



UNITED NATIONS DEVELOPMENT PROGRAMME

Country: Egypt

PROJECT DOCUMENT¹

Project Title:

Mainstreaming the conservation and sustainable use of biodiversity into the tourism development and operations in threatened ecosystems in Egypt

GEF PMIS #: 5073

UNDP PIMS #: 4590

Brief Description

This 4-year project is designed to mainstream biodiversity into the Egyptian tourism sector and government. It comes at a critical time in Egypt's recent history with the political changes that are currently underway to make government institutions more accountable and to develop the economy, both of which are resulting in considerable changes in the way that both tourism and biodiversity resources may be managed in the future. Therefore, the project will work on two levels. The first level will engage directly with the industry and government to fill gaps in the existing planning and regulatory framework, namely a Strategic Environmental Assessment to identify key areas, habitats and ecological processes and assess their vulnerability and guidelines for the existing EIA regulations specific to biodiversity and linked to an offsetting mechanism and developing a monitoring programme to track the impacts of tourism on biodiversity for conservation management purposes. It will also engage the tourism industry by developing Responsible Tourism Grading and promoting Egypt as a global destination for ecotourism and developing community-based systems to allow those closest to the resources to benefit and manage them sustainably. The project will also create one new protected area and increase the size of two more while building management capacity and developing these and four more protected areas for sustainable tourism. All of these areas are currently under threat from tourism development. Because of the uncertainty and dynamic nature of the challenge and because the tourism industry faces an adaptive challenge and to a lesser extent a technical challenge, the project will be guided by a scenario planning exercise as a means to bring about the individual and institutional behavioural changes and to ensure that the project is highly adaptive.

¹ For UNDP supported GEF funded projects as this includes GEF-specific requirements

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UNDAF Outcome (s)/Indicator (s): *Outcome 5.3.* The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems. *Outcome 5.1.* The Government of Egypt has adopted and effectively implemented Sound Climate Change adaptation policies and programmes focused on vulnerable sectors, groups and high risk geographic locations. *Outcome 1.3.* Private sector applies improved practices in agro-business, tourism, manufacturing and other labour intensive pro-poor sectors related to the inclusion of MSEs in the value chain with particular attention to gender, equity and environmental sustainability

Expected CP Outcome(s): 5.3 dealing with the Government of Egypt adopting and effectively implementing sound climate change adaptation and mitigation policies and programmes focusing on vulnerable sectors, groups and high-risk geographic locations while promoting protected areas and biodiversity.

Expected CPAP Outcome (s)/ Output(s)/Indicator(s):

1. Recommendations for Climate Change adaptation measures in vulnerable sectors provided.
3. Business and management plans for selected protected areas and cultural heritage sites developed.

Expected UNDP IIRF Output(s)/Indicator(s):

Output 2.5 - Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

Indicator to be monitored by UNDP Country Office: 2.5.1. Extent to which legal, policy and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems

Sub-indicator 2.5.1.A.1.1: Extent to which legal frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems

Sub-indicator 2.5.1.B.1.1: Extent to which policy frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems

Sub-indicator 2.5.1.C.1.1: Extent to which institutional frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems

Executing Entity/Implementing Partner: Ministry of State for Environmental Affairs

Programme Period:	01 Feb 2015-31 Jan 2019
ATLAS Award ID:	00087169
ATLAS Project ID:	00094274
GEF PMIS #:	5073
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Mgt Arrangement:	NIM
PAC Meeting Date	

Total Project Resources:	51,774,338
Total resources in TBW:	2,674,338
- GEF	2,574,338
- UNDP (TRAC)	100,000
Others:	
- Government	200,000
- Verona Land	300,000
- UNDP (Italian Cooperation)	3,900,000
- UNDP (EU)	4,700,000
- UNDP (EBBCC)	40,000,000
- In-kind contributions	0

Agreed by (Government):

NAME:

Date/Month/Year:

Signature

Agreed by (Executing Entity/Implementing Partner):

NAME:

Date/Month/Year:

Signature

Agreed by UNDP:

NAME:

Date/Month/Year:

Signature

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Acronyms & Abbreviations

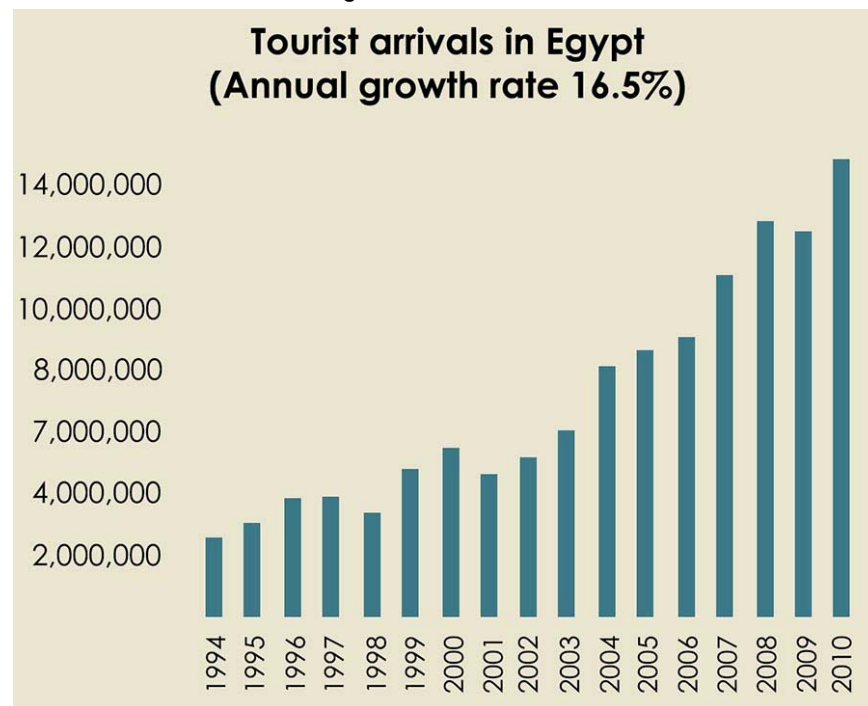
BBOP	Business and Biodiversity Offsets Programme
CBD	Convention on the Conservation of Biological Diversity
CBNRM	Community-Based Natural Resource Management
CHM	Clearing House Mechanism
CP	Country Programme (UNDP)
CPAP	Country Programme Action Plan (UNDP)
EBBCC	Emirati Bird Breeding Center for Conservation
ED	Environmental Department (TDA)
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
ETA	Egyptian Tourism Authority
EU	European Union
GAFRD	General Authority For Fish Resources Development
GDP	Gross Domestic Product
GEB	Global Environmental Benefits
GEF	Global Environmental Facility
ILRMP	Integrated Land And Resource Management Plans
MAB	Man and Biosphere Reserve
MAPs	Medicinal And Aromatic Plants
MoA	Ministry of Agriculture
MoD	The Ministry of Defence and Military Production
MoT	Ministry of Tourism
MPCP	Medicinal Plants Conservation Project
MPIC	Ministry of Planning and International Cooperation
MSEA	Ministry of State for Environmental Affairs
MSE	Medium to Small Enterprises
NB/BFT	Nature-based/Biodiversity Friendly Tourism
NBSAP	National Biodiversity Strategy and Action Plan
NCS	Nature Conservation Sector
NDP	National Development Plan
NGO	Non-governmental Organization
NSTSP	National Sustainable Tourism Strategic Plan 2020
NWCDDP	North-west Coast Demining and Development Project
PIF	Project Identification Form
SEA	Strategic Environmental Assessment
SKP	Saint Katherine Protectorate
TDA	Tourism Development Authority
UK	United Kingdom
UNESCO	United Nations Scientific Educational and Cultural Organization
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WTO	World Tourism Organization
WWII	Second World War

1 SITUATION ANALYSIS

1. Tourism currently contributes about 11.3% of the Egyptian GDP and provides employment to some 3.5 million Egyptians. The country has ambitious tourism development plans, hoping to receive up to 25 million international visitors by 2020 up from a past maximum of 12.8 million. In addition Egypt, with a population of 82 million, has a large number of domestic tourists and a large real estate market that is often linked with the growth in infrastructure development and tourism along coastal areas. The growth of the tourism and real estate sectors, together with the indirect pressures resulting from this growth, is putting significant pressures on the country's biodiversity resources.

2. The Red Sea coast along the Sinai Peninsula and the Eastern coast from Suez to the Sudanese border as well as the Western Mediterranean coast have been particularly seriously affected by this boom in the tourism sector. Inland areas such as Siwa and the St. Katherine Protectorate are also affected by tourism development and likely to face increasing pressure in the near to medium future.

Figure 1: Tourism arrivals



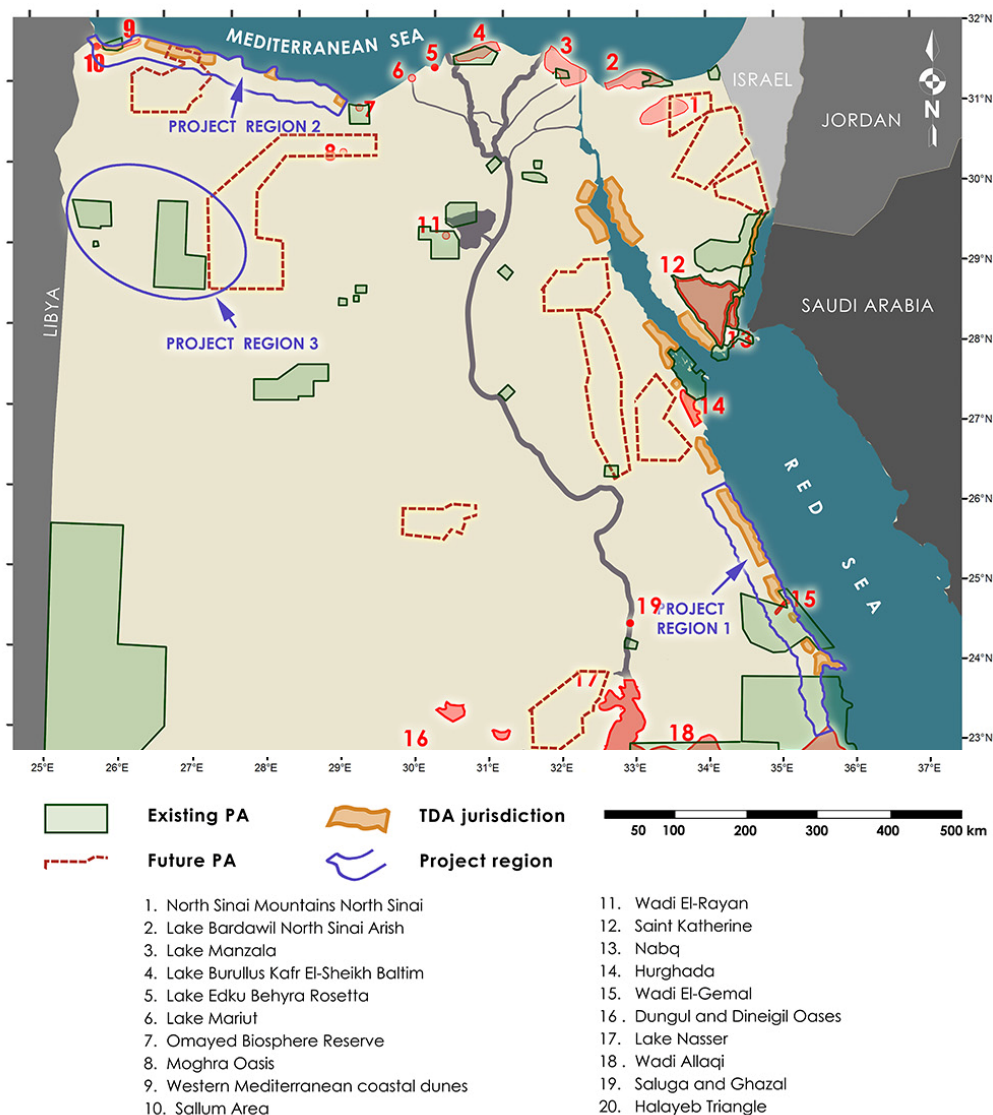
1.1 Environmental context

3. Egypt can be divided into four physiographic regions: the Western Desert, Nile Valley, Eastern Desert and Sinai. While 4% of the country are agricultural lands, 96% are hyper-arid, arid and semi-arid deserts. The country's biodiversity is of global significance due to the fact that it is situated at the juncture of four bio-geographical realms, namely the Irano-Turanian, Mediterranean, Saharo-Sindian and Afrotropical regions; and due to the diversity of landscapes and topographic features, which range from the rugged mountains of South Sinai and the Eastern Desert (up to 2641 m), over featureless gravel plains including the Qattara Depression (134 m below sea level), to the freshwater habitats along the Nile River. The 2450 km of coastline on the Red Sea and the Mediterranean is a storehouse of highly distinct marine ecosystems, with high biodiversity.

4. The Red Sea and the Nile River represent two major bio-geographical corridors, and represent globally important flyways and resting points for migratory birds in the boreal spring and autumn. The Egypt Biodiversity Country Study estimated that Egypt hosts approximately 18,000 terrestrial and marine species, including more than 2,000 species of flowering plants. In general terrestrial species richness and endemism are modest, but three areas stand out – the mountains of the southern Sinai, the north-western Mediterranean coastal belt towards Libya, and the south-eastern Gebel Elba on the border to Sudan. Species diversity and endemism are pronounced in the marine realm particularly in the Red Sea (e.g. up to 29 fish species are exclusively found in Egyptian waters).

5. Egypt hosts a sizeable number of species listed by IUCN as needing conservation attention. At least 345 species of threatened animals are to be found in the country, including the globally Vulnerable Barbary Sheep *Ammotragus lervia*, Nubian Ibex *Capra nubiana*, Four-toed Jerboa *Allactaga tetradactyla*, Lappet-faced Vulture *Torgos tracheliotos*, Marbled Polecat *Vormela peregusna*; the Endangered Slender-horned Gazelle *Gazella leptoceros*, Egyptian Vulture *Neophron percnopterus*, Green Turtle *Chelonia mydas*; and the Critically Endangered Hawksbill Turtle *Eretmochelys imbricate*, African Wild Ass *Equus africanus*, and Egyptian Tortoise *Testudo kleinmanni*. Threatened plants include the Endangered Gebel Elba Dragon Tree *Dracaena ombet* and the Critically Endangered Argun Palm *Medemia argun* found in desert mountains and in desert oases, respectively.

Figure 2: Important Plant Areas of Egypt, tourism and project regions



1.2 Institutional context

6. The institutional framework is a complex arrangement of statutory agencies and institutions which on the surface are joined through the policy framework to a common vision but in practice are likely to pursue individual (institutional) and often conflicting agendas.

7. There are two principal statutory organizations involved in biodiversity and tourism resources management.

8. The **Ministry of State for Environmental Affairs (MSEA)** through the **Egyptian Environmental Affairs Agency (EEAA)** is responsible for environmental regulations and management, including the vetting of Environmental Impact Assessments (EIAs). The EEAA through its senior management is Egypt's

Operational Focal Point for the GEF. It also oversees the **Nature Conservation Sector (NCS)**, which is part of the EEAA and hosts the CBD National Focal Point and is in charge of the monitoring and management of Egypt's biodiversity and protected areas with a mandate that also extends beyond the protected areas system into production landscapes through sectoral engagement.

9. The **Ministry of Tourism (MoT)** with its affiliated agencies the **Egyptian Tourism Authority (ETA)** and **Tourism Development Authority (TDA)** are responsible for supporting and promoting the tourism industry, for establishing a coherent legal, regulatory and enabling framework for tourism development, and for allocating public lands for tourism development projects. The TDA in particular is the principle agency involved in allocating state land for tourism development. The ETA is responsible for Egypt's overall tourism product and as such is involved in promoting and diversifying tourism and in licensing tourism operations of all kinds.

10. The EEAA and the TDA are required to work closely together along with developers and design specialists at the conceptual stage of each new tourism development in order to influence and provide technical inputs to the design and environmental protection measures.

11. The TDA has an Environmental Department (ED) organized under the Directorate of Tourist Area Development. This department is intended to advise a proponent of a project on the conduct of the EIA and submits the EIA to the EEAA for approval.

12. A second layer of institutions also affects the course of tourism development and indirectly the management of related biodiversity resources. These are **The Ministry of Agriculture and Land Reclamation** and the **Desert Research Centre/Sustainable Development Center for Matrouh Resources**, the latter being concerned with the western project areas.

13. **National Centre for Planning State Land Use** provides policy coherence in land use planning matters. In 2001 a Presidential Decree (151) was issued to establish a national centre for land use planning. It is based on the assumption that by 2017 Egyptians and their activities will occupy 22% of Egypt's Territory, instead of 8%, mostly in the western desert, eastern desert (including the Red Sea), and Sinai. All governmental agencies participated in the land use planning (known as the Invest Map of Egypt), including the MSEA. The existing and proposed protected areas were part of the land-use planning of Egypt. The map was prepared at a scale of 1:100,000 to present all future activities, however, and according to the Presidential Decree, if a conflict of interest arises between two or more governmental agencies, a coordinating committee should be established to resolve the conflict of interest at a higher resolution map (1:50,000). Based on this, any proposed large project has to be submitted to the National Center of Land-Use Planning for approval to ensure it is in accordance with the Investment Map of Egypt. This applies to both governmental and private sector developers in order to limit any conflicts of interest.

14. The **Ministry of Planning and International Cooperation (MPIC)** oversees international cooperation including the Italian-Egyptian Debt Swap for Development and the EU-funded Demining and Development of the North West Coast², both of which are executed with UNDP.

15. However, in Egypt a third, and probably most important, layer of institutional complexity overlays what might be considered to be the more usual institutional players in tourism and biodiversity management: **the Ministry of Defence and Military Production (MoD)**, which is present in, and oversees, important tracts of lands, some of which hold valuable natural habitats in good condition and are of importance to tourism development. The MoD can decide which land has military strategic importance and

² <http://www.egyptmineaction.com/web/en/>

can through a compulsory purchase, backed by a Presidential Decree and the agreement of the Council of Ministers, obtain land.

16. Therefore the institutional arrangements regarding the management of tourism and biodiversity resources is intimately tied up with land ownership; and the transfer of land from the state to the private sector for the development of tourism infrastructure as well as access to the natural values (landscape, process and biological resources) are key drivers of the overall process that are presently key contributing factors to the large scale damage to these resources.

1.3 Policy and legislative context

17. There are three principle policy documents which drive tourism development and biodiversity conservation in Egypt, namely the **National Development Plan (NDP)**, the **National Sustainable Tourism Strategic Plan 2020 (NSTSP)** and the **National Biodiversity Strategy and Action Plan (NBSAP)**.

18. **Egypt's National Development Plan (NDP)** is the 6th Five Year Plan for Egypt and highlights tourism as one of seven foundational economic sectors underpinning Egypt's development. The plan calls for an almost doubling of the capacity and income generated by the tourism sector. Government policies on development have remained largely unchanged throughout the complex political changes that have occurred in Egypt since January 2011. Yet, in July 2012, the Ministry of Planning and International Cooperation issued the "National Income Doubling Plan", which identifies tourism as *"one of the high priority and important services in Egypt, because of its ability to absorb labour and increase national income and provide foreign currency, in addition to integrated relations that connect this activity with other economic activities like agriculture, industry and service"*.

19. **Egypt's National Sustainable Tourism Strategic Plan 2020 (NSTSP)** was commissioned by the national TDA in 2007 and developed with support from the United Nations World Tourism Organization, (UN WTO). This comprehensive plan provides a suitable entry point for mainstreaming biodiversity considerations into the future development of tourism in Egypt. The plan has set a number of ambitious goals to achieve high sustainable tourism growth. By 2020 it envisages a target of 25 million international visitors per year (in effect a doubling of current numbers, with a milestone target of 16 million by 2017) and a 30% increase in the average per capita yield. In order to meet these objectives, it identifies actions to capitalize on Egypt's comparative tourism advantages and approaches development in a sustainable manner through a focus on product diversification. To achieve this, the government has taken steps to create a favourable legislative and regulatory environment and encourage investment in the tourism sector, as well as modernizing tourism infrastructure.

20. **Egypt's National Biodiversity Strategy and Action Plan (NBSAP)** was submitted to the Convention on Biological Diversity (CBD) in 1998. It recognized the many risks posed by tourism on biodiversity and cited un-managed hunting, off-road vehicle use and the development of infrastructures as some of the related threats, indicating that coastal regions are *"under intense threat of tourism development"*. The NBSAP underlined the need for *"laws governing environmental affairs and tourism"* but also calls for promoting *"the utilization of certain protected areas as a high premium, ecologically sensitive tourism resource"*. The NBSAP calls for the further development of *"the management and infrastructure of the protected area network, including the development and implementation of management plans. These plans should address the integration and development needs of local communities, the sustainable utilization of the resources which they contain, [and] the potential for eco-tourism"*. UNDP is currently working with the NCS on Egypt's 2nd National Biodiversity Strategy and Action Plan (GEF # 4965).

21. In addition to these key policy instruments there are a number of other plans and Laws which provide the enabling environment which surrounds tourism development and biodiversity management in Egypt:

22. **Law 102/1983** provides the legislative framework for establishing and managing protected areas in Egypt. The sole category referred to in this law is the natural protectorate, which is defined as “*any area of land or coastal or inland water characterized by flora, fauna and natural features having cultural, scientific, tourist or aesthetic value.*” These are designated by Prime Minister’s Decrees upon recommendations of the EEAA, which proposes boundary maps and is entrusted with the management and supervision of such protected areas. According to Law 102/1983, it is forbidden to undertake actions, activities or procedures, which would destroy, damage or degrade the natural environment, or harm terrestrial, marine or plant life, or detract from its aesthetic quality in a protected area.

23. **Law 4/1994 for the Environment** (amended by **Law 9/2009**) contains additional provisions for inside and outside protected areas. The law assigns a major role to EEAA in the management and monitoring of protected areas, including the management of the licensing and permit system for any activity undertaken in protected areas requiring EIAs. All activities carried out in protected areas are to be subject to the EEAA’s control, which can take steps to enforce the rules and stop any illegal activity. The Executive Regulations prohibit hunting inside and outside protected areas and gives the EEAA responsibilities for coordinating hunting management. Importantly this Law calls for the establishment of an environmental protection fund and a system of incentives to encourage the protection of the environment. The EEAA has prepared guidelines on the EIA procedure which list the establishments and projects that are required to conduct an EIA.

