<b>183.60</b>	<b>228.36</b>	<b>1406.69</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1406.69</b>	<b>228.36</b>	<b>183.60</b>
<b>90</b>	<b>PROJECT TOTAL</b>			<b>15046.65</b>	<b>3343.70</b>	<b>4158.83</b>	<b>25618.40</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>25618.40</b>	<b>4158.83</b>	<b>3343.70</b>
<b>100</b>	<b>Cost Sharing</b>												
101	Country Government												
101	Debt Swap							0.00	0.00	0.00			
103	Third Party (Italian DGCD)				3343.70	4158.83	25618.40						
109	Total Cost Sharing										25618.40	4158.83	3343.70
	UNDP Overhead			703.35	156.30	194.40	1197.52	0.00	0.00	0.00	1197.52	194.40	156.30
	<b>Total</b>			<b>15750.00</b>	<b>3500.00</b>	<b>4353.23</b>	<b>26815.92</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>26815.92</b>	<b>4353.23</b>	<b>3500.00</b>

## Annex 9 Bibliography

Marchetti Marco – Tarek Genena, 29 October 2002. Project Document- Institutional Support to SCA for Environmental Monitoring and Management of Cultural Heritage Sites: Applications to Fayoum Oasis and North Saqqara Necropolis. 51 pgs plus annexes.