24. There is a National System Plan for Protected Areas developed in 1998 by the Egyptian National Protected Area Identification Mission with financial support from the European Union (EU), which had the primary goal of defining the future shape and size of Egypt’s Protected Area Network. This mission conducted a thorough and systematic examination of potential and existing protected areas, identifying the main priorities and future needs. After being discussed at a national workshop, the National Protected Area Identification Mission Report was formally adopted and is serving as the **National System Plan for Protected Areas**. The recommendations of this plan are being implemented and have been integrated into national strategies and plans.

25. The plan proposed a total of 19 new protected areas for declaration, totaling some 100,000km², nearly doubling the size and number of sites. To date, 30 sites have been declared as protected areas, including Siwa, White Desert, Wadi El Gemal, Sallum, Gelf El-Kabir combined with the existing protected areas, the total area would be 150,000 km², or about 15% of the total land of Egypt.

26. Proposed protected areas were evaluated and identified according to predefined criteria. The new additions focused on habitats, natural regions and resources underrepresented in the current protected areas network; and on sites of exceptional potential for nature based economic activities. The proposed expanded network greatly improves the coverage and representation of all recognized natural regions in Egypt and of critically important biodiversity resources. This expansion goes beyond mere increase in size, but also increases the diversity of resources represented in the network, and attempts to promote and accommodate a broader function for protected areas in the Egyptian economy in the future.

27. While these Policies, Laws and plans provide a comprehensive framework for both tourism development and biodiversity management it is important to note that they are intersected by various other policies, laws, edicts and customary laws particularly relating to land ownership resulting in a complex and often unpredictable situation particularly as there is often weak enforcement of the Law.

1.4 Socio-economic and political context

28. The development of tourism in Egypt, thus far, has largely been at the expense of the environment and in particular, it has been extremely damaging to the country's biodiversity resources. The NSTSP clearly identifies these conflicts between developing a mass market for tourism and discounting the environment and biodiversity. In particular it singles out the diving sector as an example providing a number of different management models for operating a sustainable recreational diving system and the trade-off between environmental sustainability and mass tourism. Indeed the NSTSP questions whether the targets set by the policy are attainable without very high levels of environmental damage, in particular to the coastal systems.

29. Furthermore, it makes clear that there is no need for any further studies but rather the recommendations that have been made over the past decade produced through a number of different initiatives (e.g. USAID, EU, etc.) should be acted upon.

30. In many ways this gets to the very heart of the challenges faced by both the tourism sector and the NCS in ensuring that while tourism development takes place, it is not at the expense of Egypt's globally unique biodiversity and the important natural landscapes and cultures. There already exists sufficient policy framework and technical information to make some informed decisions about future developments. Admittedly there are some gaps (e.g. a strategic plans for biodiversity conservation along both the Red Sea coast and the North West Mediterranean coast or mapping of sea grass habitats) but these gaps are essentially *technical challenges* which can be easily overcome by financing studies. However, the policy framework clearly calls for the establishment of carrying capacities, the implementation of EIAs for development and the selection of different management regimes to limit the impact of diving on reefs which pose a more complex and *collective action challenge*.

31. Furthermore, a system of community-based natural resource management (CBNRM) was already introduced through a successful UNDP-GEF pilot in St. Katherine Protectorate, South Sinai, developed to enable local community management of globally important medicinal and aromatic plants (MAPs). This system is possibly the most advanced and sophisticated system in the region in as much as it devolves authority, responsibility and tenure of the resources to a defined local user group loosely described as the community.

32. Therefore, many of the elements already exist but they are not working as they were intended. By all accounts, tourism development continues to threaten biodiversity, seascapes and landscapes, place considerable pressure on the protected areas system and marginalizes local communities. Arguably tourism development is currently being driven, not so much by the checks and balances provided by the enabling environment, the stated aims of the NSTSP, but rather by a political and economic imperative to increase tourism, in particular hotels, as a means to increase employment. In short, biodiversity is greater affected by the stated aspirations of increasing mass tourism within the tourism policy framework and to a lesser extent by those of specific biodiversity and environmental policies. This despite a relatively comprehensive policy framework.

33. Therefore, it is important to understand the socio-political and economic context in which tourism development is taking place. Following the 2011 "Arab Spring" and the subsequent political changes in 2012-2014 there is considerable uncertainty and unpredictability in Egypt; but the predominant view is that there is a pressing need to develop the economy and to create greater employment. Within this scenario biodiversity is affected not so much by policy and law constructed to manage it, but by the enabling environment designed to develop the tourism sector, or more specifically to create employment.

34. Within this policy framework the emphasis is on increasing the revenues from tourism, measured largely by the number of hotel beds that are being created. There are likely to be many other factors affecting this investment in tourism infrastructure such as, inter alia, the paucity of private investment opportunities in other areas of the economy. However, the focus on increasing hotel infrastructure has led to a construction boom in hotels particularly situated along the Red Sea and Mediterranean Coastline which are also amongst the globally and nationally most important and vulnerable habitats.

35. Therefore it is reasonable to argue that, from a national and global perspective, there are conflicting policy objectives between the tourism per se and the environmental enabling framework³ which are creating inefficiencies and ignoring the opportunity costs created by tourism development that largely discounts biodiversity values, in sum; Egypt's biodiversity resources are being discounted for short-term economic benefits with little understanding what the long-term costs, the sustainability, might be.

36. National policy needs to be coherent, there needs to be, what is sometimes referred to as, "joined up thinking". However, discussion on tourism development is often polarized and fixated on a single future scenario; that the drive to increase tourism numbers and thus employment must inevitably lead to the destruction of these important habitats, species, seascapes and landscapes. Indeed the industry often seems resigned to this future but has yet to realize the likely consequences.

37. It is therefore in the national interest that the state tourism agencies, the tourism industry and investors fully understand the consequences of discounting the values of biodiversity and natural landscapes on the way to meeting the ambitious targets set out in the NSTSP. Given the pressing need for economic development and the creation of employment opportunities arguments against un-fettered hotel development for the sake of biodiversity per se are unlikely to carry much weight and risk being dismissed merely as "value judgments". Furthermore, focusing merely on the biodiversity/environmental policy framework and enabling environment may risk widening the gap between policy and practice.

38. In summary there has been a very large body of effort directed at both sustainable tourism and biodiversity conservation. Despite these best efforts the process appears to have reached an impasse in which a much diminished natural heritage is the inevitable outcome.

39. It is not unreasonable to describe the situation thus; there is a sense of inevitability about the outcomes where the future is seen as either biodiversity conservation or employment. In these circumstances the individual (decision-maker, institution, corporation, or person) considers the future (as regards biodiversity) as hopeless and acts in self-interest to obtain a share of the material benefits of discounting the environment and biodiversity before it is all gone.

1.5 Threats, root causes and impacts

40. Tourism – especially mass tourism – threatens biodiversity in tourism development zones, but also within both operationalised and planned protected areas. Pressures vary across the landscape in time and space. Some areas only experience seasonal impacts; and while some areas are currently not heavily impacted, there is no guarantee that they remain so in future. The threats from tourism may be divided into direct and indirect categories.

41. The most alarming threats to biodiversity is the **loss of habitat and conversion of habitat into urban or peri-urban land**. The **root cause** of this is the development of hotels, holiday homes and related

³ The policies, laws and plans for each sector

other tourism infrastructure such as roads leading to the loss, degradation and fragmentation of natural ecosystems. This includes the on-site destruction of natural habitats during hotel and road construction and extensive scarring of adjacent landscapes, the dredging/smothering of coral reefs, and the widespread uncontrolled disposal of building debris and the increased access due to road development. As well as off-site extraction of building materials, especially sand and stone (along Egypt's north-west Mediterranean coast the unique coastal calcareous dunes hosting endemic flora are being heavily quarried). This is especially relevant as tourism development often occurs in or near ecologically valuable areas. The loss of connectivity between different habitat blocks poses a significant risk to biodiversity in Egypt and undermines the utility of protected areas as critical storehouses of biodiversity and disrupts important international migration routes. The **impact** of these activities at a national level is un-quantified but for specific sites there is evidence that that tourism development is blocking movement between sites.

42. The **destruction and disturbance of habitats and species caused by tourist activities and those of operators** are also a significant threat to biodiversity. The **root cause** of this is the unsustainable activities by tourists and operators in sensitive environments including within designated and planned protected areas, causing disturbance and habitat degradation and a failure to calculate reasonable limits for carrying capacities for sites. Pressures on biodiversity stem from off-road vehicle use, plant collection and trampling, uncontrolled trekking and climbing, hunting and fishing, reef impacts from diving, boat anchoring, etc. This is a particular concern for Egypt's arid vegetation (which is often sparse and fragile given shallow soils and slow growth rates), for coral reefs and for highly sensitive animal species such as the endangered Slender-horned Gazelle. In highly frequented areas already the sheer numbers of visitor leads to habitat disturbance, such as at the dive sites in Ras Mohamed National Park, asking for effective visitor management. The **impact** of these activities is largely un-quantified at national level but surveys and case studies from specific sites indicate it is considerable.

43. **Solid waste** accumulation is an increasing issue both from a public health perspective and as a source of habitat destruction and environmental pollution and a critical **threat** particularly in coastal areas. Hotels generate a significant amount and diversity of solid waste, which is often dumped in ecologically sensitive areas. The **root causes** of this are many and complex and it would be unwise to settle on a single causative factor. Certainly the disposal of solid waste is a major problem facing almost every governorate in Egypt with poor infrastructure, weak governance, low municipal tax revenues and chronic underinvestment in a rapidly growing urban population.

44. The threats posed by solid waste to biodiversity lie alongside the human health issues that surround the disposal of every type of solid waste including industrial and urban household wastes and include, inter alia, smothering of reefs, the accumulation of plastics and other toxic compounds in the ecosystem, leachates polluting ground water, fire hazards and pest species such as crows, rats, dogs etc.

45. **Unsustainable abstraction of surface and groundwater water resources** for tourism-related purposes is a serious problem as it **threatens** the fragile and disappearing natural habitats and often rich biodiversity these contain by lowering water tables and interrupting the underground flows. It would be unwise to oversimplify the **root causes** of this by simplifying as unregulated or unmanaged water abstraction, not least because the root cause may lie in the original decision to develop mass tourism in a fragile and marginal system; in short it may mean that demand has outstripped supply already and there is no easy and inexpensive answer to the problem. Furthermore, it illustrates the cause and effect relationship between these issues or "drivers" in which the decreasing water availability is met by increasing use of desalinization of sea water, the residual saline brine, which also contains residual chemicals and heavy metals, can cause local biodiversity impacts upon disposal thus exacerbating the problems.

46. **Effluent discharges** (including from desalinization) are a major **threat** to biodiversity in spite of improvements in individual recent upmarket developments, hotel complexes and related urbanised areas

still emit largely untreated discharges into the environment causing pollution affecting biodiversity. The **root causes** of this pollution are similar in nature to those of the solid waste sector, complex and rooted in governance.

47. Perhaps more easily dealt with are the **direct threats** to biodiversity such as the increased exploitation pressures on natural resources. The demand from tourism establishments and newly established local residents – as well as changes from nomadic to sedentary lifestyles in Bedouin tribes in particular – can lead to such increased exploitation by local populations, leading also to encroachment on protected areas. Along the Red Sea coast and in Wadi El Gemal National Parks local communities have begun exerting pressure in the form of wood collection for charcoal making to meet demands from nearby coastal hotels for barbecue charcoal. Similarly an increase in agriculture and animal grazing can occur to satisfy rising demand for food produce from tourism, causing additional pressure on biodiversity and potentially leading to habitat degradation. Over-fishing and destructive fishing practices have already led to a significant degradation in many of Egypt's coral reefs. The **root causes** of these processes are more easily addressed through the development of sustainable management regimes, but at the present time the rapid pace of development is likely to be disrupting the existing traditional resource allocation systems. Although once again this has a layer of complexity in as much as the displacement of local populations to make place for tourism development leads to consequential pressures on other areas, including protected areas as well as the disruption of existing traditional systems of resource management and allocation.

48. Of all the above impacts/threats, the most critical and irreversible impact of tourism development in Egypt is the deployment of physical infrastructure, when it occurs in ecologically sensitive areas of high biodiversity value. Much of Egypt's tourism sector growth is reflected in infrastructure development in the Nile Valley and along the country's extensive coastlines on the Red Sea and Mediterranean. The coastal developments typically occur in a narrow ribbon that is continuous in the already fully developed areas, and intermittent in areas undergoing expansion. Already almost 35% of the 510 km of coastline west of Alexandria, 20% of the 1,100 km of Red Sea coast (between Suez and the Sudanese border) and 35% of the 250 km along the Gulf of Aqaba have been converted into tourist resorts and holiday homes.

49. The intermittent nature of the expansion/growth pattern now means that only a few long stretches of undeveloped coastline remain. The tourism sector's ambitious expansion plans imply that these trends will likely continue unabated and that the development gaps between individual development projects will progressively be closed. In this context, it is worth noting that the expansion and strengthening of Egypt's protected area system over the last years has been an encouraging trend. However protected area representativeness and coverage remain incomplete, management often weak and tourism development pressures on ecosystems both outside and inside protected areas are mounting.

50. For reference, the NSTSP listed the environmental damage resulting from tourism in a more parsimonious manner, as:

- Coastal construction
- Vehicle emissions (including water craft)
- Desalination
- Solid waste disposal
- Waste water disposal
- Snorkelling and scuba diving and,
- Desert visits

1.6 Project target areas and threat situation

51. The project is intended to enact on-the-ground measures in three carefully selected target regions containing five existing⁴ and five candidate⁵ protected areas: (1) the southern Red Sea coastal belt between Qosseir and the northern half of Elba National Park to Shalateen towards the Sudanese border (350 km); (2) the north-western Mediterranean coastal belt between Omayed Biosphere Reserve near El Alamein and the Libyan border (400 km); and (3) Siwa Oasis with its protected area as a key representative of the Western Desert ecosystems. The former two areas contain the most pristine remaining natural coastlines of Egypt in priority biodiversity areas. The three areas together boast c. 10,000 km² of ecologically sensitive biodiversity-priority areas (including c. 2,324 km² inside protected areas) that are increasingly exposed to pressures from unsustainable tourism development⁶. *See Figure 2.*

52. ***Southern Red Sea coastal belt (Red Sea Governorate):*** One of Egypt's three most important biodiversity areas, the region holds two important protected areas, Wadi El Gemal and Elba National Parks, which cover marine, coastal and terrestrial ecosystems. In terms of marine species and habitat diversity, the regions holds healthy coral reefs, important sea-grass beds (composed of up to 11 of the 12 species present in the Red Sea) important also for Dugongs (VU), and coastal habitats including mangroves and beaches used for nesting by Green Turtle (EN) and Hawksbill Turtle (CR). The region (and especially Elba NP) tops the list for Egypt in terms of overall terrestrial biodiversity, holding species like the Gebel Elba Dragon Tree (CR), Barbary Sheep (VU), Nubian Ibex (VU), the two endangered vulture species, and also five Important Bird Areas (IBA) and the country's only share of a WWF Globally Endangered Habitat – the Red Sea Fog Woodland. This region is not yet highly developed for tourism and the two National Parks contain a representative sample of its coastal and marine habitats. Moreover a series of site-specific interventions have reduced the impacts of some tourism-related practices (such as infilling and boat anchoring in coral reefs). However, the pressures in the region are mounting significantly, particularly because the tourism plans of the TDA and the private sector include large-scale developments along the entire coast, including within and immediately adjacent to the two national parks. *See Figure 3.*

53. ***North-west Mediterranean coastal belt (Matruh Governorate):*** The western Mediterranean coastal belt extends from Alexandria westward to the Libyan border and from the seashore inland for about 50 km. The region harbours Egypt's highest plant species diversity. It contains 50 % of the country's total flora including 154 species confined to this belt, globally threatened species such as the shrub *Ebenus armitagi*, and two Important Plant Areas (Saloum, Western Mediterranean Coastal Dunes). These occur in the characteristic natural habitats, oolitic calcareous ridges and dunes, saline depressions and salt-marshes, coastal plains, and limestone ridge habitats. The region is also home to the Egyptian Tortoise (CR). The terrestrial habitats in the region are largely degraded due to unsustainable land use, particularly overgrazing. The marine and coastal habitats (e.g. the important *Posidonia* seagrass beds and other benthic habitats), in contrast, stand out for their good condition. This region is arguably the most critically threatened by tourism and real estate development of all of Egypt's biodiversity priority areas. The region's coastline is being converted at a rapid rate, and the characteristic coastal habitats are at risk of gradually disappearing. These are represented in only one fully established conservation area, El Omayed Protectorate, which has already been degraded by the conversion of the beachfront section into hotels and real estate complexes in spite of considerable site-specific conservation investments and its designation as a UNESCO Man and Biosphere Reserve (MAB) and a Specially Protected Area (SPA) under the Barcelona Convention. The only other

⁴ Siwa, Saloum, Omayed, Wadi El Gema, Elba

⁵ Saluga & Ghazal, Ras El Hekma, Qattara Depression, El Qasr in Matruh Governorate; and the Red Sea Reef MPA.

⁶ The estimate of 10,000 km² corresponds to TDA lands and adjacent land along the Mediterranean and Red Sea – c. 750 km in length x c. 10 km in depth, in addition to an estimated 2500 km² of off-site lands (quarries, etc.) also benefiting from improved management. The sum of the terrestrial areas of PAs that are adjacent to or included in TDA lands and other tourism development areas in the three target regions is c. 50,000 km² (Elba 35,600 km²; Wadi El Gemal 7450 km²; Siwa 7800 km²; Saloum 383 km²; Omayed 758 km²). Of these an estimated 2324 km² (76 km² Saloum, 588 km² Omayed, 800 km² Wadi El Gemal, 760 km² Elba, 100 km² Siwa) of mostly critical areas (coastal belt, desert oases) are exposed to infrastructure development.

designated protected area in the region, Saloum, is not yet operationalised and also primarily a marine protected area with a terrestrial/coastal belt of only c. 1 km depth. *See Figure 4.*

54. ***Siwa Oasis and Protected Area (Matruh Governorate):*** The government and tourism sector have over the past years increased the promotion of inland destinations, to diversify the economic opportunities in currently marginal areas. One of these areas is Siwa Oasis towards the Libyan border in the Western Desert - marketed as a unique cultural heritage of Egypt surrounded by the vast Siwa Protected Area with its characteristic and vulnerable desert ecosystems. Here as well the direct and indirect adverse impacts from tourism are becoming noticeable. This is compounded by poor development planning, inappropriate water and land management and largely uncontrolled tourist activities which are leading to the gradual degradation of the fragile desert habitats. The Siwa area is the foremost and most variable representative of Egypt's Western Desert ecosystems with its unique oases, reed beds, salt marshes, sandy habitats, plains, wadis, cliffs and acacia groves. They function as refuges and ecological stepping stones including for mobile mammal species of global interest such as Slender-horned Gazelle (VU), Dorcas Gazelle (EN), and Cheetah (VU and possibly nationally extirpated). *See Figure 5.*

Figure 3: Red Sea Coast

Project Region 1: Tourism & Biodiversity

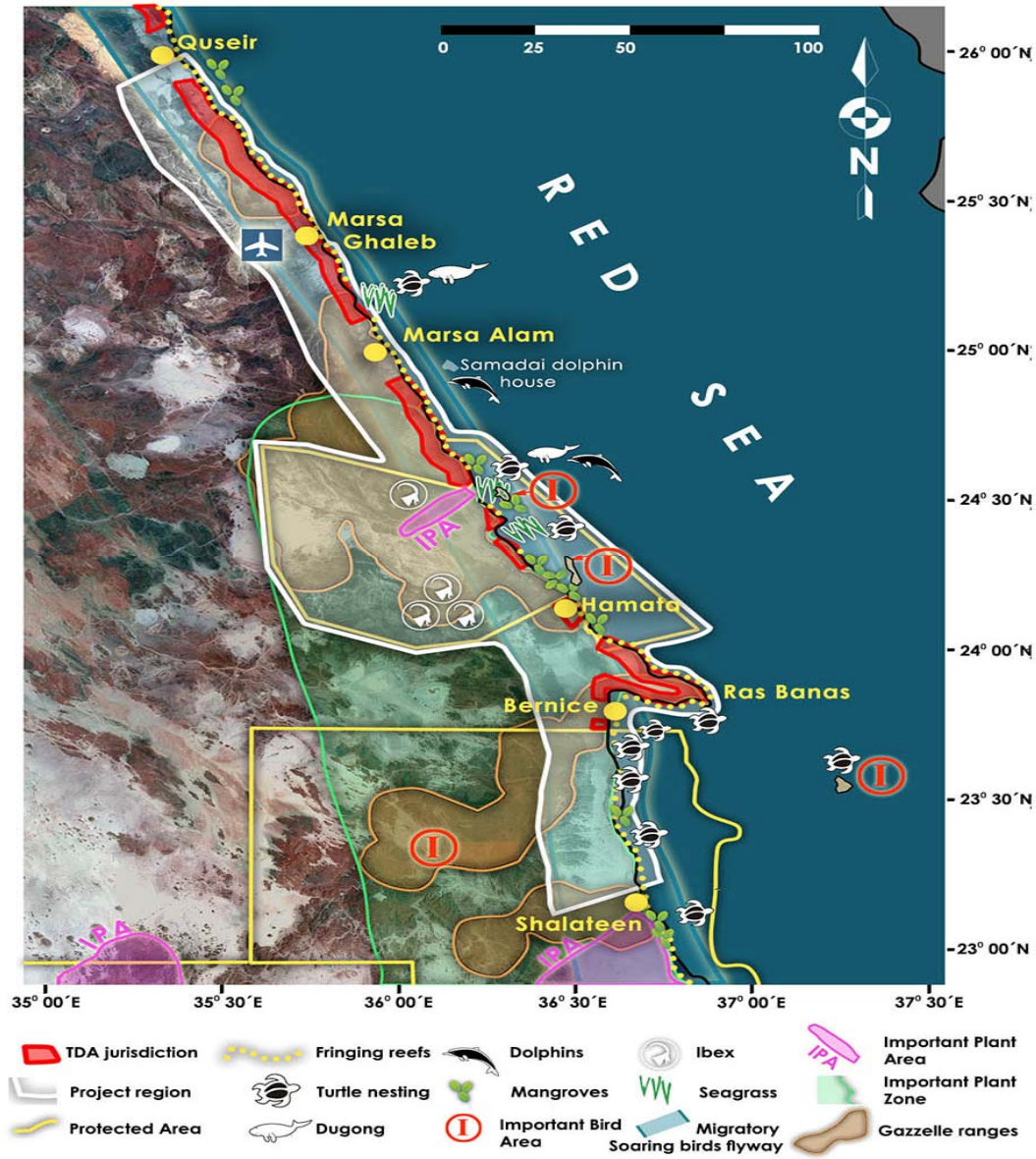
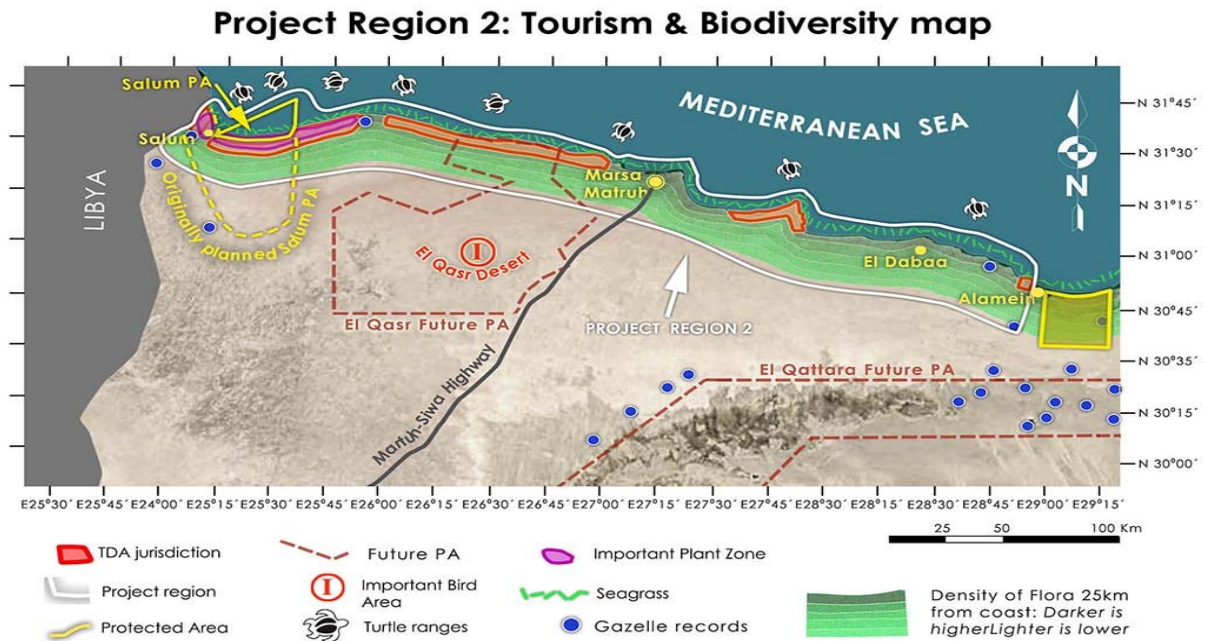


Figure 4: North-west Mediterranean coastal belt



North to South Transit along Matruh-Siwa highway
density of vegetation reflects Amount of Rainfall

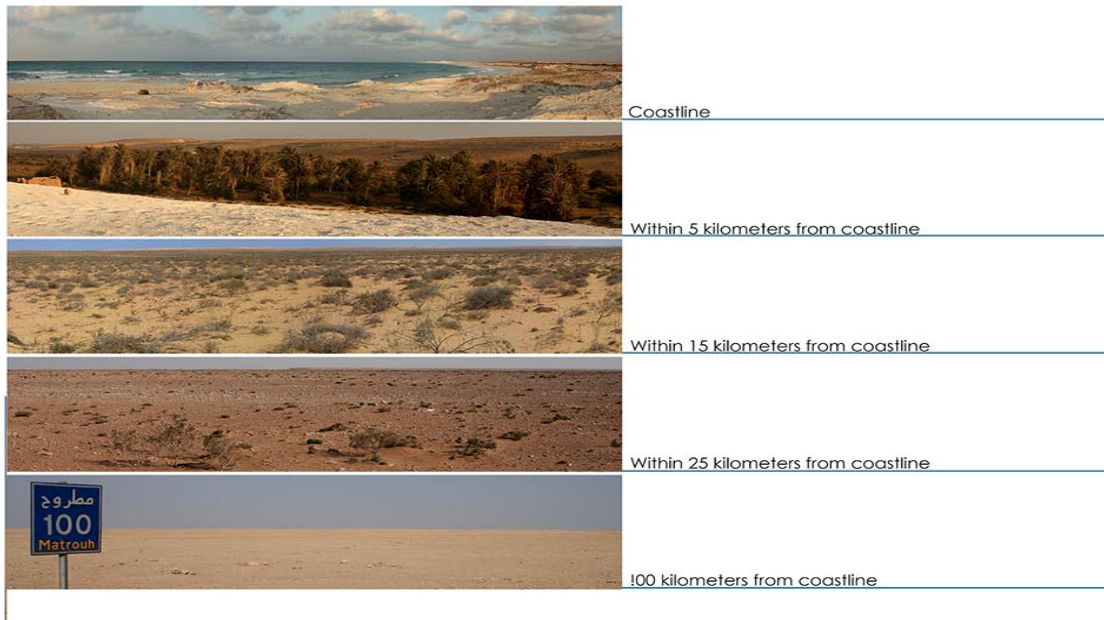
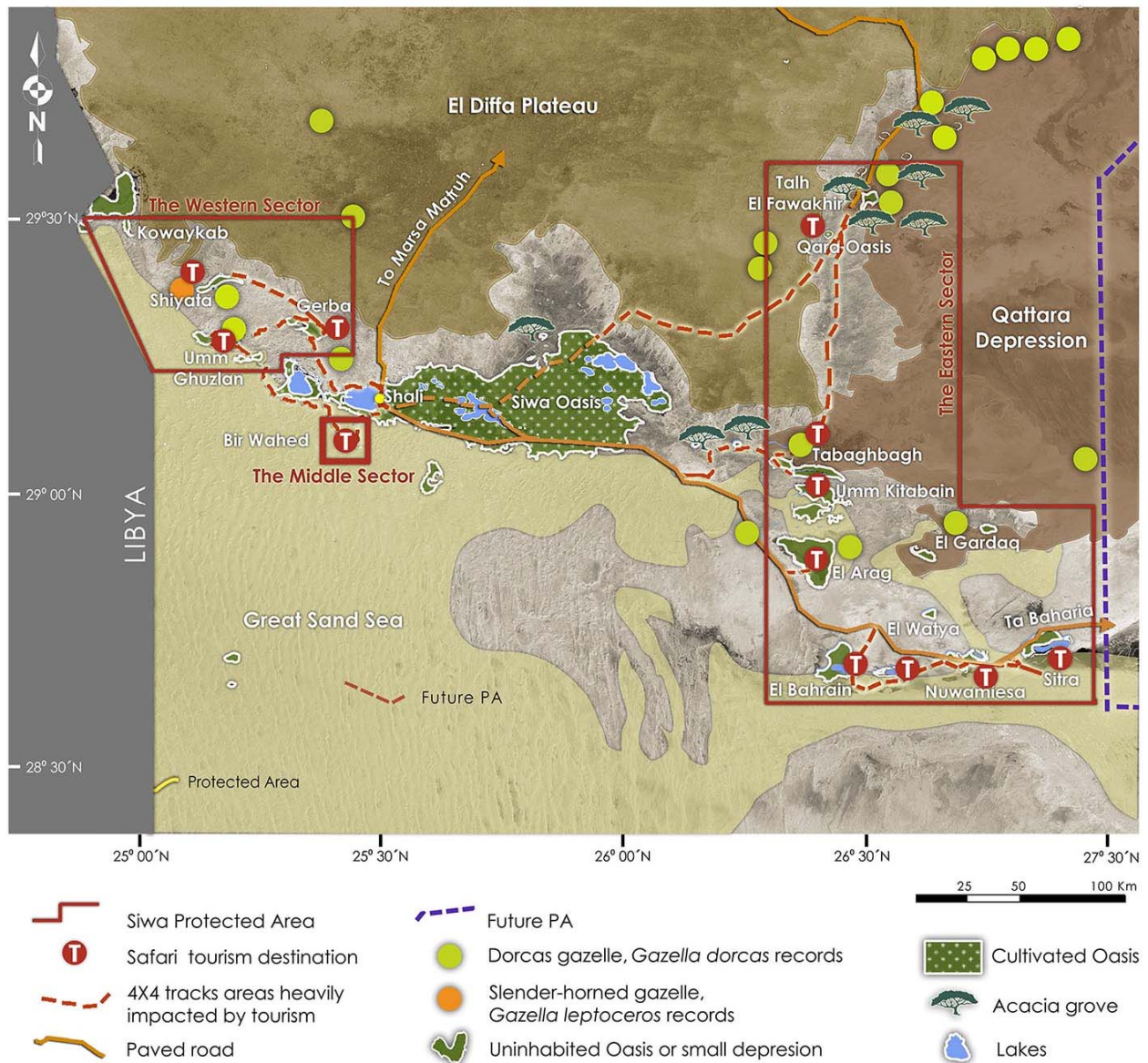


Figure 5: Siwa Region

Project Region 3: Tourism & Biodiversity map



1.7 Baseline analysis

55. The following details the current baseline investments and it is important to reflect that it is only possible to establish a comprehensive baseline with data predating the “Arab Spring” in Egypt. Clearly this creates a degree of uncertainty between the “old” Egypt and the “new” Egypt. Establishing a baseline in such a dynamic environment is extremely challenging and there are high levels of uncertainty and unpredictability in forecasting from the existing baseline or even measuring change using the present baseline.

Baseline: The tourism sector in Egypt.

56. Egypt's tourism industry is among the most diverse and vibrant in the world, and has been one of the most important and fastest growing components of Egypt's economy over the past decade. It currently contributes about 11.3 % (2010) of the Egyptian GDP, employing some 3.5 million Egyptians (about 12 % of Egypt's workforce). International tourist arrivals in Egypt recently reached 12.8 million generating some 12.5 billion US\$ annually and involving some 80 supporting industries. Travel receipts constituted around 21.4 % of foreign currency earnings in 2010, ranked second only after petroleum exports.

57. In addition Egypt with its 82 million inhabitants provides for an important domestic tourism and holiday home real estate market that has been growing at rates of above 10% per year – more than 5 million Egyptian citizens can afford high-priced vacations, and even lower-income earners try to travel within Egypt at least once per year.

58. Tourism represents 4% of total investment and 13% of total investment of production services in Egypt. Total investment between 1982 and 2007 in tourism sector development amounted to US\$ 5.8 billion of which c. 85% came from private sector investors. In 2008, MoT aimed to attract between US\$ 7 and 12 billion of private sector investments for the subsequent five years, and in 2012, the government indicated that US\$ 20 billion would be invested into tourism. The budget for tourism promotion and branding alone is around US\$ 50 million per year.

59. The rise in government-driven investment and the resulting continuing construction and development boom are mirrored in the growth of hotel establishments and holiday home complexes. The total number of hotels and tourist villages in Egypt reached 1,490 in 2008 up from 1,207 hotels in 2004, a 23.4% increase. Lodging capacity increased from 148,000 rooms in 2004 to 211,000 rooms in 2008, a 42.5% increase at an average annual growth rate of 9.3%. The vast majority of this growth has taken place along Egypt's coasts. Tourism in Egypt is predominantly focused on recreational sun and beach mass tourism (86% of international arrivals and also the largest share of domestic tourism), and to a secondary degree on the country's outstanding cultural heritage.

60. However, with a few notable exceptions the country's natural heritage continues to be severely undervalued with regard to its role in defining landscape attractiveness underpinning all non-urban tourism destinations, its role in providing natural resources to tourist facilities, and its importance as unique asset for nature-based/biodiversity-friendly tourism (NB/BFT). Indeed NB/BFT and ecotourism are still in their infancy and have not achieved their potential as viable economic activities particularly for local and indigenous communities that are closely dependent on natural resources and are often only marginally included in mainstream tourism opportunities.

Baseline: tourism management in Egypt.

61. The MoT and TDA will play a central role in the continuing expansion of tourism in Egypt. The TDA oversees landscape level planning of tourism infrastructure projects/zones and supplies the plots of public land it administers at nominal prices to private investors. During the permitting process, the TDA also commissions the required EIAs, together with the EEAA to whom any construction plans endangering the environment must be presented for approval. To that end, the EEAA published a comprehensive set of regulations for new construction and development, prohibiting the destruction of the natural coastline, tidal flats and coral reefs. Informing and strengthening these decision-making processes is therefore fundamental for ensuring that biodiversity needs are taken into account in tourism development at an early enough stage – and that the mitigation hierarchy is applied: to avoid, reduce, restore and offset impacts.

62. Similar risks and opportunities exist at the regional level, for instance through the “Regional Vision and Tourism Development Planning for the North West Coast Region of Egypt: Ras El Hekma – Matrouh” recently approved by the TDA. Aimed at including the North-West Coast region on the international tourism map, the plan has identified 100 km of coastline between Marsa Matruh and Ras El Hekma as a “destination for environmental tourism”. Yet, the pressures from tourism expansion along the North West Mediterranean coast are significant. The EU recently approved a new project (US\$ 860,000) in this regard under the European-Mediterranean Environment Programme aimed at “implementing sustainable tourism projects to enhance local economy and offer jobs in the North Coast of Egypt to decrease illegal migration while conserving local identity on the principles of sustainability and based on traditional resources and activities”, with the project focused on “detection, conservation and implementation of historical, architectural, cultural heritage; recovery and implementation of traditional production activities so to conserve and implement historical memory and identity of the area; implementation of sustainable transportation inside a wider Mediterranean network”.

63. However, this (EU) project does not specifically target biodiversity conservation. In this region and context, the here-proposed project will equally engage the North-west Coast Demining and Development Project (NWCDDP, Phase II), which the EU funds with US\$ 23 million and which is jointly implemented by UNDP and the Ministry of Planning and International Cooperation. NWCDDP will expand WWII mine clearance operations, and open up and develop new areas for tourism and other economic purposes in Matruh Governorate.

Baseline: The protected area system in the target landscapes.

64. Between 2004 and 2008 Egypt spent an average of US\$ 2.4 million per year in the management of its protected area system from its national resources, in addition to an average of US\$ 3.1 million contributed annually by international donors. While international donor support has dropped since, the national annual investment stood at US\$ 2.8 million in 2011-2012. With regard to income, between 2004 and 2008 a yearly average of 1.6 million tourists generated an average US\$ 3.4 million annually from the country’s protected areas and the figure now stands at US\$ 4.1 million/year. While huge opportunities remain to increase income, this equally implies that Egypt reinvested a smaller amount into the PA system than it actually generated. This is currently being addressed by a UNDP/GEF project working on Egypt’s protected areas financing, in general and specifically in a number of protected areas – including Wadi El Gemal covered also by the here-proposed project.

65. Both national and foreign donor projects – including by the EU, USAID, Italian Cooperation, UNDP/GEF and World Bank/GEF – have worked on the tourism/protected area interface in the past. However these projects focused either on the setup and management of specific sites, or on improving protected areas financing frameworks. Past efforts to more systematically align tourism development with biodiversity needs and Egypt’s protected areas system have been fragmented, failed to address the underlying drivers, and made no significant difference. Indeed, the relationship between protected areas and tourism development remains fragile, as is exemplified by Wadi El Gemal National Park – the establishment of the National Park in 2003 averted the linear development scenario already foreseen by TDA, so that today it still has some of the last undisturbed natural beaches on the Southern Red Sea coast; but the NP is now facing substantial renewed pressure from tourism planners. Current TDA plans and activities also include the development of the still relatively undisturbed coastal belt of Elba National Park near the Sudanese border. Such major development challenges cannot readily be addressed through a site-specific approach and enhanced protected area management only, but require a far more systemic approach.

66. In the project's target regions, the NCS plans to spend approximately US\$ 1 million annually on the management of the five existing protected areas, four of which are operational on the ground and one (Saloum) is currently being operationalised. No funding is foreseen for the designation of additional protected areas. The capacity of these protected areas remains too limited for effectively engaging tourism sector stakeholders to reduce adverse operational impacts at the site level, for servicing and managing visitor flows, for generating revenue from tourism, and for promoting biodiversity-friendly/ecotourism activities.

Baseline: Governance and decision-making

67. At least if measured by policy and planning documents there is a substantial enabling environment that should favour sustainable tourism and biodiversity conservation. EIAs are required by law for all major development projects, there are protected areas in existence and the regulatory framework prevents development within 200 m of the coastline. Gaps may exist (e.g. a strategic environmental plan) but these are nothing that could not be easily resolved within the body of a project. However, this needs to be viewed in the context of the current challenges facing Egypt.

68. Since the "Arab Spring" in early 2011 Egypt has undergone several dramatic political changes. In June 2012 elections were held that were won by the Muslim Brotherhood, which then took office. A new Constitution was passed in a referendum in December 2012. Mass demonstrations followed the passing of the new Constitution and resulted in the removal of President Morsi in July 2013. Following this an interim President was sworn in, after which a Constitutional Declaration was issued and an interim government formed that promptly appointed a body to rewrite the Egyptian Constitution (which first met in September 2013). A new referendum approved the rewritten Constitution in early 2014 and in May 2014 presidential and parliamentary elections were held in which Abdel Fattah el-Sisi was elected President.

69. In 2011, the country inherited a considerable fiscal deficit and gross public debt (domestic and external) which has risen to nearly 100% of GDP by the middle of 2013. The need for fiscal and economic reform, the lack of inward investment in the country as a result of the tensions in the region *per se* has resulted in very low growth rates. Social frustrations are mounting and the unemployment rate had reached 13% by June 2013. More than 75% of the unemployed are between 15 and 29 years of age⁷. Economic growth and employment therefore dominate political thinking and are an overriding factor of decision-making in the tourism sector, despite calls for sustainability and diversification of the sector and the environmental concerns the promise of greater employment is likely to override any other views. This is manifest in the continued drive to increase the sales of land to tourism developers and calls to relax any restrictions (which already are weakly enforced) on such developments. It is understandable that this situation occurs given the challenges that Egypt faces, and the current baseline – it might reasonably be argued – is likely to continue with the perceived benefits of a largely unrestricted tourism development overriding the need to protect globally important biodiversity for the benefit of ecological and environmental sustainability as well as for the sake of the tourism industry itself. However, it is unlikely that the sort of strategic thinking and planning necessary to ensure that biodiversity conservation and tourism development can complement each other in the short to medium future will be likely without some sort of external intervention, indeed the baseline, as it relates to biodiversity conservation, may even be weakened further as happened a few years ago when laws for hotel and other infrastructure development were reviewed so as to eliminate restrictive procedures for licensing to boost private sector investment.

1.8 Long-term solution and barriers to achieving the solution

⁷ Source: World Bank: <http://www.worldbank.org/en/country/egypt/overview> and UNDP Egypt Country Programme and Action Plan 2013 - 2017

Barriers to mainstreaming biodiversity at the national and regional landscape levels

70. **Barrier 1: Insufficient understanding of the importance of biodiversity:** The importance of biodiversity, natural landscapes and sustainability is still insufficiently understood and appreciated, even though they are key factors underpinning the long-term competitiveness of the Egyptian tourism product. As a result biodiversity and the conservation of natural landscapes and ecosystems appear to have a very low priority in any planning and development processes.

71. **Barrier 2: Weaknesses in the enabling environment and governance:** The legal and regulatory framework relevant in the context of tourism planning and permitting is not sufficiently strong and coherent, although there are the basic elements, and the institutional framework is not sufficiently capacitated and mandated, for effectively mainstreaming biodiversity management. Vertical and horizontal coordination between relevant stakeholders (national versus regional, inter-ministerial, etc.) is weak. Restrictions on tourism projects are implemented primarily through the EIA process overseen by EEAA and TDA. However, even if rigorously conducted, EIAs are site and project-specific tools that cannot assess cumulative impacts of different developments over larger areas. They lack the strategic oversight and connectedness to prevent cumulative effects of numerous different developments and an externalisation of their impacts. In addition, biodiversity aspects are not sufficiently reflected in EIA. So although EIA regulations exist for new infrastructure developments that prohibit the destruction of the natural coastline and coral reefs, these have not had the desired impact, as is evidenced by tourism investment plans continuing to contemplate large-scale ribbon developments along coastlines even inside national parks.

72. Although an increasing number of initiatives have begun to refer to a reduction of the environmental footprint, and the NSTSP and also regional tourism and development strategies refer to sustainability, the overall land use allocation practice has in practice not led to a change in the trajectory of tourism development. Indeed, only a few years ago laws for hotel and other infrastructure development were reviewed so as to eliminate restrictive procedures for licensing to boost private sector investment. This suggests that trade-off decisions are not balanced but dominated by aggressive tourism development interests, pre-empting alternatives, mostly at the expense of Egypt's biodiversity and natural landscapes.

73. A more strategic, cross-sectoral land-use planning approach – guiding the placement of hotel infrastructure and associated infrastructure – is therefore needed to balance short-term economic gain, which mostly results in ecosystem degradation, with long-term prospects for safeguarding biodiversity and protected areas.

74. **Barrier 3: Implementation of the existing regulatory framework:** Implementation, monitoring and enforcement of relevant EEA/NCS and MoT/TDA policies and regulations on sustainability and biodiversity in tourism planning and operations are largely missing. It is hence necessary to clarify and streamline responsibilities, and strengthen the mandates in these regards in the respective agencies.

75. **Barrier 4: Voluntary and market-based mechanisms to promote eco-tourism and environmentally benign tourism:** Voluntary mechanisms and incentives to promote good corporate environmental stewardship and investment in biodiversity-friendly tourism ventures are lacking. High level declarations promoting ecotourism so far resulted in few concrete ecotourism outcomes, and have also not stemmed large scale developments in critical ecosystems.

76. **Barrier 5: Limited opportunities to involve local communities in tourism and ecotourism-based livelihoods promoting the mainstreaming of biodiversity:** Local communities have little interaction with tourism and ecotourism developments and there are few opportunities to improve habitat and species conservation management through engagement of such local stakeholders.

Barriers to protected area management relating to tourism development

77. **Barrier 6: An incomplete national protected areas system:** There are gaps in PA coverage resulting from (a) a lack of gazetted areas, most importantly in the north-western Mediterranean coastal belt, and (b) outdated or otherwise inadequate boundaries.

78. **Barrier 7: Under-financing and partly weak management of the protected areas system:** At a rate of only US\$ 19 per km², the finance provided to protected areas in Egypt in general and the target regions in particular remains exceedingly low (the world average lies at US\$ 160/km²). While financial support to Egypt's protected areas system is expected to increase over the coming years as a result of the ongoing UNDP/GEF Protected Areas Financing Project, which aims to establish an autonomous and more robustly funded PA agency, a funding gap is likely to remain. With a few notable exceptions, for many protected areas in Egypt this translates into a poor presence on the ground, in terms of protected area boundary delimitation, infrastructure and operational systems including for fee collecting and sensitisation, management capacity and planning, visitor flow management and the enforcement of regulations.

79. **Barrier 8: A lack of skills and capacity for developing and managing tourism within the protected areas:** Inadequate or lacking capacity, protected areas infrastructure (signage, demarcation, visitor/interpretation facilities, water management facilities) and tools (protected areas management and business plans, brochures, guidelines) for engaging local-level stakeholders (tourism businesses, local authorities) and convincingly promoting biodiversity-friendly tourism alternatives, and for managing visitors more effectively to mitigate the direct and indirect impacts of tourism; this will require both control and enforcement measures and voluntary mechanisms (including certification/verification and incentive/penalty schemes).

80. **Barrier 9: Lack of protected areas planning capacity:** Insufficient capacity, tools (protected areas financing plans, ecotourism-based business plans, guidelines) and tourism sector support, for building effective protected areas financing systems and harness tourism-related revenue streams.

Barriers to good governance, informed and balanced decision-making

81. **Barrier 10: The scale and complexity of the challenge:** As witnessed during the field trips, there is considerable complexity in this challenge and the scale at which the project is operating is expansive requiring actors to "scale in" to very specific detail and "scale out" to much broader and cross-cutting issues. In the event debate becomes polarized or becomes entrenched in detail and discussion and progress is stalled while specific arguments, agendas or self-interests are pursued. In short, it is impossible for an individual to hold on to all the threads of the argument at any one time and progress, decisions, negotiations; all stall, resulting in a "business as usual" approach to the challenge.

82. **Barrier 11: Conflicting policy objectives:** From a national and global perspective, there are conflicting policy objectives between the tourism and the environmental enabling framework⁸ which are creating inefficiencies and ignoring the opportunity costs created by tourism development that largely discounts biodiversity values. In consequence, Egypt's biodiversity resources are being discounted for short-term economic benefits with little understanding what the long-term costs impacting sustainability might be. Indeed this argument can be applied to the tourism industry in Egypt as well: that it is the number of hotel rooms and not the tourism industry *per se* which dictates where, when and how development takes place.

⁸ The policies, laws and plans for each sector

83. **Barrier 12: A perceived lack of solutions to the problem and of a mechanism to move current thinking forward:** National policy needs to be coherent, there needs to be, what is sometimes referred to as, “joined up thinking”. It is therefore in the national interest that the state tourism agencies, the tourism industry and investors fully understand the consequences of discounting biodiversity in order to meet the ambitious targets set out in the NSTSP. Given the pressing need for economic development and the creation of employment opportunities, arguments against un-fettered hotel development for the sake of biodiversity per se are unlikely to carry much weight and risk being dismissed merely as “value judgements”. Furthermore, focusing merely on the biodiversity/environmental policy framework and enabling environment may risk widening the gap between policy and practice.

84. Changing the way people think about tourism, development and biodiversity is affected by their existing predispositions and their place within “the problem” (e.g. tourism, tourism operator, investor, government agency, NCS, NGO, conservationist, etc.). Before planning, tourism development and biodiversity conservation can move forward, it is likely that many of the key actors, interests, agencies and individuals will need to significantly change their positions. This has been a shortcoming on a number of UNDP-GEF projects recently; that they have lacked a “tool” or “methodology” to engage all stakeholders in a manner that was able to convince them to change the positions which they currently hold in order to achieve a “greater good”.

85. **Barrier 13: An inability to deal with a “wicked problem”:** Given the complexity and multiplicity of different interests and agendas affecting biodiversity conservation and tourism development in Egypt the country is facing what might be termed a “wicked problem”. “The criteria for judging the validity of a “solution” to a wicked problem are strongly stakeholder dependent”. However, the judgments of different stakeholders ...“are likely to differ widely to accord with their group or personal interests, their special value-sets, and their ideological predilections.” Different stakeholders see different solutions as simply better or worse”⁹. This is compounded by the current insecurity, the lack of investment opportunities and the pressing need to create employment. Under such conditions views become deeply entrenched, solutions to the challenge are presented very simplistically; as “either-or” solutions, either employment *or* biodiversity conservation. As a result opportunities for lasting and mutually beneficial solutions, to determine different futures than those that may seem inevitable, are lost.

Long term solutions

86. The long term solutions to overcoming these barriers require a multifaceted approach. The driving forces, multiplicity of stakeholders and the scale at which these drivers are interacting are daunting enough. However, when one considers also the dynamic and unpredictable course of events in the region, the current challenges Egypt is facing, the economic difficulties of the country and the propensity for externalities to impact upon the tourism industry, then it is clear that this is not a simple challenge, indeed the magnitude of the challenge is in itself a barrier to resolving it.

87. A perfunctory examination of the sums of money in the industry¹⁰ might suggest that attempting to alter the current trajectory of tourism development is an impossible task because the GEF funding, even when combined with the co-financing, amounts to an almost insignificant fraction of the economic value

⁹ From Murphree, M, Hazard Knowledge Product No. 32 Scenario Planning, African Centre for Disaster Studies, South Africa).

¹⁰ The tourism sector currently contributes about 11.3 % (2010) of the Egyptian GDP, employing some 3.5 million Egyptians (about 12 % of Egypt's workforce). International tourist arrivals in Egypt recently reached 12.8 million generating some 12.5 billion US\$ annually and involving some 80 supporting industries. Travel receipts constituted around 21.4 % of foreign currency earnings in 2010, ranked second only after petroleum exports.

of the tourism sector. However, try we must, but over-selling the economic benefits of including biodiversity in tourism, of using market-based mechanisms such as eco-certification or developing scientific arguments for protecting biodiversity are likely to have little impact upon the impersonal nature of the current drive to develop mass tourism, most notably along the Red Sea and north-west Mediterranean coasts. They are desirable, and they will be beneficial, but they will not, of themselves, resolve the problem.

88. Much of this information already exists with the NSTSP, for instance the need to decide on which management regime is best suited to managing the recreational diving industry, or the need to respect EIAs, not just in gaining approval but in carrying out a project. It exists already and yet Egypt is at a crisis point with regards to biodiversity and the protection and conservation of the natural values, particularly along her coastline. Arguably the country's tourism sector risks losing everything, including her competitive advantage over other "sea and sunshine" tourist destinations by ignoring this. The TDA allocation of land for tourist investment, the privatization of land and the dislocation of local communities and their resource use systems also cannot be ignored.

89. However, it is also important to place this in the context of Egypt today where there are more immediate and individually pressing challenges that, understandably, make it hard to come to terms with the type of long term and strategic planning that is necessary to avoid the currently environmentally-destructive nature of tourism development that is taking place. For instance, the NSTSP makes the point that the recreational dive industry has already reached, and in many instances has passed, the carrying capacity, that is the ecosystem's ability to recover from the impact of tourism and to sustain the goods and services which are a necessary prerequisite of a successful recreational diving industry, amongst others benefits. However, it appears impossible to reach a consensus on which course of action to take. There is a political inertia in addressing what is a *collective action* or *adaptive challenge*. Illusions that there are "win-win" solutions to this problem are unhelpful. The solutions are unavoidably political, just as some of the global solutions to overfishing in the last fifty years have been political (e.g. in the 1990s Iceland took the decision to decommission fishing boats as a means to reduce catches and make fishing more sustainable, this involved fishermen losing their jobs and fishing communities losing their livelihoods but it is now generally accepted that this was the right course of action in order to save the fisheries from imminent collapse). This much is unavoidable and if the natural values of Egypt's coastlines are to be protected for the benefit of the tourism industry and biodiversity conservation there will have to be considerable, and in all likelihood painful, short-term trade-offs to keep afloat the future of the Egyptian tourism product over the long-term.

90. More positively the changes in government that have taken place since 2012 have led to a more accountable government institutions through the Cabinet of Ministers and a drive to resolve longstanding barriers to effective government leading to a more pragmatic approach and a genuine desire to make government organizations work more effectively.

91. Clearly there is a pressing need for filling the gaps in the enabling environment, including better enforcement of existing regulations, and developing a more strategic plan, with biodiversity conservation as its basis, which would require EIAs to take account of externalities and cumulative effects of development and developing market-led and voluntary mechanisms that promote ecologically-sensitive tourism development and to diversify the tourism market to support the protected areas and sustainable use (including hunting tourism).

92. Furthermore, the protected areas system needs strengthening in response to the pressures of tourism development and it also needs to internalise the benefits of tourism within the system by developing the sites specifically for ecotourism and high value low impact tourism, both of which will likely benefit the tourism industry in the long term through the diversification of the tourism market and protection of the biodiversity values which a major component (the recreational diving industry) of the sector depends upon.

93. Both the enabling environment and assistance to the protected areas are reasonable project responses. However, on their own they are unlikely to bring about the sort of large scale change in the way that tourism development takes place in the near future in Egypt. Neither are they likely to affect the sort of collective action, that is to get agreement on these bigger issues such as the continued sale of coastline for development, the displacement of local communities and the pressures of overcapacity in the recreational dive sector, amongst many.

94. Therefore, the long term solutions lies not just in these material actions (the enabling environment and the protected areas) but in also facilitating a collective action, a means to get stakeholders and key players to agree on the tradeoffs necessary to make tourism sustainable and ensuring that biodiversity is included within planning and development considerations..

95. What is missing is a means to identify the plausible future scenarios and to understand how to avoid the unpleasant and to achieve the favorable futures. The difficulty with a conventional approach is the lack of any mechanism that will convince organizations, agencies, institutions and individuals that it may be necessary to change the way that they behave, the way they perceive and think about an issue, in order to avoid the undesirable futures.

96. Scenario planning¹¹ is an approach which can be applied to complex situations and also as a means to affect the cognitive processes of participants, in other words it can change the way people think about a problem.

97. Scenario planning is a planning methodology that has its origins in post WWII military thinking where strategic military planners used scenarios to examine the threats the Warsaw Pact countries opposed to the Western Alliance. It was later applied to business planning by Pierre Wack at the multinational corporation, Shell Oil, to examine the threats and opportunities faced by Shell in the energy sector during the early 1970's. The use of scenarios greatly assisted Shell in its business operations during the 1973 "oil crisis" resulting in Shell considerably improving its own position in the oil industry during a period of great uncertainty.

98. Scenarios were also used as a tool for conflict resolution during South Africa's transition from Apartheid to a new democratic disposition in the early 1990's. In this instance the use of scenarios firstly assisted in convincing senior policy makers in the (old) South African government of the inevitability of change and secondly assisted the range of political stakeholders in visioning the future of a democratic South Africa and the possible consequences of not accepting a peaceful and democratic transition to the "new" South Africa.

99. In the environmental sector the use of scenario planning is a relatively recent development. Scenario planning was used in the Millennium Assessment report to evaluate global environmental threats and highlight the need for alternative actions to prevent catastrophic environmental and ecological events.

100. The core of scenario planning is the identification of those elements that are shaping events or systems. These elements known as "drivers" interact with each other often at different physical and temporal scales. Most conventional planning systems are based on the assumption that drivers are constant (or predictable) and yet because of their interaction drivers are invariably in a state of change and this is often unpredictable. Sometimes this change is quick and at other times the change may be slower. Scenario planning is based on an understanding of what constitutes the current system drivers and the cause and

¹¹ Scenario planning has already been successfully used in the UNDP-GEF MPCP in South Sinai to assist in the development of a CBNRM system. Regionally it has also been used for protected areas policy development and management planning in the UNDP-GEF BCPAM project in Syria

effect relationship between these. This understanding also helps to understand the scale (both physical and temporal) and impact that various drivers have on a system. Once the drivers are identified and their relationship understood, scenario planning provides a methodology for examining how the drivers might possibly interact in the future. Since driver interactions in socio-political, economic and environmental systems are complex the scenario planning process attempts to analyse possible and plausible future driver relationships rather than creating predicted futures.

101. While scenario planning may be used in different ways as outlined above there are certain consistent elements regarding the use of scenario planning:

- There is no one single scenario planning methodology and approaches will vary depending on the issues to be address and the scale of the scenario plan.
- Scenario planning is a systematic way of looking into and “rehearsing the future” without attempting to be predictive.
- Scenario planning helps us understand the “drivers” that are shaping the present and how they may influence the future.
- Scenario planning helps us understand that the future is not pre-determined. We can influence the future by understanding and managing those current drivers over which we might have control. The example of carbon emissions and their effect on climate change is a case in point.
- Scenario planning helps us prepare for the uncertainties, shocks and surprises that will inevitably arise in any socio-ecological system.
- It is important however to realise that scenario planning has its limitations and as such scenario planning is not about predicting the future nor is it necessarily a replacement for conventional forms of planning.

102. Scenario planning can be used by policy makers, planners, managers and even communities to:

- Assist in testing existing plans and strategies in different futures, for instance in “climate proofing” the existing tourism development plans, ensuring that the NSTSP does not destroy its resource base in a drive to create employment, etc.
- Identifying the key drivers for long term monitoring in an adaptive management system.
- Guide short term management responses where “rapid response scenario planning” is used.
- Visually demonstrate the importance of drivers that might hitherto have been considered irrelevant.
- Assist stakeholders in communicating their aspirations in large scale planning processes.
- To build understanding and consensus on key issues between stakeholders in order to work towards a common vision.

103. Lastly scenario planning is a useful tool to engage with “wicked problems”. Given the complexity and multiplicity of different interests and agendas affecting biodiversity conservation and tourism development in Egypt the project is facing what might be termed a “wicked problem”. “The criteria for judging the validity of a “solution” to a wicked problem are strongly stakeholder dependent”. However, the judgments of different stakeholders ...“are likely to differ widely to accord with their group or personal interests, their special value-sets, and their ideological predilections.” Different stakeholders see different solutions as simply better or worse”¹².

104. In this sense scenario planning can be a powerful tool for building consensus within a group with widely differing backgrounds and agendas and would provide a mechanism to hold the project components

¹² From Murphree, M, Hazard Knowledge Product No. 32 Scenario Planning, African Centre for Disaster Studies, South Africa).

together, navigate through a process in which the outcomes are not easily pre-determined and mainstream the project outcomes within the various interest groups.

2 STRATEGY

2.1 Rationale and summary of GEF Alternative

105. Despite the current hiatus in investment and tourism to the region, tourism development is likely to continue to take place in Egypt and the current drive to provide employment suggests that this will tend towards the mass (high volume and low value) tourism because there is a clear political imperative and the enabling environment is weak. Therefore the trend will be primarily towards development that rapidly degrades the natural values of ecosystems, landscapes and seascapes with, *inter alia*, a resultant loss of globally important biodiversity. Despite a number of earlier interventions in the last decade targeted at biodiversity, protected areas and tourism, there is a very high likelihood that this development will result in species depauperate systems both on land and at sea without this project's intervention.

106. The project is building on the experience in Egypt and the region of a number of previous UNDP-GEF projects as well as complementing two ongoing UNDP-GEF projects and previous donor assisted projects to both the tourism and environmental sectors.

107. The UNDP-GEF Medicinal Plants Conservation Project (MPCP) ended in 2011. This project *inter alia*, established a system of community-based natural resource management in St Katherine Protectorate (SKP), South Sinai. The SKP CBNRM approach is perhaps one of the most sophisticated formal systems in the region. Based upon the sustainable use principles developed in Southern Africa but developed for the specifics of SKP the approach devolves authority and responsibility to a small user group identified through an Association. It is spatially, numerically and legally defined and infers strong tenure rights for the MAP resources to the Association under an agreement with the EEAA. However, although finalized in 2011 the Agreement has not been signed by the EEAA as yet although the CBNRM Association has behaved in many ways as if it had. The EU, USAID, Italian Cooperation and UNDP-GEF have been involved in biodiversity conservation projects for the last fifteen years to establish new protected areas, develop protected areas infrastructure, and strengthen management planning and develop capacities. UNDP-GEF is currently supporting the preparation of Egypt's 2nd National Biodiversity Strategy and Action Plan and involved in the UNDP/GEF Protected Areas Financing Project. Furthermore, UNDP and Italian Cooperation are planning a further phase to the just-completed project which will target infrastructure planning and development for protected areas and tourist at a landscape level as well as inside the protected areas.

108. The GEF alternative proposed here recognizes the scale of the challenge. It recognizes that the drivers of unsustainable and biodiversity-damaging tourism development are comparatively (to the proposed project budget) well-financed and therefore, in order to create an impact, to meaningfully divert the current trajectory of tourism development in Egypt towards a more biodiversity oriented direction and make the most effective use of the GEF fund, this project will need to be extremely strategic. It will need to be highly dynamic in nature, utilizing the momentum of the tourism sector development itself.

109. With this in mind the GEF alternative will mainstream biodiversity in the tourism sector through two components.

110. The **first component** will be largely directed at the framework within which tourism development and operations take place, by:

- Producing Strategic Environmental Assessments specifically to identify the impacts of tourism on biodiversity in the three project areas: *Southern Red Sea coastal belt (Red Sea Governorate)*, *North-west Mediterranean coastal belt (Matruh Governorate)* and *Siwa Oasis and Protected Area (Matruh Governorate)*. These will identify the critical areas for biodiversity, the points of conflict with development and as much as possible the interconnectedness within these systems so that developments have to take notice of externalities and distal impacts. A key aim of these SEAs will be to identify areas which may be damaged beyond recovery, areas where tourism can be developed under strict controls and areas where tourism must have a minimal impact upon the environment. The purpose of these SEAs is to inform planning and will be integrated into the EIA guidelines and provide the framework for avoidance, mitigation and any future offsetting mechanism. Specifically this process will include the integration of biodiversity conservation measures into the EIA guidelines.
- Identifying and promoting adoption of voluntary mechanisms to be taken up by the tourism sector, particularly by the private sector operators to advance the use of sustainable and nature-based/biodiversity-friendly tourism (NB/BFT). This will advance the use of best practice standards for sustainable tourism and NB/BFT by creating a national certification system. This will draw on the World Tourism Organization's (WTO) Recommendations to Governments for Supporting and/or Establishing National Certification Systems for Sustainable Tourism guidelines. It is likely that this will be developed nationally because while there are international certification schemes the process of developing the system is an important part of building capacity, creating and institutional culture that will ensure compliance and ensuring that there is clear ownership by the MoT, the TDA, the MSAE and the private sector which will build a stronger foundation for their endorsement and enforcement as the project will actively encourage the adoption of the guidelines and certification scheme at the national, regional and local levels. The project will work with the MoT, the TDA and the NCS to ensure that the certification system is promoted through these agencies at the national, regional and site (including protected areas) level. The southern Red Sea Tourism Development strategy (including Wadi Gemal National Park) carried out a significant assessment of the Western European markets for ecotourism and nature-based travel. The interest in Egypt, and in particular the desert ecosystems and the desert/coastal/mountain zones was very high amongst the tour operators. However, the tourism sector in Egypt does not position itself for this market. To attract these market segments a portion of the marketing strategy focused on appealing to these market segments is needed. This has been very slow to be realized in Egypt. A sustainable grading program would generate substantial publicity and gain greater recognition for the nature-based tourism potential of these regions. Unfortunately most governments don't see the interest in pushing this high yield/low-volume tourism, rather focusing on a big number for the annual visitation even though the margins are very thin and, as for package tours, about 80% of the cost of the package never leaves the country of origin. This is why, despite the incredible number of tourists to come to Egypt (and locations such as the Caribbean) after decades of tourism the poverty is still quite high. Most of the money goes to the tour operators and airlines. Only 7 or 8% is left for salaries in the destination¹³. Ecotourism by definition and by the type of client that is attracted leaves substantially more revenue in the region. This is where ecotourism graded properties play a role because of their lower impact facilities they can attract more eco-tourists. However, it is important to manage expectations of how successful voluntary mechanisms such as eco-certification might be in stemming infrastructure developments, particularly as larger investment and land tenure issues may be at play in driving these. Certification will be useful and a prerequisite more specifically for developing nature-

¹³ Source: World- Bank and Tourism Concern

based/biodiversity-friendly tourism (NB/BFT) as a means to counterbalance investment in the mass tourism market.

- The development of regulatory, institutional and financial arrangements needed for a functioning tourism-related biodiversity offset mechanism.
- Strengthening the legal, policy, regulatory and institutional frameworks at national and sub-national levels used to plan, license and oversee tourism and related real estate developments in Egypt at the landscape level. It will to that end facilitate the setup of an effective national-level policy mainstreaming mechanism to achieve better policy and planning coherence between tourism development and environmental/biodiversity management in particular. This will be led through a scenario planning exercise which will last the lifetime of the project.

111. The **second component** is largely targeted at the protected areas system and strengthening its management in areas of high biodiversity importance where there are specific threats arising from tourism development and a possibility to utilize NB/BFT and the tourism sector more widely as a means to finance management. Under this component the project has three overarching interventions: the creation of new protected areas and the expansion of existing protected areas; building capacity of PA management (including limited infrastructure) to utilize and manage tourism, and reinforcing the financing systems of the targeted protected areas using the experience from the UNDP-GEF protected areas financing project. Therefore the second component will:

- Identify, gazette and operationalize one new protected area (El Qasr or Moghra) along the north-west Mediterranean coastal belt in order to set aside, under protective management, valuable habitats that are currently outside of the protected areas system and under pressure from encroaching tourism development, particularly infrastructure and hotel/real estate construction.
- The reassessment and amendment of the boundaries of at least two of the existing protected areas (Saloum and Omayed) for the same reasons given above. This work will involve the formulation/updating and implementation of protected area management frameworks and of community-based integrated land and resource management plans (ILRMP) which in several Egyptian protected areas have proven successful for securing community support and better conservation outcomes. The ILRMP will ensure that tourism demand does not cause adverse indirect impacts on local land use and resource exploitation inside these PAs – they govern land access and use by local populations, natural resource exploitation, and waste and water management; they determine sustainable off-take, prescribe management measures, and are the reference for monitoring and enforcement. In particular the project will take the experience from the SKP CBNRM and apply it to these ILRMPs. In the project region in Matruh (NW Egypt) this will moreover involve a sustainable falconry hunting scheme for Houbara Bustards linked to a captive breeding and restocking centre that will also engage in habitat management.
- Build the capacities of all the new and existing protected areas in the target regions with regard to the management and servicing of tourism flows; the prevention or reduction of biodiversity impacts from inappropriate tourism activities (e.g. off-road vehicle use, boat anchoring in coral reefs) through better control and enforcement; and the provision of trails and interpretation facilities for tourists operators and local populations to indicate regulations and good practices in tourist activities, souvenir shopping, etc. At the same time, this component will provide the basic capacity and infrastructure to subsequently harness the positive opportunities sustainable

tourism offers for protected areas and biodiversity management, and for local communities through for instance the sale of locally produced sustainable handicraft.

- Reinforce the financing systems of the targeted PAs, to maximise the income generated for biodiversity from tourism¹⁴. This will involve both traditional site-specific measures targeting primarily eco-tourists and protected areas visitors, such as through upgraded gate fee collecting schemes, or more innovative mechanisms such as tourism reinvestment schemes. It will be guided by the UNDP-GEF Protected Areas Sustainable Financing project experience.
- Establish CBNRM systems based in and around the protected areas to allow preferential access to relevant communities in return for collaborative management responsibilities. This will include assisting local communities to enter into the tourism market by providing guidance to local communities in the target areas wishing to engage in NB/BFT ventures for livelihood, by assessing potential services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation and managed hunting tourism where appropriate) with regard to their viability, providing business planning and financial management capacity building.

112. An important aspect of this strategy is that, through the use of scenario planning, there is a mechanism to facilitate a process. The scenario planning, or *scenario thinking*, provides a powerful cognitive tool which makes the participants think carefully about the future, to understand that the future is not predetermined, that their actions can influence the future and through the participation of different stakeholder perspectives, understand that the future requires the consideration of more than a narrow agency, institution or individual agenda. In short the process takes participants outside of their “comfort zone” in a way that they can understand that through their actions, or inactions, they are responsible for the future and they can similarly what that future might be.

2.2 Fit with the GEF Focal Area Strategy and Strategic Programme

113. In working towards its overall objective, the project will contribute to Biodiversity Strategic Objective 2 “Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors”, specifically Outcome 2.2: “Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks”.

114. The project will catalyse the development and adoption of effective and coherent regulatory measures and the institutional framework needed to avoid, reduce, restore and offset the adverse impacts of physical tourism infrastructure development on biodiversity. This work, which will strengthen the framework for land use planning and licensing will be accompanied by compliance monitoring and enforcement mechanisms. The project will also foster the establishment of best-practice NB/BFT products and services benefiting local people, businesses and biodiversity at the same time. This will at the national level entail the development of new, or the selection of pre-existing, certification, verification and incentive mechanisms, and their adoption by operators in the three target regions in particular.

115. The project also advances Biodiversity Strategic Objective 1: “Improve sustainability of protected area systems”, specifically Outcome 1.1: “Improved management effectiveness of existing and new protected areas”. It will gazette one new protected areas and expand the area of two of the five existing protected areas in the three target regions, as strictly protected areas from physical development. In addition,

¹⁴ In Wadi El Gemal National Park the project will not work on issues related to PA financing systems, as this aspect is covered by another UNDP-GEF project under implementation; work on other outputs will be accordingly reinforced.

the project will strengthen the management of these protected areas, especially with regard to the management of tourism and related financing opportunities including visitor fees and protected areas reinvestment schemes by the tourism industry. At the local level the project will in this context develop and implement integrated land and resource management plans together with local communities dependent on these resources, with a view to reducing the multiple indirect impacts of tourism on PAs, such as the intensification of grazing pressure or firewood collecting.

116. The project will contribute towards the achievement of a number of the CBD Aichi Targets:

- 2 and 5, by ensuring that in Egypt - regional and local economic development plans and tourism sectoral plans better integrate biodiversity concerns in their planning and implementation, especially by avoiding, reducing, restoring or offsetting their adverse impacts from physical infrastructure development.
- 6 and 7 by introducing sustainability measures into the supply chains providing tourism and associated businesses with food produce, especially from local agricultural and fisheries.
- 11 by declaring additional protected areas and increasing or instigating effective protected area management systems.

2.3 Project Goal, Objective, Outcomes and Outputs/activities

117. The project **goal** is: *“To reduce the pressures on biodiversity caused by tourism development in Egypt and where appropriate for tourism to actively support conservation management efforts”*

118. The project **objective** is: *“To mainstream biodiversity conservation into tourism sector development and operations in ecologically important and sensitive areas”*

119. In order to achieve the project objective, and address the barriers (see section 1.7 Long term solution and barriers to achieving it), the project’s interventions have been organized into two Components and five Outcomes. This is broadly in line with the components and outcomes presented at the PIF stage (the PIF had suggested two components with six outcomes in total, but one was considered to be more a measurable indicator and target).

120. **Component 1: Changing the trajectory of tourism development and operations to safeguard biodiversity.** In order to drive the mainstreaming of biodiversity, this component will most importantly strengthen the legal, policy, regulatory and institutional frameworks at national and sub-national levels used to plan, license and oversee tourism and related real estate developments in Egypt at the landscape level. It will to that end facilitate the setup of an effective national-level policy mainstreaming mechanism to achieve better policy and planning coherence between tourism development and environmental/ biodiversity management in particular.

121. **Outcome 1:** *Direct adverse impacts of tourism infrastructure development on biodiversity and land/sea-scapes (primarily loss and severe degradation of critical habitats in both terrestrial and marine ecosystems) are avoided, reduced or compensated in at least the c. 10,000 km² of ecologically sensitive areas (including c. 2324 km² inside protected areas) exposed to development pressures*

122. **Outcome 2:** *Reduction of biodiversity impacts caused by inappropriate practices from tourists and tourism establishments, most notably disturbance effects affecting sensitive animal and plant species, habitat degradation and over-exploitation of resources.*

123. **Component 2: Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities - the north-western Mediterranean**

coast, the southern Red Sea coast and Siwa Oasis/PA. This component of the project will consist of three overarching interventions. Firstly, the identification, gazettelement and operationalisation of one new protected area in the north-west Mediterranean coastal belt, to set aside valuable yet currently unprotected habitat types under pressure from tourism infrastructure development; and a reassessment and amendment of the boundaries of at least two of the existing protected areas (Saloum, Omayed) for the same purpose. Secondly, it will build the capacities of all the new and existing protected areas in the target regions with regard to the management and servicing of tourism flows; the prevention or reduction of biodiversity impacts from inappropriate tourism activities; CBNRM systems in and around the protected areas to allow preferential access to relevant communities in return for collaborative management responsibilities. And thirdly, this component will seek to reinforce the financing systems of the targeted protected areas, to maximise the income generated for biodiversity from tourism¹⁵.

124. **Outcome 3:** *One new PA (min. 30,000 ha) designated, spatially configured and emplaced, and the boundaries of 2 of the existing 5 PAs (at least 15,000 ha added to the total of 50,000 km²) in the three target regions expanded, to include critical habitats in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative PA coverage is lacking.*

125. **Outcome 4:** *Pressures from tourism controlled or reduced in c. 2,324 km² of ecologically sensitive areas inside the existing and new PAs exposed to tourism development pressures.*

126. **Outcome 5:** *PA Financing Scorecard demonstrates progress towards meeting the finance needs to achieve effective management.*

127. In greater detail the project framework is elaborated as follows:

128. Component 1 – Changing the trajectory of tourism development and operations to safeguard biodiversity

129. In order to drive the mainstreaming of biodiversity, this component will strengthen the legal, policy, regulatory and institutional frameworks at national and sub-national levels used to plan, license and oversee tourism and related real estate developments in Egypt at the landscape level. It will facilitate the setting up of an effective national-level policy mainstreaming mechanism to achieve better policy and planning coherence between tourism development and environmental/biodiversity management in particular. This will be achieved using a scenario planning exercise which will last the lifetime of the project which is cross-cutting between Outcomes 1 and 2 as well as supporting component 2 and outcome 3.

130. Strategic Environmental Assessments of the impacts of tourism development on biodiversity will be commissioned to inform tourism development plans about spatial areas where tourism development and/or operations are acceptable, where they may be permitted subject to management-mitigation-offsetting, and where they should be avoided altogether in order to manage and conserve biodiversity. This component will also leverage a more effective integration of biodiversity concerns into EIA guidelines and tourism-related landscape planning.

131. The development of regulatory, institutional and financial arrangements needed for a functioning tourism-related biodiversity offset mechanism. Biodiversity offsets are gaining traction as a means to meet the objectives of development and conservation. The Business and Biodiversity Offsets Programme (BBOP), an international collaboration for the development of offset methodologies defines offsets as

¹⁵ In Wadi el Gemal National Park the project will not work on issues related to PA financing systems, as this aspect is covered by another UNDP-GEF project under implementation; work on other outputs will be accordingly reinforced.

*“measurable conservation outcomes resulting from actions designed to compensate for significant residual adverse biodiversity impacts arising from project development after appropriate prevention and mitigation measures have been taken. The goal of biodiversity offsets is to achieve no net loss and preferably a net gain of biodiversity on the ground with respect to species composition, habitat structure, ecosystem function and people’s use and cultural values associated with biodiversity”*¹⁶. The project will first assess the suitability and requirements of biodiversity offsetting for the Egyptian tourism sector in detail. And while it is important that expectations are not raised beyond what the project can reasonably be expected to deliver because of the number of preconditions required for an offsetting approach, if feasible, offsetting will offer significant opportunities for biodiversity conservation financing¹⁷. Offsetting would, *inter alia*, establish a mitigation hierarchy within the existing EIA process and be linked to the results from the SEA (including the potential for habitat banks for small-scale developments) and to avoid a “project-by-project” approach by establishing a landscape-scale approach. Therefore the project will develop an offset policy specifically aimed at the tourism sector and drawing on the findings of the SEA it will provide a policy framework from which specific legislation can be developed. The policy will ensure that the legislation meets national biodiversity conservation objectives, conforms to international best practice and BBOP standards, identifies the most environmentally preferable offsets within specific landscape contexts, determines appropriate mitigation replacement ratios and establishes a national benchmark for monitoring offsets performance. The suitability and risks of developing a biodiversity offset mechanism which can be integrated into the EIA guidelines and tourism-related landscape planning and prepare the ground for such a system in the future by developing a comprehensive national policy on offsetting to guide the inclusion of offsetting into the EIA legislation. To support the above the project will strengthen institutional monitoring and enforcement mechanisms. Specific capacity will be developed for each of the above elements as required.

132. Project interventions will also provide for voluntary measures to be taken up by tourism operators themselves (experience showing that both ‘carrots’ and ‘sticks’ are needed to encourage mainstreaming). To that aim this component will advance the use of best-practice standards for sustainable tourism and NB/BFT through (1) the creation of new national certification systems and verification mechanisms for hotels and tourism operators, or the selection of existing international certification systems and verification mechanisms¹⁸, actively endorsed and promoted by the MoT/TDA/MSAE; and (2) the rollout of economic/fiscal and other suitable incentives (subsidies, tax deductions, promotion through national or regional government tourism materials/websites) and penalties (e.g. special taxes) to advance the adherence of private sector and local community businesses to the certification systems. The certification schemes should take into consideration WTO’s “Recommendations to Governments for Supporting and/or Establishing National Certification Systems for Sustainable Tourism”, and allow companies that apply good practice to be recognized for their efforts. The project will also broker the systematic adoption of these best-practice standards and certification systems by tour operators at national, regional and especially local levels¹⁹. Lastly, an open access biodiversity monitoring and evaluation mechanism or process will be

¹⁶ BBOP (Business and Biodiversity Offsets Programme); Business, Biodiversity Offsets and BOPP: An Overview. Forest Trends, Washington, DC, USA. 2009

¹⁷ <http://bbop.forest-trends.org/>

¹⁸ While international schemes exist a nationally developed system is the preferred option.

¹⁹ The assumption behind this approach is that tourism operators will adopt voluntary NB/BFT certification schemes for ethical reasons, for short-term business reasons, or for long-term business reasons. The most common approach will be the desire for immediate short-term differentiation in a competitive market, to attract more visitors and/or charge premium prices and/or reduce costs. In this context, the principal advantages conveyed by certification to businesses are the added marketing value towards the consumers (through brand recognition or de novo appreciation of the certification; however, NB/BFT certification benefits will be small if compared to quality certification); preferential treatment by government (access to protected areas and natural resources, inclusion in promotion campaigns, economic or other incentives, training and technical assistance); preferential treatment by other businesses along the supply chain (right of first refusal, pre-requisites for suppliers or clients such as large tour operators choosing sub-contractors); reduced resource consumption; and management benefits (the educational process leading to certification trains and motivates the company team on sustainability matters). Under the ethical approach, business adopts certification because it believes in the better cause. In the long-term business approach, tourism operators submit to voluntary certification schemes because they realize that it is for their own good to adopt better practices to safeguard biodiversity assets for the sustainability of their business model. Interestingly, the three rationales will differ in their attitude towards the wider promotion of the certification scheme. In a crowded market, a company seeking

established to allow tourism planners and biodiversity managers at all levels to assess disturbance of habitats and key species from tourism-related pressures, to determine acceptable limits of change, and provide management recommendations; the process/mechanism should address the needs of the TDA and EEAA/NCS, and exploit synergy opportunities to the maximum by linking with related initiatives, most importantly with the NCS staff in charge of NBSAPs, CBD Clearing-House Mechanism (CHM) and National Reports.

133. ***Outcome 1: Direct adverse impacts of tourism infrastructure development on biodiversity and land/sea-scapes (primarily loss and severe degradation of critical habitats in both terrestrial and marine ecosystems) are avoided, reduced or compensated in at least the c. 10,000 km² of ecologically sensitive areas (including c. 2324 km² inside protected areas) exposed to development pressures***

134. ***Output 1.1: Coherent and effective legal, policy, regulatory and institutional frameworks in place at the national and sub-national levels for multi-sectoral land-use planning at the landscape level, to avoid, reduce, mitigate and offset adverse impacts of tourism pressures on biodiversity***

135. This is a complex output with a number of specific activities designed to reform and develop the enabling environment. As such it includes a number of specific products as well as supporting a process to change the behavior of key players in the tourism and to an extent in the environmental management sector to mainstream biodiversity. These will include:

136. ***Plausible future scenarios for the Egyptian tourism industry and biodiversity.*** The scenario planning process will be used to enable the different stakeholders to address the collective challenge of developing tourism in Egypt without destroying biodiversity and the natural landscapes which are a major part of Egypt's natural capital.

137. Scenario planning exercises will be carried out with stakeholders from every level and aspect of tourism and biodiversity (political, technocratic, social, private sector, etc.). Scenario planning is a cognitive process, that is; it allows the participants to think about an issue in ways that they might not have considered before. It can force participants to consider the perspective of other stakeholders and make them understand that individual or institutional agendas need to be aligned with a common good.

138. The *Egyptian Tourism and Biodiversity Scenarios* will provide an understanding of the complexity of tourism development, they will allow issues of scale (including temporal scales) to be expressed and understood across a broad spectrum of participants and skill levels. In short it will provide *an effective national-level policy mainstreaming mechanism to achieve better policy and planning coherence between tourism development and environmental/biodiversity management*. One of the benefits of scenario planning is that it allows the participants to “rehearse” the future under different policy approaches providing a powerful individual and collective view of the results of an action or indeed, an inaction.

139. The scenario planning exercise will start early in the project and will run for the lifetime of the project. It will consist of a series of workshops facilitated by an external scenario planner or planning team.

differentiation will be interested in running a strong widely known certification brand – but it will not be interested in that a directly competing nearby business adopts the same certification as it would reduce its competitive edge. In some cases the certification of an entire destination will become a viable option in which case nearby businesses may opt to compete together; but also here the said destination is not interested (in the case of a crowded market) in that a nearby competing destination adopts the same standard. In contrast, a company interested in the long-term sustainability of its business model will look favourably at other nearby businesses adopting the same certification scheme, as this supports its own cause. Altogether it therefore appears that the most promising approach to promoting the wide adoption of certification schemes will benefit from the integration of long-term sustainability considerations. In a still growing under-saturated market, however, these theoretical limitations will apply less. For governments, the main advantages of certification are that it can help to: raise the market profile and image of a destination in terms of its quality and environmental standards; provide a way of encouraging the industry to raise standards in specifically identified areas; and potentially lower regulatory costs.

The workshops will be held in prestige venues to ensure that those who are in a position to make decisions are able to attend.

140. There will be a wide cross-section of stakeholders involved in the scenario planning which will build on the national capacities (i.e. through training a cadre of scenario planners from the NCS and the TDA. The NCS has already received some training in scenario planning through the UNDP-GEF MPCP).

141. This output will, after each scenario planning exercise, produce a substantive document of the process, outcomes and the recommendations and decisions made during the exercise. In addition to this there are sufficient resources for the scenario planning to be used to address specific issues or areas of conflict as these arise.

142. The Project Document refrains from becoming too prescriptive of this process to allow sufficient flexibility for the project to adapt the scenario planning as the project moves forwards.

143. The scenario planning exercise will also generate indicators which will feed into the monitoring system.

144. ***Strategic Environmental Assessments linked to the current EIA.*** Strategic Environmental Assessments will be carried out for all three project areas *Southern Red Sea coastal belt (Red Sea Governorate), North-west Mediterranean coastal belt (Matruh Governorate) and Siwa Oasis and Protected Area (Matruh Governorate)*. These will identify the critical areas for biodiversity, the points of conflict with development and as much as possible the interconnectedness within these systems so that developments have to take notice of externalities and distal impacts. A key aim of these SEAs will be to identify areas which may be damaged beyond recovery, areas where tourism can be developed under strict controls and areas where tourism must have a minimal impact upon the environment.

145. The purpose of these SEAs is to inform planning. They will be integrated into the EIA guidelines and provide the framework for avoidance, mitigation and any future offsetting mechanism. Specifically this process will include the integration of biodiversity conservation measures into the EIA guidelines. The findings of these SEAs can be fed into the scenario planning process to reinforce the impact of the consequences of ignoring the SEA guidelines and any lack of enforcement of EIAs.

146. The SEAs will identify the key areas for biodiversity conservation, issues of connectivity, identify areas where tourism development has taken place and there needs to be mitigation measures, importantly it will also identify areas where development has already been so destructive that they should be abandoned in terms of biodiversity conservation spending. Once there is a stable and transparent platform for offsetting this can be linked to the SEAs, but it should not be anticipated within the lifetime of the project.

147. The SEAs will be substantive documents. In the policy hierarchy they will need to be national documents so that there is cross-cutting compliance between different policy sectors (e.g. tourism, agriculture, infrastructure, etc.) particularly when it comes to zoning.

148. The SEA will also provide indicators and baselines to be used in the monitoring programme and establish the acceptable limits of change which will include a database that will inform land use planning in the future and form the basis of the monitoring programme.

149. A comprehensive set of Biodiversity Conservation Guidelines for EIAs will be produced.

150. ***National consultation to develop a national policy and law for biodiversity off-setting in the tourism sector.*** The project will carry out a study on the feasibility and suitability of developing a

biodiversity off-setting system for tourism development in Egypt. Bearing in mind that any such scheme could easily be transferred to other policy sectors (e.g. agriculture, industry, etc.) and that there would need to be a transparent, effective and enforceable EIA system in place and operating as a precondition to any off-setting scheme (and remembering that one of the objectives of this project is to make the EIA system work more effectively and be rigidly enforced) it is important that there is a national consultation and debate as to whether an off-setting mechanism would work in the near to medium future.

151. Therefore the project will develop a national policy on biodiversity offsetting directed at the tourism sector which will, *inter alia*, establish a mitigation hierarchy within the existing EIA process, be linked to the results from the SEA (including the potential for habitat banks for small-scale developments) and to avoid a “project-by-project” approach by establishing a landscape-scale approach and aggregate offsetting. This will provide a policy framework from which specific legislation can be developed. The policy will ensure that the legislation meets national biodiversity conservation objectives, conforms to international best practice and BBOP standards, identifies the most environmentally preferable offsets within specific landscape contexts, determines appropriate mitigation replacement ratios and establishes a national benchmark for monitoring offsets performance.

152. *Outcome 2: Reduction of biodiversity impacts caused by inappropriate practices from tourists and tourism establishments, most notably disturbance effects affecting sensitive animal and plant species, habitat degradation and over-exploitation of resources.*

153. This outcome is targeted at the institutional capacities for planning, monitoring and enforcement so that they are strengthened in the Red Sea and North-west Coast Development Zones, Siwa Oasis and associated protected areas, so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas.

154. *Output 2.1 Frameworks and tools for fostering adoption by tourism operators of best-practice standards for sustainable tourism and nature-based/biodiversity-friendly tourism (NB/BFT)*

155. ***National Certification Scheme (Responsible Tourism Grading) for NB/BFT, ecotourism and sustainable tourism.*** The project will focus on developing an individual national-based tourism grading and certification scheme. A national-based scheme is preferred over an international “off-the-shelf” scheme for a number of reasons including because the process of establishing the grading and certification scheme builds sector and consumer confidence and it can be tailored to the specifics of the Egyptian niche market (e.g. desert tourism, etc.). The project will complement the certification scheme with guidelines.

156. Regionally the Morocco rural tourism quality assurance and eco-certification program provides a useful example of how successful these schemes can be. Accessibility of the scheme will need to be a key feature both to ensure that it has an impact upon biodiversity conservation and it is increasingly demanded by the travel industry as a prerequisite.

157. The Green Star Hotel Grading System developed together between MOT, GIZ and a number of private companies in Egypt will serve as a further starting base. The certification scheme has been piloted in El Gouna with some success. However it is mainly focused on operational aspects of the actual hotel, and would require extensions to a) integrate biodiversity more clearly, and b) to extend into NB/BFT accessible also to other smaller scale providers. The project will carefully consider this and work with the operators involved. All possible synergies should be exploited and alignment assured.

158. An important part of this output will include building capacity, creating an institutional culture that will ensure compliance and ensure that there is clear ownership by the MoT, the TDA, the MSEA and the

private sector which will build a stronger foundation for their endorsement and enforcement as the project will actively encourage the adoption of the guidelines and certification scheme at the national, regional and local levels. The project will work with the MoT, the TDA and the NCS to ensure that the certification system is promoted / marketed through these agencies at the national, regional and site (including protected areas) level.

159. The project will develop an overall management structure for the certification and identify the positions and the job descriptions to manage the program. This will be reinforced by a short ecotourism standards training program.

160. An international (regional) study tour for high-level decision makers from the TDA, NCS, and Governorates will be associated with this output. The destination will be decided by the Project Manager and CTA following due consultations.

161. Governorate-level planning capacities built in all three project areas. The project will work with the governorate level planners to build their capacity in environmental planning particularly in relation to the development and implementation of the SEAs. This will be reinforced through the scenario planning process. GIS equipment and training will be provided where needed and training workshops on legislation, environmental planning, monitoring and enforcement will be provided

162. Training and awareness for tourism sector, EEAA inspectors and tourism and environmental consultants on the EIA biodiversity guidelines. Awareness raising within the tourism sector of the SEA and in particular the EIA Biodiversity Conservation Guidelines will be carried out using various media and widely publicized using various media. Training in using the guidelines and applying them to the existing EIA procedures will be carried out with staff from the EEAA, environmental and tourism consultants and developers where there is interest.

163. National biodiversity and tourism development monitoring programme. While the NBSAP should provide national-level biodiversity monitoring the project will develop a specific biodiversity and tourism monitoring and evaluation programme to allow tourism planners and biodiversity managers at all levels to assess disturbance of habitats and key species from tourism-related pressures, to determine acceptable limits of change, and provide management recommendations; the process/mechanism will address the needs of the TDA and EEAA/NCS, and exploit synergy opportunities to the maximum by linking with related initiatives, most importantly with the NCS staff in charge of NBSAPs, CBD Clearing-House Mechanism (CHM) and National Reports. It will differ from the NBSAP monitoring because it will focus on those areas and issues (species, habitats, etc) specifically impacted by tourism and will compliment the national-level monitoring programme. This will also compliment the work underway in the PA Financing project to identify flagship species at specific protected areas by extending the scope of monitoring to landscapes specifically impacted by tourism development and identifying indicator species which are not necessarily considered to be of high conservation importance but provide a reliable and cost-effective measure of change within the landscape and ecosystem²⁰.

164. Importantly the programme will identify indicator species (regardless of their Red Book status) which will provide reliable measures of changes taking place. The programme will need to ensure that data is relevant, can be cost-effectively collected and easily analysed in order to provide surveillance for incipient change and early warning of any unforeseen impacts resulting from tourism development.

²⁰ The Protected Areas Financing project is developing specific site-based indicators for protected areas. This project will identify indicators and develop more broader monitoring of the impact of tourism at the larger landscape and ecosystem level including national indicator species as a means to provide surveillance (against changes caused by tourism) and the impact of project initiatives (mainstreaming) over the long term. Therefore while the PA Financing project focuses on flagship species this programme will also include common species which are indicators of ecosystem health but might be affected by tourism activities.

165. The programme will be easily accessible to provide transparency and accountability.

166. Component 2: Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities.

167. This component will be directed at the protected areas therefore it will provide system management plans (similar to those developed under the Protected Areas Financing project, visitor management plans protected areas personnel capacity building (particularly directed at tourism development) and limited tourism infrastructure development at key sites and build on the previous and ongoing GEF assistance to protected areas. However, recognizing that the protected areas are part of a larger system and many of Egypt's protected areas include populations of local people whose livelihoods are heavily dependent upon biodiversity resources there will be interventions to enable local communities to engage in NB/BFT ventures for their livelihood including services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation and managed hunting tourism where appropriate); assess potential services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation) with regard to their viability; and maintaining CBNRM systems based in and around the protected areas with preferential access to these communities in return for collaborative management responsibilities.

168. Outcome 3: One new PA (min. 30,000 ha) designated, spatially configured and emplaced, and the boundaries of 2 of the existing 5 PAs (at least 15,000 ha added to the total of 50,000 km²) in the three target regions expanded, to include critical habitats in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative PA coverage is lacking.

169. Output 3.1: Gazettement of the new protected areas especially in the north-west Mediterranean coastal belt, and expansion of boundaries of existing protected areas.

170. This output is targeted at critical habitats included within the protected areas system and improved biodiversity management effectiveness particularly in tourism planning and management, revenue generation, promotion and marketing, and community relations in Red Sea and North-west Coast Development Zones, Siwa Oasis and associated protected areas. It will include:

171. One new protected area designated and operational. One new protected area (min. 30,000 ha) designated, spatially configured and emplaced, in the north-west Mediterranean coastal belt and a management plan developed providing a basis for multi-stakeholder governance within the protected area and basic infrastructure and equipment in place (i.e. administrative office and ranger posts).

172. Boundaries of two protected areas adjusted to address tourism development threats. The boundaries of two of the existing five protected areas in the three regions will be expanded (at least 15,000 ha added to the total of 50,000 km²), in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative protected area coverage is currently lacking (see Figure 4). This procedure will be linked to the management planning (this output) for reasons of coherence and economy (e.g. best use of baseline surveys, mapping, etc.).

173. Outcome 4: Pressures from tourism controlled or reduced in c. 2,324 km² of ecologically sensitive areas inside the existing and new PAs exposed to tourism development pressures

174. This outcome is intended to build upon outcome 3 in particular and recognizes that many of the protected areas are starting from a very low baseline in relation to basic management planning and in particular to tourist/visitor management. It also recognizes that Egyptian protected areas cannot be isolated from the larger ecosystem and both inside and outside local communities play a critical role in managing biodiversity resources and therefore it is vital that biodiversity, tourism and surrounding land management objectives are broadly aligned. Therefore it is a complex outcome with a number of different but inter-related and supporting outputs.

175. *Output 4.1: Institutional and technical management framework in place in the new and existing PAs, depending on specific site needs: staffing, capacitation, physical demarcation of boundaries, basic infrastructure and equipment, participatory management planning, multi-stakeholder management boards, etc.*

176. *Management plans developed/updated for the existing five protected areas.* One site (plus the new protected area) will be selected during the inception phase to be the focus of management planning. The project will provide international and national protected areas planning specialists to work closely with a core senior planning team from the NCS and with the protected areas management, the Management Board²¹ and local stakeholders to develop site management planning teams and undertake the development of the management plans. Through a replication strategy planning teams from the other target protected areas will develop their management plans accordingly. In this way, in the existing five protected areas, the project will, depending on specific site needs, carry out participatory management planning, establishing multi-stakeholder Management Board which will specifically include the community-based integrated land and resource management plans (see output 4.3).

177. As a result the management planning process will follow a participatory process and integrate with the SEAs to ensure connectivity and the visitor management plans.

178. In the new protected area and the selected protected area the Consultants will be responsible for producing the management plans and in the remaining protected areas the core team from the NCS and the site planning teams will be in overall responsibility. This is intended to maximise the capacity building impact.

179. *Output 4.2: Effective management and servicing of tourism flows, minimising adverse impacts on biodiversity, and maximising positive opportunities for protected area and biodiversity management.*

180. *Visitor management plans produced in all six protected areas.* The project will develop visitor management plans for each protected area which will include prescriptions for interpretation facilities for sensitising tourists, operators and local populations to regulations and good practices in tourist activities and souvenir shopping, fees, infrastructure design and development (not construction costs) and a framework for concessionary agreements, control and prevention of harmful activities, tourism-related sales of sustainable handicrafts increasing employment and income for local communities, etc.

²¹ National Protected Areas or clusters of Protected Areas by Law will each be managed by a Board appointed by the Minister on the advice of the Nature Conservation Council which shall have representation on every such Board. The Director of the Nature Conservation Authority and a senior member of his staff will also be members of these boards on which the remaining four Members will be drawn from local communities in the area where a Protectorate or cluster of Protectorates is located. Local members will be selected to represent Local Government and local communities, with emphasis on stakeholders who have invested in services in the Protectorate, or who have traditional resource rights in the area it covers.

Protected Area Boards will meet at least once a year to guide management and ensure the ongoing protection of the natural values and sustainable use of Protected Areas. They will objectively evaluate past progress and guide future management, in terms of resource management, business and tourism plans for the area, setting clear objectives to be accomplished by the annual work plan applicable to the Board's area of responsibility. This information will be reported to the National Council for Nature Conservation.

The representatives from the Nature Conservation Council and Nature Conservation Authority on a Protectorate Board will ensure that all management actions in the Protectorate are undertaken in accordance with established national and area policy.

181. The visitor management plans will draw their authority from the management plans. Their development will be contracted out with ToRs emphasising that their development should be participatory and build national institutional capacities. The visitor management plans will use the experience from the Protected Areas Sustainable Financing project to develop concession arrangements (conditions, guidelines, etc.) with the private sector (to be developed in this output).

182. ***Tourism infrastructure developed.*** Basic tourism infrastructure (visitor centres, signage, interpretation, trails, etc.) will be developed or updated if already existing in all six protected areas.

183. ***Capacity development of protected areas staff to manage tourism within the protected areas.*** Management capacities of the protected areas staff in all six protected areas will be developed in order to implement the tourism and visitor management plans to effectively manage and service tourism flows, minimise adverse impacts on biodiversity, and maximise positive opportunities for protected area and biodiversity management. Three tourism operation concessions will be negotiated with private sector or local community operators.

184. Output 4.3: Community-based integrated land and resource management plans developed and implementation initiated

185. The involvement of local communities is complex and there is a need to leave considerable space for each intervention to steer a course of its own using the principles adapted from the CBNRM programme in SKP. The point being that SKP system cannot be used as a blueprint to be imposed on the three new project areas.

186. However, community initiatives related to sustainable use will have certain commonalities. They will:

- Define the community numerically, geographically and legally.
- Ensure that as much as is practicable those who are closest to the resources and bearing the costs of conservation management are the primary beneficiaries of its use.
- As much as practicable ensure that the authority and responsibility for the management of the biodiversity (and landscape/habitat management) is internalised and located at a local level.

187. ***Community-based ecotourism and tourism resources (biodiversity and landscape) management (Siwa).*** Using the experience from SKP a community-based natural resource management system specific to the tourism and biodiversity resources will be initiated and developed. The purpose of the CBNRM system will be to empower the local community to work with the NCS to manage and conserve these resources. The system will be integrated into the management planning process and the management plan itself (outputs 4.1 and 4.2). This will include five study tours for the local communities (including women because the SKP CBNRM system is largely grounded on a Women's Association of MAP collectors) to SKP. The purpose of this will be to have community to community discussions.

188. ***Community-based ecotourism and tourism resources (biodiversity and landscape) management (Red Sea Coast).***

189. Using the experience from SKP a community-based natural resource management system specific to the tourism and biodiversity resources will be initiated and developed. The purpose of the CBNRM system will be to empower the local community to work with the NCS to manage and conserve these resources. The system will be integrated into the management planning process and the management plan itself (outputs 4.1 and 4.2) and will be complemented by output 4.4.

190. The local community in this area, particularly around Wadi el Gemal has already expressed a keen interest in starting a community owned company. While it would be premature to fix on one particular structure to define the community a key aspect of CBNRM is defining the community as a *corporate body*. Once established it is possible to infer ownership or tenure of a common property (biodiversity or landscape/habitat resources) to such as structure.

191. The project would assess the suitability of a corporate structure to represent the community and to have tenure and responsibilities for common pool resources and if practicable the project would assist the community in achieving this.

192. ***Community-based hunting ecotourism and hunting tourism resources (biodiversity and landscape) management (Matruh).*** Using the experience from SKP a community-based natural resource management system specific to the tourism and biodiversity resources will be initiated and developed. The purpose of the CBNRM system will be to empower local communities to work with the NCS to manage and conserve these resources. The system will be integrated into the management planning process and the management plan itself (outputs 4.1 and 4.2) and will be complemented by output 4.4.

193. Besides targeting the communities of direct relevance to the PAs in the target region, this will also involve a sustainable hunting scheme that will be established in the region. Currently Gulf State tourists are coming to Matruh Governorate to hunt Houbara Bustards (*Chlamydotis undulata* VU) as well as other species. The hunting is informally arranged and largely illegal and facilitated by local communities. The current status of the Houbara Bustard in the area is not fully known, but thought to be extremely precarious. The **Emirati Bird Breeding Center for Conservation (EBBCC)** has for several years proposed to develop and establish the first of its kind captive breeding and restocking program for the Houbara Bustard (and other wildlife) in Egypt in collaboration with national and international partners. The EBBCC has extensive experience in successfully operating similar captive breeding and re-introduction programmes in several other Houbara range states, such as Morocco, Algeria and Kazakhstan. The operation of further such centres is identified as a key conservation intervention for the species by the BirdLife International Red List assessment and the IUCN Bustard Specialist Group, to boost and safeguard wild populations.

194. The range of the Houbara Bustard overlaps a number of important plant hotspots. Furthermore the range is large and almost impossible for the state to protect. Providing a focused value on biodiversity resources to local communities will help to mainstream its conservation into the traditional systems which provide a powerful control over local communities, in many instances these traditional laws, rules and regulations take precedent over state law. Transgression is re-enforced by peer pressure and broadly accepted by the specific communities. Sustainable hunting is the goal.

195. The breeding and re-introduction centre is now being catalysed also because of the soon-to-start UNDP-GEF project. The centre (investment and operations) will be entirely co-financed and additionally bring significant material support to the NCS. The UNDP-GEF project will accompany the process to ensure that it delivers on the expected biodiversity conservation and improved habitat management objectives, that it is integrated in its biodiversity/tourism mainstreaming efforts, and that it works towards the establishment of a legitimate CBNRM system for the hunting resources. By establishing a CBNRM system focused on the falconry hunting resources the project would link the hunting activities and the material resources associated with the activity with the conservation management of the Houbara Bustard more broadly. Linking the proposed breeding centre with a CBNRM system will give a focused value to local communities thus providing a motivation for protection of these resources.

196. Output 4.4: Local communities engaged in NB/BFT ventures for livelihood including services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation and managed hunting tourism where appropriate)

197. ***Business planning for NB/BFT community-based enterprises.*** The project will provide business planning training and capacity building to individuals and groups within the targeted communities. The assistance will not be limited to NB/BFT enterprises (e.g. inclusive of crafts and souvenirs, guiding, hospitality services, etc.) but will also concern itself with tourism enterprises (noting the PMU will vet each business to ensure that they are not environmentally damaging or adversely affect biodiversity). The business planning and development will be covered by the training and although the project will not directly fund the development of these enterprises it will build the capacity to access existing financial resources and develop community-based funding proposals.

198. ***Community-based NB/BFT guidelines developed.*** Currently there are no guidelines to provide a framework for communities to enter into the NB/BFT markets or even into tourism *per se*. However, communities are unable to compete on an equal basis in many instances and often become marginalised which disadvantages them economically and causes social resentment in some instances. A comprehensive set of guidelines will be developed to incorporate the views and wishes of local communities while ensuring that these are not so restrictive that they prevent reasonable tourism development. This will require facilitation by the project to steer the local communities to develop guidelines which protect their social and cultural sensitivities but also allow them to engage with NB/BFT competitively.

199. ***Outcome 5: PA Financing Scorecard demonstrates progress towards meeting the finance needs to achieve effective management.***

200. This outcome will integrate with the activities currently being carried out by the Protected Areas Financing project and is intended to ensure that the benefits of tourism generated within the protected areas are optimized and captured at a level where they can promote conservation management.

201. ***Site-specific protected areas financing systems in each of the six protected areas.*** The project will, using the experience developed in the UNDP-GEF Protected Areas Sustainable Financing project and the national protected areas financing develop appropriate systems for fee collections, accounting, gate and tourism operator concession fees, ecotourism taxes, and for biodiversity offset and reinvestment schemes involving the tourism industry (where these are considered applicable and suitable).

2.4 Incremental Cost Justification and Global Benefits

202. The project's GEB derive from the fact that it will reduce and moderate the direct and indirect impacts on globally significant biodiversity caused by the tourism sector in Egypt and its future growth. The project will build on and strengthen ongoing initiatives in Egypt to conserve globally significant biodiversity by mainstreaming biodiversity into the overall tourism planning and regulatory frameworks at the national and regional levels. The project will inform and influence the placement of infrastructure and internalise ecosystem and biodiversity conservation into tourism development planning and tourism operations, thereby seeking to safeguard valuable biodiversity areas in three regions in which tourism is expected to increase substantially over the coming years. These regions comprise (1) Egypt's still most pristine coastlines in Wadi El Gemal, located in Egypt's most biodiverse area in both the terrestrial and marine environment; (2) Egypt's most diverse and threatened flora and most pristine coastal and marine Mediterranean habitats along the north-western Mediterranean coastal belt; and (3) Egypt's foremost protected area in the Western Desert (Siwa), which is facing mounting visitor numbers, the risk of conversion of rare oasis habitats for tourism and agriculture, disturbances to vulnerable desert species, and where the development pattern of Siwa Oasis located just in between the different blocks of the protected area is increasingly taking an unsustainable route. The project will also address habitat disturbance and

degradation caused by inappropriate activities in sensitive sites and especially the 5 protected areas in the target areas, which will help maintain or improve the conservation status of sensitive species.

203. The project will ensure that the substantial investments by the government and private sector in realising Egypt's ambitious National Sustainable Tourism Strategic Plan 2020 and related regional tourism development plans expressly reflect biodiversity management needs and concerns. Through a scenario planning process participants, including high-level decision-makers, can visualise plausible future scenarios both with and without the rich biodiversity resources of Egypt. Through this process they can understand that biodiversity underpins Egypt's social and economic development and there are serious consequences in embarking down a path that discounts biodiversity and the environment for short term economic and political gains. The scenario planning will be complemented by a Strategic Environmental Assessments and strengthened EIA process and by creating the basis for a tourism sector-specific biodiversity offset.

204. This will be accompanied by the further development of carefully managed NB/BFT ventures and harnessing these as source of vital revenue for biodiversity conservation and protected area management and for further increasing the recognition of biodiversity in tourism sector decision-making. This will include the establishment and adoption of a biodiversity-friendly tourism certification scheme for both large scale and local tourism operators, and CBNRM developments that will give a focused value to biodiversity for those communities that live closest to these resources and upon whom the opportunity costs of conservation management largely fall. It will in one of the three target areas work with a captive breeding/restocking and carefully managed sustainable tourism hunting scheme aimed at the creation of economic opportunities that also lead to improved habitat management – positively connecting biodiversity with sectoral economic opportunities and the broader development agenda in Egypt.

Table 1. Comparison of the baseline scenario with the GEF alternative scenario

Current Practice	Alternative to be put in place by the project	Selected Benefits
EIA process is not supported by a SEA, there are no guidelines and after two decades it has not controlled tourism development. EIAs are essentially site specific and do not consider inter-connectedness and externalities affecting biodiversity.	EIA is supported by a larger SEA (and scenario planning) and guidelines which make it more effective and which considers the systems level impacts of tourism development effectively nesting the protected areas in a larger ecosystem planning approach.	Systemic rationale for tourism development which accounts for the larger external impacts of any one specific tourism development and takes a strategic view of tourism development in the three areas based upon the system's ability to continue to support globally significant biodiversity resources and supply ecosystem goods and services sustainably. A key component of the SEA would be summarising all previous studies in a concise document that could be easily accessed and understood by decision-makers and the private sector developers.
Tourism (and other sector planning), political and economic thinking and decision-making is focused largely upon short-term development gains particularly of mass tourism. Underpinning this thinking is a basic assumption that the number of hotel beds will equate to economic prosperity.	SEA and scenario planning provide a mechanism for decision-makers (political, institutional and private sector) to "rehearse" the future with and without ecosystem resilience and biodiversity resources.	Decision-makers are able to consider alternative views and factor in ecological sustainability and low impact and high value tourism based upon the ecosystems resilience and ability to continue to support biodiversity. A key purpose of the scenario planning exercise would be, not only to build on the initiatives of this project, but to motivate decision-makers and the tourism sector to act on the numerous earlier studies and recommendations intended to ensure tourism development in Egypt is sustainable (ecologically, socially and economically). The Egyptian Tourism Scenarios would provide a plausible picture of how the landscape (literally and in relation to the

Current Practice	Alternative to be put in place by the project	Selected Benefits
		biodiversity resources in Egypt) might look without the adequate checks and balances on tourism development.
There is no comprehensive national system for grading and certifying the biodiversity credentials of tourism development and certifying NB/BFT.	A robust and credible national system (Responsible Tourism Grading) to grade and certify tourism operators for NB/, building inter alia on similar initiatives in the region and on the Green Star Hotel Grading System.	Consumer choice and market forces drive the development of tourism in the three project areas (and nationally). National markets for NB/BFT developed and economic values of the landscape, ecosystem and biodiversity are captured in the national economy.
Local communities are largely excluded from participating in tourism. There are very limited opportunities for them to enter into the market due to the current system of land allocation for tourism development and access to the protected areas.	Community-based natural resource management systems allow preferential access by local communities to biodiversity and landscape resources within and around the protected areas. It is important not to fix on a single model for local communities to participate in biodiversity conservation. Outside the PA system there are still existing community-based structures for resource management and collective decision-making about common pool resources. However these are rapidly being eroded. Opportunities lie within and outside the PA system for co-management, devolved management and cost and benefit sharing.	Existing traditional land use systems and mechanisms for decision-making on common pool resources are formalised through management plans and management agreements and agreements in order that tourism use of biodiversity and landscape resources becomes part of the land use option for local communities thus driving community-based conservation management.
Important habitats, landscapes, species and ecosystem processes are vulnerable to tourism development and are outside the protected areas system, or in protected areas with weak management	Creation of one new protected areas, increasing the size of two more, and strengthening existing PAs. Launch conservation action for a globally threatened species through a sustainable breeding-restocking- hunting scheme.	A more complete protected areas system which spatially addresses the threats from tourism development. Improved conservation outlook for the Houbara Bustard and improved habitat management in its range also outside formal PAs.
Protected areas in the target areas are largely undeveloped for tourism and are often regarded as a block to tourism development.	Produce and implement visitor management plans, develop tourism resources and infrastructure, capture revenue, etc., in the target protected areas.	Tourism finances conservation management in the protected areas and the protected areas are integrated into the national economic development strategies

2.5 Cost-effectiveness

205. The cost effectiveness is most clearly demonstrated in component 1 and to a lesser extent (geographically) in component 2. High level mainstreaming of biodiversity into sector policies and investments are amongst the most cost-efficient biodiversity investments, if effective.

206. The proposed project intersects the current trend in tourism development at a number of strategic points. Firstly through strengthening the legal, policy, regulatory and institutional frameworks at national and sub-national levels used to plan, license and oversee tourism and related real estate developments in

Egypt at the landscape level where it will have the greatest effect. If unchecked the degree of impacts will be enormous. Yet the timing leaves a suitable window for positive orientation. To some extent the present hiatus in tourism infrastructure (hotels) development has provided a window of opportunity. However, there is tremendous governmental pressure to develop the economy and this is likely to drive the implementation of the NSTSP. Currently the strategy has little to offer by way of biodiversity conservation gains, indeed it could be read that these resources can be discounted and this is a very real and urgent risk which needs to be addressed. Later interventions will require larger investments to stem the growing impacts when developments are already on their way. Investment into PAs cannot alone prevent the negative impacts because tourism is becoming more and more prevalent along the entire coastline in particular. The scenario planning is expected to achieve the most long-lasting and widespread cost-effectiveness because, if handled properly, it will affect the way that decision-makers think about the future. For what is a relatively small investment it has the potential to change the way in which decision-makers think about the future and their responsibility to alter the course of events. The development of the SEA will greatly increase the effectiveness of the current EIA procedure by identifying external impacts and interconnectedness. Further, it will identify important habitats and species within these areas to allow for a more targeted and systemic approach to developing conservation measures.

207. The strengthening of the protected area system is an essential step to pre-empt negative impacts damaged in the most critical areas. Establishing CBNRM systems in parallel will internalise a part of the cost of conservation (or sustainable use) within the system at a local level, where local communities will protect biodiversity resources in return for the benefits of wise management.

2.6 Stakeholder analysis

208. A number of points need to be addressed with regards to stakeholder involvement in this project. These are largely related to issues of scale and complexity; the scale at which the project is interacting both spatially and institutionally and the number, diversity and motivation of the different and complex stakeholder relationships.

209. Given the economic power of different stakeholder groups, and the political changes the country has witnessed since early 2011, stakeholder interests and motivation are likely to be highly dynamic and operating at different scales within the project. This is further complicated by the selection of three geographically separated, and socially and economically different project sites.

210. Given this complexity it is important to consider stakeholder participation at both the national level and the three local levels.

211. Considerable resources have been made available for participatory workshops, meetings and other means of enabling a broad participation in the project's activities. Component 1 is much about getting the stakeholders together, recognizing there is a shared challenge and providing a means to develop a common approach and vision for the future. The project and the use of scenario planning explicitly recognizes that it is not possible to have a "win-win" solution to the challenges facing tourism and biodiversity conservation and it will be necessary at times for individuals and groups to override self-interest for a common good.

212. Therefore the scenario planning is in itself a risky, but necessary, inclusion in the project's strategy. Risky in the sense that it will be hard to evaluate in terms of tangible outputs but necessary to ensure that stakeholders are able to participate and that the project's outputs have the desired real and high-level effect.

Table 2. Stakeholder analysis

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
National level		

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
Egyptian Environmental Affairs Agency (EEAA), Ministry of Environment	<p><u>Interest:</u> Primary, Environmental policy and management</p> <p><u>Influence:</u> The EEAA is the central institution concerned with environmental protection and coordination in Egypt. EEAA's responsibilities include: a) administering to the provision of Laws No. 4 (1994) and 102 (1983); b) setting up of general environmental preservation policies and programs; c) adjusting and drafting environmental legislation; d) preparation of environmental studies, standards, specifications and conditions for the control of environmental pollution, and e) management of the protectorates. The agency has the lead role in the preparation of the National Plan for Environmental Protection, National Oil Spill Contingency Plan, the National Biodiversity Strategy and National Coastal Zone Management Framework Program.</p>	Primary, Lead Executing Agency
Nature Conservation Sector (NCS)	<p><u>Interest:</u> Primary, statutory agency charged with managing the protected areas system and biodiversity outside the protected areas system</p> <p><u>Influence:</u> The NCS is the central institution concerned with protected areas management and biodiversity conservation and coordination in Egypt. NCS's responsibilities include: a) administering to the provision of Laws No. 4 (1994) and 102 (1983), and developing national plans for biodiversity conservation and protected areas management and management operation for protected areas and biodiversity in Egypt.</p>	<p>The NCS will play a key role in the project being almost wholly responsible for component 2 and for biodiversity issues <i>per se</i>. The NCS is currently involved in an institutional restructuring and reform process (facilitated by the PA Financing project). The outcome of this is at present uncertain but it is broadly accepted that this will result in it becoming an autonomous General Authority with powers to retain revenues generated within the protected areas. The NCS will develop the SEA and ensuring compliance with EIA legislation.</p>
Tourism Development Authority (TDA), Ministry of Tourism,	<p><u>Interest:</u> Primary, statutory autonomous agency with substantial jurisdiction authority over tourism development areas and tourism planning.</p> <p><u>Influence:</u> TDA's roles are to: a) provide support for coherent private sector tourism development; b) provide institutional framework for environmentally sound private investment participation in tourism development, and c) to help safeguard the resources of Egypt from environmental development degradation. TDA has the authority to acquire and sell tourism development lands and retain the income; to charge fees for the assessment and monitoring of projects; and to borrow, repay loans, and receive grants from national and international institutions. The TDA is a driving force behind the tourism development along the Red Sea having jurisdiction over the large tracks of coastline that it sells to investors. The TDA has strategically located local offices which provide information and promotional materials and also play a role in facilitating the release of visitors permits.</p>	The TDA is pivotal to the project and should be considered as an equal participant with the NCS because it is largely responsible for the implementation of the NSTSP and therefore critical to the success of large parts of component 1.
Egyptian Tourism Promotion Authority (ETA), Ministry of Tourism,	<p><u>Interest:</u> Primary, tourism policy and marketing agency.</p> <p><u>Influence:</u> The ETA comes under the jurisdiction of the Ministry of Tourism (MOT). Established in 1991, the ETA has responsibility for planning, coordinating, and promoting new tourism development projects within the framework of the country's general policy and its economic plan.</p>	<p>The ETA is a critical stakeholder and should be instrumental in ensuring that the experience from the project is converted into national tourism policy. The ETA while not directly involved in land allocation for tourism would play a critical role in marketing NB/BFT and would</p>

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
		be the natural home and grantor for certification schemes.
Ministry of Defence and Military Production	Interest: The Ministry of Defence and Military Production (MoD) is primarily concerned with national security issues and all the project areas fall within what can be considered sensitive areas (e.g. close to national borders, etc.) <u>Influence:</u> Present in and oversees important tracts of lands, some of which hold valuable natural habitats in good condition. Moreover, ongoing and planned demining operations will over the coming years open up important new spaces for tourism and other economic development – especially across Egypt's north-western region.	The project will therefore closely coordinate with the MoD.
General Authority For Fish Resources Development (GAFRD)	Interest: The statutory authority in charge of regulating and developing fisheries and fish resources in Egypt. Influence: The GAFRD has a large interest in any management measures that might affect the fish production in any region.	To be defined
Ministry of Agriculture	Interest: The MoA and several of its subsidiary organizations are actively involved in the region. Influence: The MoA through the Desert Research Center is finalizing an agreement for a local community development project in the southern part of the Eastern Desert with funding from the World Food Program, which could involve the introduction of widespread water harvest measures (e.g. small dams in Wadis) and drilling shallow wells, etc.	To be defined
Governorate Administration	<u>Interest:</u> Local administration, infrastructure, social and economic development. <u>Influence:</u> Although the responsibilities and powers are centralized in sectoral ministries, the Governorates have budgets and administration, social and economic development at the provincial level. The Governorate controls the local administration of two municipalities. Within the Governorate boundaries, the Governor has the responsibilities for co-ordinating activities of different ministries, promoting tourism development construction, for issuing building permits and for selling municipal and Governorate controlled land within the town limits. All municipal zoning, tourism projects and building permits are authorized and issued by the Governorate.	The Governorates are responsible for much of the development that takes place within the locality and ensuring that the strategic and local aspirations are complementary
Non-Governmental Organizations (NGO) and Civil Society Organizations (CSO)	<u>Interest:</u> Various from conservation, community empowerment and mobilisation, awareness and conservation education. <u>Influence:</u> NGOs and CSOs can play important roles in supporting biodiversity conservation and sustainable use practices in target areas.	The NGO community will act as a multiplier for the project experience. NGOs in Egypt are constrained in their operations, in particular in their ability to receive funds from outside of Egypt. However, UNDP has worked well with NGOs on a number of projects and is trusted by the Government and the NGO community. The Nature Conservation Egypt (NCE) is well-respected nationally and can support both component 1 & 2 in particular in providing a voice for the conservation NGO community in the scenario planning. At a lower level Associations and other recognised civil society organisations are important in

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
		enabling local community representation and to some extent participation in the tourism market (e.g. around WGNP).
Higher Council for Antiquities	<u>Interest</u> : Statutory agency in charge of archaeological sites <u>Influence</u> : Influential agency with responsibility for surveying and protecting antiquities and archaeological sites, many of which are either included in the protected areas system or are tied to the development of a desert tourism product and face similar pressures from tourism use..	Will advise on the antiquities sites
Ministry of Interior	<u>Interest</u> : Concerned with security. <u>Influence</u> : The Ministry of Interior has under its authority the Police (including its various branches). It is the executive authority for Egyptian civil legislation.	Ensuring that project outcomes are in line with security requirements
Border Guards	<u>Interest</u> : Security. <u>Influence</u> : The Border Guards have the responsibility of protecting all border regions of Egypt, including its coasts. Border Guards control access to the marine environment, and they request the issuance of permits for non-Egyptian visitors to off road region. They control access to the site and provide security permits to all visitors entering the desert in and outside the protected areas including the Protected Areas staff themselves in some cases.	Ensuring that project outcomes are in line with security requirements
Private Sector and Investors	<u>Interest</u> : Largely profit and in some few instances sustainability, product diversification and social and environmental responsibilities. <u>Influence</u> : The private sector represented by large and medium size enterprises delivering different visitors services and operations. Investors and beneficiaries (hotel owners, tour operators, dive boats, guides, desert safari companies, etc.) of the areas ecosystem have a direct stake in the ecological state of the region, and should have an interest in maintaining a high quality environment in the region. An important assumption should be that there will be inequalities in the means and the manner in which the different private sector interests can and will influence the project and the process.	The private sector is a key stakeholder in the project. Changing the mindset of this sector (there are a very small number of operators who already see the benefits and are indeed already implementing some of the measures albeit on an unequal playing field)
Local communities and resource users		
Siwa (An important aspect of this project and the lessons learned from the SKP CBNRM project is to not label local resource users simply as the "local community" and to avoid making unsubstantiated assumptions about how these groups arrange their affairs and their internal governance and traditional	<u>Interest</u> : Varied and complex: cultural identity, self-determination, livelihood, economic, amongst others. <u>Influence</u> : Considerable and varied. Over some aspects the community has considerable influence and in other areas they are largely disenfranchised and excluded from decision-making. Like most local communities in Egypt, there is a traditional local customary law "aurf", where people used to solve their problem through customary laws. It is still applied to everybody, but when they fail to solve a problem with "aurf", then they employ civil laws system. Each tribe is ruled by a sheikh, who was elected with the consent of all members of the community, whose decisions is always taken after consultation with representatives of the same social group and in harmony with the thought of the community, has a normative value for members of the tribe itself. One of functions of this social structure is that relating to land management, particularly the allocation of those uncultivated areas. The allocation of land is made by the sheikh to members of the community. The sheikh is also responsible for debts incurred by members of his tribe, and can take action to dispose of the debtor's assets, usually portions of arable land equal to the amount of debt. Another important function	Local communities will play a critical role in the project. Effectively they will be amongst the primary beneficiaries but also will take on considerable responsibilities for the management of biodiversity resources Traditional Law is very strong and generally there is compliance with the traditional norms. This makes it a powerful tool for managing resources. In many aspects biodiversity or natural resources are already mainstreamed within these traditional rules. In Siwa protected area the principle threats to biodiversity are low and largely due to irresponsible tourism. Incorporating the traditional norms of the Siwa

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
resource use systems.)	performed within the social group is the settlement of disputes, for which a cost is always predictable. The office of sheikh is attributed to the individual from the time of his appointment until his death and the appointment of the new sheikh can occur only by unanimous decision of the tribes. The strong sense of belonging to the individual's social group, and the consequent desire not to arise in conflict with it, contribute to the organization that still represents the nerve system of relationships between individuals inside the oasis.	people within the planning framework for the protected area through formalised agreements and providing them with some authority as well as responsibility can, under the right conditions, enhance the conservation management.
Marsa Matruh	<p><u>Interest:</u> Varied and complex: cultural identity, self-determination, livelihood, economic.</p> <p><u>Influence:</u> Considerable and varied. Over some aspects the community has considerable influence and in other areas they are largely disenfranchised and excluded from decision-making. Like most local communities in Egypt, there is a traditional local customary law "aurf", where people used to solve their problem through customary laws. It is still applied to everybody, but when they fail to solve a problem with "aurf", then they employ civil laws system. Each tribe is ruled by a sheikh, who was elected with the consent of all members of the community, whose decisions is always taken after consultation with representatives of the same social group and in harmony with the thought of the community, has a normative value for members of the tribe itself. One of functions of this social structure is that relating to land management, particularly the allocation of those uncultivated areas. The allocation of land is made by the sheikh to members of the community. The sheikh is also responsible for debts incurred by members of his tribe, and can take action to dispose of the debtor's assets, usually portions of arable land equal to the amount of debt. Another important function performed within the social group is the settlement of disputes, for which a cost is always predictable. The office of sheikh is attributed to the individual from the time of his appointment until his death and the appointment of the new sheikh can occur only by unanimous decision of the tribes. The strong sense of belonging to the individual's social group, and the consequent desire not to arise in conflict with it, contribute to the organization that still represents the nerve system of relationships between individuals and provides a strong basis for the development of CBNRM systems.</p>	<p>Local communities will play a critical role in the project. Effectively they will be amongst the primary beneficiaries but also will take on considerable responsibilities for the management of biodiversity resources.</p> <p>The Matruh occupy the land between Siwa and Saloom much of which is the area important to houbara bustards although the status of this population is not clear. Currently they are involved in hunting, in particular providing services to visiting groups of Gulf State hunters mostly using falcons. With the current (and future) resources available to the NCS it is unlikely that these activities can be curtailed. Furthermore it would be politically difficult to do so and extremely unpopular.</p> <p>Community-based management of these hunting resources by developing the enabling environment for managed hunting. Mainstreaming would entail developing the enabling environment within the formal policy and legal framework to recognise and support the traditional use systems which are arguably extant within the Matruh traditional laws.</p>
Local communities and resource users: Red Sea coast	More ethnically diverse than the North West project areas. The tribes are highly structured communities. Each of the three tribes has a Head Sheikh who represents the tribe as a whole and is based in Shalatein. The tribes are comprised of clans, which are further subdivided into families inhabiting different territories. Each of the clans has its own sheikh who is subordinate to the Head Sheikh.	
The Ababda	<p><u>Interest:</u> Varied and complex: cultural identity, self-determination, livelihood, economic.</p> <p><u>Influence:</u> The Ababda are an indigenous tribe to the southern Eastern Desert, predominately found in the northern sections of the Elba PA. Their territory is mainly north of Shalatein to Quseir as far west as the Nile Valley, with small numbers found south to Sudan. Although related to and similar in customs to the Bisharia, they are considered Arab in origin and speak a dialect of Arabic. Like the Bisharia, they are a sedentary to semi-nomadic people subject to seasonal</p>	<p>Local communities will play a critical role in the project. Effectively they will be amongst the primary beneficiaries but also will take on considerable responsibilities for the management of biodiversity resources.</p> <p>WGNP already has very close links with the Ababda and to a</p>

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
	movements. They are known to coexist and maintain good relations with the Bisharia. This group are mostly closely associated with the Wadi el Gemal National Park and have interests in entering the recreational dive market, amongst others.	large extent is informally using the traditional systems and recognises that they have historical interests in the protected area. The Ababda have been disadvantaged in many ways by the tourism development along the RSC. Formalising arrangements through a CBNRM system for resources outside the NP will provide a framework for greater collaboration inside the NP and will provide opportunities to mainstream tourism into their existing resource use management systems.
The Rashayda	Interest: Varied and complex: cultural identity, self-determination, livelihood, economic. Influence: The Rashayda are non-indigenous tribe inhabiting the coastal plain. Originally, from Saudi Arabia, the tribe was expelled in 1846 and settled along the Red Sea coast of Sudan south to Eritrea. Families from the Rashayda tribe were residing in the Halaib when Egypt took over the administration of the area. The Egyptian government does not officially recognize Rashayda and their movement is restricted, confined to the coastal plain south of Shalatein. The Rashayda are more affluent than Bisharia and Ababda tribes playing a pivotal role in the camel trade and other trade between Egypt and Sudan. Relations between the Rashayda and the other tribes are strained as the Rashayda are often perceived as outsiders.	Local communities will play a critical role in the project. Effectively they will be amongst the primary beneficiaries but also will take on considerable responsibilities for the management of biodiversity resources. The Rashayda and Ababda are not spatially separated and have a close relationship although the former extend much further north along the RSC and appear to be able to interact with modern tourism more easily. It would be important to include these two groups in any community-based activities along within this particular project area.

2.7 Country Ownership: Country Eligibility and Country Driven-ness

213. Egypt signed the Convention on Biological Diversity (CBD) in 1992 and ratified it in 1994. The first National Biodiversity Strategy and Action Plan (NBSAP) was produced in 1998 and is currently being revised with assistance from a UNDP-GEF project (GEF # 4965).

214. In working towards its overall objective, the project will contribute to the GEF Biodiversity Strategic Objective 2 *"Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors"*, specifically Outcome 2.2: *"Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks"*.

215. The project also advances Biodiversity Strategic Objective 1 *"Improve sustainability of protected area systems"*, specifically Outcome 1.1: *"Improved management effectiveness of existing and new protected areas"*.

216. The project will contribute towards the achievement of a number of the CBD Aichi Targets

- 2 and 5, by ensuring that in Egypt - regional and local economic development plans and tourism sectoral plans better integrate biodiversity concerns in their planning and implementation, especially by avoiding, reducing, restoring or offsetting their adverse impacts from physical infrastructure development.
- 6 and 7 by introducing sustainability measures into the supply chains providing tourism and associated businesses with food produce, especially from local agricultural and fisheries.
- 11 by declaring additional protected areas and increasing or instigating effective PA management systems.

2.8 Project consistency with national priorities and plans

217. The project objective is grounded in three key national policy and planning documents:

218. **Egypt's National Development Plan (NDP).** The 6th Five Year Plan for Egypt highlights tourism as one of seven foundational economic sectors underpinning Egypt's development. The plan calls for an almost doubling of the capacity and income generated by the tourism sector. Government policies on development have remained unchanged since the political changes in 2011. In July 2012, the Ministry of Planning and International Cooperation issued the "National Income Doubling Plan", which identifies tourism as "one of the high priority and important services in Egypt, because of its ability to absorb labour and increase national income and provide foreign currency, in addition to integrated relations that connect this activity with other economic activities like agriculture, industry and service". The project is consistent with Egypt's NDP and the Income Doubling Plan in as far as it will enhance the sustainability of tourism – while the sector is set to significantly grow over the coming decade(s), there is an urgent unmet need to balance economic growth with biodiversity conservation considerations and address trade-offs between economic development and ecosystem resilience.

219. **Egypt's National Sustainable Tourism Strategic Plan 2020 (NSTSP).** Commissioned by the national Tourism Development Authority (TDA) in 2007 and developed with support from the UN World Tourism Organisation (WTO), this comprehensive plan provides a suitable entry point for mainstreaming biodiversity considerations into the future development of tourism in Egypt. The plan has set a number of ambitious goals to achieve high sustainable tourism growth. By 2020 it envisages a target of 25 million international visitors per year (c. doubling current numbers, with a milestone target of 16 million by 2017²²) and a 30% increase in the average per capita yield. In order to meet these objectives, it identifies actions to capitalize on Egypt's comparative tourism advantages and approaches development in a sustainable manner through a focus on product diversification. To achieve this, the government has taken steps to create a favourable legislative and regulatory environment and encourage investment in the tourism sector, as well as modernising tourism infrastructure. The project is consistent with the NSTSP, in as far as that: (i) it will contribute to the further diversification of the tourism product by advancing high premium NB/BFT and the creation or selection of certification mechanisms; this will also help increasing the average per capita yield targeted through the NSTSP; (ii) strengthen the outlook for the long term sustainability of the Egypt tourism product, by avoiding/reducing/restoring/offsetting the adverse effects of tourism development and operations on biodiversity, and thereby help safeguard Egypt's huge but dwindling natural heritage, particularly in the regions targeted by the project; (iii) contribute to reducing poverty levels in underprivileged rural communities adjacent to tourism developments, by creating opportunities for them to participate in tourism ventures – especially NB/BFT.

220. **Egypt's National Biodiversity Strategy and Action Plan (NBSAP).** Submitted to the CBD Secretariat in 1998, it recognised the many risks posed by tourism on biodiversity and cited

²² Now increased to 30 million

unsustainable/unmanaged hunting, off-road vehicle use and the development of infrastructures as some of the related threats, indicating that coastal regions are “under intense threat of tourism development”. The NBSAP underlined the need for “laws governing environmental affairs and tourism” but also called for promoting “the utilization of certain protected areas as a high premium, ecologically sensitive tourism resource”. The NBSAP calls for the further development of “the management and infrastructure of the protected area network, including the development and implementation of management plans. These plans should address the integration and development needs of local communities, the sustainable utilization of the resources which they contain, [and] the potential for eco-tourism”. The project is consistent with the NBSAP and these elements especially by working on strengthening the “laws governing environmental affairs and tourism”; establishing a regulatory environment (certification and verification systems) for the furtherance of NB/BFT, much of which will be directed at protected areas; and strengthening the management effectiveness of protected areas in the target regions. This will seek to harness the prospective conservation benefits from tourism, including for local communities, but also to manage potential visitor pressures.

2.9 Sustainability and Replicability

221. **Institutional and financial sustainability:** The project will instigate institutional change with the true understanding and support of the institutions themselves for the change to be effective and sustainable. The major aim of the project is to build the experience, know-how and technical capacity of key national and district level institutions so that they themselves are better able to understand and deliver change that responds to the evolving situation of tourism development. This is the most significant factor in making such institutions sustainable and continuing to be sustainable despite inevitable socio-political, economic, environmental and climate “shocks” that may occur in the future.

222. The project will, building on the experience from the UNDP-GEF Protected Areas Sustainable Financing Project, establish financing mechanisms to capture revenues from the tourism industry and its clients as a means to finance conservation management. By providing the national policy framework for tourism development biodiversity offsetting it can under certain circumstances provide national level income streams to the NCS as a result of tourism development offsetting.

223. The use of scenario planning as a powerful cognitive tool is intended to change the way that individuals, institutions and the private sector think about issues and their approach to solving complex, unpredictable and adaptive challenges.

224. The SEAs will help to guide and moderate the NSTSP ensuring that they are incorporated into the national planning framework.

225. Social sustainability will be at the heart of the CBNRM initiatives empowering local communities to take charge over the natural values and to be the primary beneficiaries of their sustainable use.

226. **Replication:** The Project Manager will ensure the collation of all the project experiences and information. This knowledge database will then be made accessible to different stakeholder groups in order to support better decision-making processes in the project target landscapes. The project will identify important best practices and lessons learned which can be of value to all key stakeholders, specifically national decision makers in the EEAA, MOT, TDA, NCS and the project area Governorates, important development actors in the country. These best practices and lessons learned will be documented, and guidelines for facilitating their wider replication and “up-scaling” will be prepared. Subsequently, the project will make systematic efforts for their dissemination including publishing in written and digital

format, dissemination workshops and cross-fertilization. Adequate budget for this purpose has been included.

3 PROJECT RESULTS FRAMEWORK

<p>This project will contribute to achieving the following Country Programme Outcome and Outcome Indicators as defined in CPAP or CPD: Outcome 5.3 The Government of Egypt and local communities have strengthened mechanisms for sustainable management of and sustainable access to natural resources such as land, water and ecosystems Outcome Indicator 5.3.1: Increase in revenues generated from the 5 protected areas supported by UNDP Baseline: To be provided upon selection of the 5 protected areas Target: Increase revenue generated by protected areas by 25%.</p>					
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy</p>					
<p>Applicable GEF Strategic Objective and Program: BD2 "Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors" and BD1 "Improve sustainability of protected area systems"</p>					
<p>Applicable GEF Expected Outcomes: Outcome 2.2: "Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks"; Outcome 1.1: "Improved management effectiveness of existing and new protected areas"; Outcome 1.1: "Improved management effectiveness of existing and new protected areas".</p>					
<p>Applicable GEF Outcome Indicators: Indicator 2.2: Policies and regulations governing sectoral activities that integrate biodiversity conservation as recorded by the GEF tracking tool as a score; Indicator 2.1: Landscapes and seascapes certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares and recorded by GEF tracking tool</p>					
	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective²³: To mainstream biodiversity conservation into tourism sector development and operations in ecologically important and sensitive areas	IRRF 2.5.1.A.1.1: Extent to which legal frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems	0	Missing legal frameworks established	Legal decree, project reports	
	IRRF 2.5.1.B.1.1: Extent to which policy frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems	0	Missing policy frameworks established	Published policies, project reports	
	IRRF 2.5.1.C.1.1: Extent to which institutional frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems	0	Missing institutional frameworks established	Government institutional decrees, regulations, project reports	
	Biodiversity explicitly included in plans and policies for tourism development by	The NSTSP addresses water, waste, energy and other broader environmental issues	National, regional and sector tourism strategies, policies and plans (such as the NSTSP) that give due and explicit recognition of the importance of	NSTSP and/or other relevant new strategies, policies and plans	Assumption: National interests will override individual and institutional interests.

²³ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

	government, planning authorities and the private sector	but not specifically biodiversity	biodiversity, protected areas and natural landscapes and integrate conservation goals		
	Tourism infrastructure development after land allocation by the TDA	Currently the sale of lands by the TDA and the design and placement of tourism infrastructures make no allowances for biodiversity (natural ecosystems and habitats, protected areas, species distribution, etc.)	Unsustainable infrastructure development in critical habitats inside and adjacent to protected areas, especially through coastal ribbon development for the mass tourism market, is prevented. Current and future TDA land allocation maps are reviewed against the SEA, integrating biodiversity and protected area concerns. Plots which are not already in private hands or have not had development take place in accordance with the Law but are deemed to be in sensitive areas are protected or have strict limitations imposed upon development.	TDA plans, maps and guidelines; actual tourism infrastructure development	Risk: The owners of plots are able to contest the changes due to the slow processing of applications by the state. Risk: The possibility of revoking ownership or removing plots from the TDA plan sparks a “land grab”. Assumption: The judicial process is transparent.
	Conservation status in the southern Red Sea coastal belt: for coral reefs, seagrass beds important also for the Dugong (<i>Dugong dugon</i> VU) and coastal habitats including mangroves and beaches used for nesting by the Green Turtle (<i>Chelonia mydas</i> EN) and Hawksbill Turtle (<i>Eretmochelys imbricate</i> CR) and forest groves including the Red Sea Fog Woodland	To be determined in the SEA	Project lifetime: Reduction of threats to specific sites, habitats and species as identified and measured by the GEF Threat Reduction Assessment tool. Long term: Recovery of species populations and or area of coverage	NBSAP, surveys. TRA reports, site specific surveys.	Assumption: Threats to target resources are only affected by tourism and there are no other overriding factors affecting target species conservation status.
	Conservation status in the north-west Mediterranean coastal belt: for the unique coastal vegetation, oolitic calcareous ridges and dunes, saline depressions and saltmarshes, and the limestone ridge habitats bordering the coastal plain to the south west	To be determined in the SEA	Project lifetime: Reduction of threats to specific sites, habitats and species as identified and measured by the GEF Threat Reduction Assessment tool. Long term: Recovery of species populations and or area of coverage	NBSAP, surveys. TRA reports, site specific surveys.	Assumption: Threats to target resources are only affected by tourism and there are no other overriding factors affecting target species conservation status.
	Conservation status in Siwa Oasis and PA: for vulnerable oasis and desert habitats representative of Egypt’s Western Desert ecosystems, Slender-	To be determined in the SEA	Project lifetime: Reduction of threats to specific sites, habitats and species as identified and measured by the GEF Threat Reduction Assessment tool. Long term: Recovery of species populations and or area of coverage	NBSAP, surveys. TRA reports, site specific surveys.	Assumption: Threats to target resources are only affected by tourism and there are no other overriding factors affecting target species conservation status.

	horned Gazelle (<i>Gazella leptoceros</i> VU), Dorcas Gazelle (<i>Gazella dorcas</i> EN)				
COMPONENT 1. Changing the trajectory of tourism development and operations to safeguard biodiversity					
Outcome 1: Direct adverse impacts of tourism infrastructure development on biodiversity and land/sea-scapes (primarily loss and severe degradation of critical habitats in both terrestrial and marine ecosystems) are avoided, reduced or compensated in at least the c. 10,000 km² of ecologically sensitive areas (including c. 2324 km² inside protected areas) exposed to development pressures					
Output 1.1 Coherent and effective legal, policy, regulatory and institutional frameworks in place at the national and sub-national levels for multi-sectoral land-use planning at the landscape level, to avoid, reduce, mitigate and offset adverse impacts of tourism pressures on biodiversity	Capacity at the MSEA/EEAA/NCS, MoT/TDA for integrating biodiversity into SEAs, EIAs and related regulations in tourism planning and permitting, and for compliance monitoring and enforcement	There is no SEA and biodiversity is poorly addressed in the EIA	Capacity strengthened by ...To be determined during the inception phase		
	Capacity of governorate and municipal authorities in the target areas for integrating biodiversity into tourism planning and permitting	No specific policies and capacities on the biodiversity/interface. Governorate and municipal planning is largely concerned with urban planning and solid waste management	Governorate and municipal planning reviews current plans against the needs of the SEA and imposes restrictions and mitigation measures where necessary	Governorate development plans, actual tourism developments, specific assessments	
	Capacity of governorate and municipal authorities in the target areas for related compliance monitoring and enforcement	Very limited or no institutional capacities on effective regulation processes and oversight of tourism development and on promotion of NB/BFT	Institutional and technical capacity increased	Specific capacity assessments	
	Environmental infractions during the construction and operational phases	To be defined during Inception	At least a 50% reduction in environmental infractions achieved through monitoring and enforcement	Reports of site visits by EIA authority and or project	
	Available future scenarios	NSTSP provides a single vision for the future largely based upon increasing the number of tourists to Egypt each year	An agreed vision for the future of tourism in Egypt based upon the ecosystems ability to support the vision without loss of biodiversity	Egyptian Tourism Scenarios, NBSAP, NSTSP	Risk: The default scenario or less desirable scenarios are ignored as being too negative and frightening

	Strategic Environmental Assessments to inform tourism development plans about spatial areas where tourism development and/or operations are desirable/acceptable from the biodiversity standpoint, where they may be permitted subject to management-mitigation-offsetting, and where they should be altogether avoided;	There is no strategic environmental assessment (SEA) for any of the three project sites which indicate the impact of tourism development upon biodiversity, and site-specific EIAs do not consider connectivity, externalities and downstream effects	SEAs developed for all three project sites and linked to the approval of EIAs	SEAs	Risk: An SEA is considered a significant threat to existing and proposed investments through the TDA; the document can be delayed or ignored. Assumption and Risk: relating to all project outputs which require the SEA to be in place. This is a critical risk and should be closely monitored by the project.
	Existing developments and EIAs	Many sites have been developed in sensitive areas without any thought to mitigation; some developments have been poorly monitored and/or are illegal	A review of existing developments against the original EIA and mitigation measures imposed on infractions	EEAA records, on-site visit reports	Assumption: There is transparency in the review of these EIAs and there are sufficient technically qualified personnel to carry out the reviews.
	Biodiversity concerns requirements integrated in EIA and tourism-related landscape planning	There are no SEA recommendations	At least 90% of new tourism-related infrastructural developments and hotels are consistent with SEA recommendations and apply rigorous EIAs whose conclusions are respected in the permitting process	NCS reports	Assumption: Courts are prepared to impose punitive sanctions against transgressors.
	Regulatory, institutional and financial arrangements for tourism-related biodiversity offset mechanism assessed and (if viable) established to define offset activities/outcomes and site selection and create a supply/demand database	There is no mechanism to offset tourism development within the existing EIA	Feasibility study completed and if appropriate a National Policy on Biodiversity Offsetting in the Tourism Sector and a legal means (i.e. an amendment to the EIA Law) to allow offsetting	Policy and Law	Assumption: The feasibility study finds that there the enabling environment is sufficiently robust, transparent and accountable to support biodiversity offsetting in the tourism sector.
	Environmental penalties	Currently fines imposed on developers are considered to be part of the development costs	Fines are punitive and equal to or greater than the cost of mitigation and or restoration	Court records and EEAA	Assumption: There is transparency in the review of these EIAs. Risk: The whole process becomes politicised.
	Management systems for regulating dive industry use of reefs	The NSTSP has suggested different systems for limiting use but no decision has been made yet (still)	National guidelines on acceptable limits of change and carrying capacity for specific areas and habitats (recommended in the NSTSP) prepared, adopted and reflected in the SEA. Conclusions and recommendations on dive industry use prepared and enforced	National Guidelines and designated areas within the SEA with agreed management systems/regimes	Assumption: There is the political will and sufficient rule of law to ensure that some dive boats are decommissioned or removed from these waters.

			through an appropriate management system		
	A national-level policy mainstreaming committee overseeing policy and planning coherence between tourism development and environmental/biodiversity management established	There is no such committee	Committee established and meeting regularly to review all aspects of tourism related to biodiversity and participating in the scenario planning	Committee reports and Egyptian Tourism Scenarios	Assumption: Committee will continue to be funded after the project.
	A biodiversity monitoring and evaluation mechanism or process created to assess disturbance of habitats and key species from tourism and related pressures, determine acceptable limits of change, and provide management recommendations;	No such indicators exists specifically targeted at tourism development and activities	Specific indicators are incorporated into the NBSAP monitoring programme with a link to scenario planning. Performance of key agencies and authorities related to tourism and biodiversity is reported annually against the indicators and reports are available to the public	MSEA, MT, EEAA, TDA, NCS	Assumption: There is an independent and robust NGO community to challenge state agencies and the tourism sector <i>per se</i> by monitoring these reports to ensure accountability.
Outcome 2. Reduction of biodiversity impacts caused by inappropriate practices from tourists and tourism establishments, most notably disturbance effects affecting sensitive animal and plant species, habitat degradation and over-exploitation of resources.					
Output 2.1 Frameworks and tools for fostering adoption by tourism operators of best-practice standards for sustainable tourism and nature-based/biodiversity-friendly tourism (NB/BFT)	New voluntary national certification schemes and verification mechanisms on responsible NB/BF tourism created for hotels and operators	Currently no such schemes or mechanisms exist in Egypt, there is no legal basis	One or several voluntary national certifications schemes in place, with appropriate penalties for misuse and miss-selling	Legal provisions, guidelines	
	New responsible NB/BF tourism certification schemes adopted and verification mechanisms operationalised (including through MoT/TDA/MSAE endorsements and campaigns)	Currently there are few tourist developments with any form of certification or accreditation, and none for NB/BFT	In the target areas, demonstrated adoption of and compliance with the selected responsible NB/BF tourism certification schemes by - at least 10% of existing and 20% of new tourism-related infrastructural developments, hotels and tourism service providers; - by at least 50% of NB/BFT operators.	Midterm – number of accredited businesses Long-term – number of renewals	
	Tourism marketing strategies by MoT/ETA and private sector	Egypt is currently marketed as a “sun and sea” and cultural heritage destination	MoT/ETA and private sector in their marketing campaigns also integrate Egypt’s natural heritage through NB/BFT and references to natural landscapes and protected areas and	Review of marketing campaigns and packages	Assumption: Government and private sector are willing to act in favour of long term sustainability of its tourism product.
	Tourism pricing	Currently there is no premium on NB/BFT tourism. Eco-certified developments have no competitive advantage	NB/BFT tourism consistently achieving a higher price per day than none NB/BFT. Eco-certified developments achieve a competitive advantage in pricing	Pricing surveys	
	Economic/fiscal and other incentives (e.g. subsidies, tax deductions, promotion				

	through national or regional government tourism materials/websites) and penalties (e.g. special taxes), to advance the adherence of private sector and local community businesses to the certification systems.				
	Number of clearly labelled NB/BFT operators in the target regions	Almost non-existent	At least 10 new operators in each target region	Survey	
COMPONENT 2. Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities - the north-western Mediterranean coast, the southern Red Sea coast and Siwa Oasis/PA					
Outcome 3: One new PA (min. 30,000 ha) designated, spatially configured and emplaced, and the boundaries of 2 of the existing 5 PAs (at least 15,000 ha added to the total of 50,000 km2) in the three target regions expanded, to include critical habitats in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative PA coverage is lacking.					
Output 3.1: Gazettement of the new PA(s), especially in the north-west Mediterranean coastal belt, and expansion of boundaries of existing PAs	Number and area of protected areas in the target areas	5 protected areas in the target areas	6 protected areas in the target areas and an additional 30,000 ha of new PA and 15,000 ha of expanded PA	Gazette, decrees	
Outcome 4: Pressures from tourism controlled or reduced in c. 2,324 km² of ecologically sensitive areas inside the existing and new PAs exposed to tourism development pressures					
Output 4.1: Institutional and technical management framework in place in the new and existing PAs, depending on specific site needs: staffing, capacitation, physical demarcation of boundaries, basic infrastructure and equipment, participatory management planning, multi-stakeholder management boards, etc.	PA Management Effectiveness Tracking Tools (METTs) demonstrate satisfactory improvements, in particular in relation to a) tourism planning and visitor management b) a reduction of the direct and indirect impacts from tourism c) revenue generation d) relations with local communities	Current METT scores Siwa: 59 Omayed: 47 Wadi Gemal: 59	Current METT scores + 20%	METT	Assumption: Project performance and impact can be disaggregated from other project initiatives taking place and any changes (positive or negative) that might result from the institutional restructuring of the NCS
Output 4.2: Effective management and servicing of tourism flows, minimising adverse impacts on	Existence of visitor management plans	None of the PAs in the target areas have visitor management plans	6 PAs in the target areas have visitor management plans	Visitor management plans	

biodiversity, and maximising positive opportunities for protected area and biodiversity management	Interpretation facilities for sensitising tourists, operators and local populations to regulations and good practices in tourist activities and souvenir shopping	None of the PAs in the target area have facilities for interpretation and there are no regulations and good practices	Regulations and good practices agreed and widely broadcast with high degree of compliance	PA reporting	
Output 4.3: Community-based integrated land and resource management plans developed and implementation initiated;	Implementation of CBNRM agreements	A template for such agreements exists but has not been signed by the EEAA	Four local communities receive the appropriate authority to access and sustainably manage biodiversity and landscape resources	CBNRM agreements between EEAA and communities	Assumption: Local communities lack authority to control access and manage resources sustainably. The EEAA is prepared to transfer significant powers to the local community. Risk: External private sector operators are able to capture the political process and block the transfer undermining the proposed systems. The military does not allow this to take place on security grounds.
Output 4.4: Local communities engaged in NB/BFT ventures for livelihood including services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation and managed hunting tourism where appropriate)	Local community participation in NB/BFT	Local community participation in tourism is largely unplanned and opportunistic. While there are elements of NB/BFT there are no guiding policies	Community guidelines for the development and management of NB/BFT developed and accepted by the TDA and three local communities recognised as managers of local tourism resources in defined areas	National Guidelines developed by the local communities and the TDA	Risk: Larger external tour operators see this as a threat.
	Community-based NB/BFT enterprises	No baseline is established but there are very few tourism enterprises registered to the local communities	5 community-based NB/BFT enterprises in each target region	Registration of community-based NB/BFT enterprises in the project areas. Tourism-related sales of sustainable handicrafts increasing employment and income for local communities.	
	Houbara Bustard: population size and # of captive bred birds released per year	Population size to be estimated at start of Houbara Centre project. Birds released per year: 0	Population size: +20% Birds released per year: At least 50	Reports, policies, agreements	
Outcome 5: PA Financing Scorecard demonstrates progress towards meeting the finance needs to achieve effective management.					
Output 5.1: Site-specific effective PA financing systems based on integration into Egypt's PA system and national PA financing strategy and on gate and tourism	Score in PA Financial Sustainability Scorecard	54% (122 of 225)	70 %	PA Financial Sustainability Scorecard	

operator concession fees, ecotourism taxes, and on biodiversity offset and reinvestment schemes involving the tourism industry.					
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4 TOTAL BUDGET AND WORKPLAN

ATLAS Award ID:	00087169
ATLAS Project ID:	00094274
ATLAS Award Title:	Mainstream Biodiversity into Tourism Development
Business Unit:	Energy and Environment
Project Title:	Egypt: Mainstreaming the conservation and sustainable use of biodiversity into the tourism development and operations in threatened ecosystems in Egypt
UNDP Project ID:	4590
GEF Project ID:	5073
Implementing Agency:	SEEA

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	ATLAS Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Budget Note
Component 1. Changing the trajectory of tourism development and operations to safeguard biodiversity											
Outcome 1: Direct adverse impacts of tourism infrastructure development on biodiversity and land/sea-scapes (primarily loss and severe degradation of critical habitats in both terrestrial and marine ecosystems) are avoided, reduced or compensated in at least the c. 10,000 km² of ecologically sensitive areas (including c. 2324 km² inside protected areas) exposed to development pressures											
Output 1.1 Coherent and effective legal, policy, regulatory and institutional frameworks in place at the national and sub-national levels for multi-sectoral land-use planning at the landscape level, to avoid, reduce, mitigate and offset adverse impacts of tourism pressures on biodiversity		62000	GEF	71200	International Consultants	30,750	30,750			61,500	1
				71300	National Consultants	20,000	13,000			33,000	2
				71300	National Consultants	9,000	9,000			18,000	3
				72100	Contractual Services	20,000	20,000			40,000	4
				71400	Contractual Services (individual)	40,000	40,000			80,000	5
				74200	Audio Visual & Print	6,000	6,000			12,000	6
				75700	Training & Workshops	6,000	6,000			12,000	7
				72100	Contractual Services	30,000	30,000	30,000	30,000	120,000	8
				71600	Travel	4,350	4,350	4,350	4,350	17,400	9
				71600	Travel	7,000	7,000	7,000	7,000	28,000	10
				71300	National Consutltants	10,000	10,000	10,000	10,000	40,000	11
				71600	Travel	4,000	4,000	4,000	4,000	16,000	12
				74200	Audio Visual & Print	2,000	2,000	2,000	2,000	8,000	13
				75700	Training & Workshops	14,650	54,650	14,650	14,650	98,600	14
		74500	Miscellaneous	2,000	2,000	2,000	2,000	8,000			
		71600	Travel (local)	2,000	2,000	2,000	2,000	8,000	16		
	Sub-total GEF	207,750	240,750	76,000	76,000	600,500					
	Sub-total UNDP	-	-	-	-	-					
	Total Output 1.1	207,750	240,750	76,000	76,000	600,500					
Outcome 2. Reduction of biodiversity impacts caused by inappropriate practices from tourists and tourism establishments, most notably disturbance effects affecting sensitive animal and plant species, habitat degradation and over-exploitation of resources.											
Output 2.1 Frameworks and tools for fostering adoption by tourism operators of best-practice standards for sustainable tourism and nature-		62000	GEF	71300	National Consultants		8,000			8,000	17
				71200	International Consultants	9,000	9,000	9,000	9,000	36,000	17b
				71600	Travel	3,000	3,000	3,000	3,000	12,000	17c
				71200	International Consultants	36,000				36,000	18
				71600	Travel		4,000			4,000	19
				71300	National Consultants	10,000	10,000			20,000	20
				71600	Travel	5,000	5,000	2,000	2,000	14,000	21

based/biodiversity-friendly tourism (NB/BFT)				75700	Training & Workshops	5,000	15,000	5,000		25,000	22
				72200	Equipment & Furniture	18,000				18,000	23
				74500	Miscellaneous	2,000	2,000	2,000	2,000	8,000	
				74200	Audio Visual & Print		4,000			4,000	
					Sub-total GEF	88,000	60,000	21,000	16,000	185,000	
			UNDP						-		
					Sub-total UNDP	-	-	-	-	-	
				Total Output 2.1	88,000	60,000	21,000	16,000	185,000		
Component 2. Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities - the north-western Mediterranean coast, the southern Red Sea coast and Siwa Oasis/PA											
Outcome 3: One new PA (min. 30,000 ha) designated, spatially configured and emplaced, and the boundaries of 2 of the existing 5 PAs (at least 15,000 ha added to the total of 50,000 km2) in the three target regions expanded, to include critical habitats in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative PA coverage is lacking.											
Output 3.1: Gazettement of the new PA(s), especially in the north-west Mediterranean coastal belt, and expansion of boundaries of existing PAs		62000	GEF	71400	Contractual Services (Individual)	30,000	20,000			50,000	24
				72100	Contractual Services	10,000	20,000			30,000	25
				75700	Training & Workshops	20,000	10,000			30,000	26
				72400	Communications, Audio Visual	4,000	2,000	2,000	2,000	10,000	27
				72200	Equipment & Furniture	42,000	12,000	12,000	12,000	78,000	28
				74500	Miscellaneous	2,000	2,000	2,000	1,918	7,918	
				71600	Travel	2,000	2,000	2,000	2,000	8,000	
			Sub-total GEF	110,000	68,000	18,000	17,918	213,918			
		04000	UNDP						-		
	Sub-total UNDP			-	-	-	-	-			
			Total Output 3.1	110,000	68,000	18,000	17,918	213,918			
Outcome 4: Pressures from tourism controlled or reduced in c. 2,324 km² of ecologically sensitive areas inside the existing and new PAs exposed to tourism development pressures											
4.1: Institutional and technical management framework in place in the new and existing PAs, depending on specific site needs: staffing, capacitation, physical demarcation of boundaries, basic infrastructure and equipment, participatory management planning, multi-stakeholder management boards, etc.		62000	GEF	72200	Equipment & Furniture	15,000				15,000	29
				71200	International Consultants	9,000	9,000	9,000	9,000	36,000	17b
				71600	Travel	3,000	3,000	3,000	3,000	12,000	17c
				75700	Training & Workshops	15,000	15,000			30,000	30
				71400	Contractual Services (Individual)	18,000	18,000	18,000	18,000	72,000	31
				71400	Contractual Services (Individual)		28,800	28,800	28,800	86,400	32
				71200	International Consultants	12,000	12,000	12,000		36,000	33
				71600	Travel	2,900	2,900	2,900		8,700	34
				71300	National Consultants	24,000	24,000			48,000	35
				74200	Publications	15,000	15,000			30,000	36
				72200	Equipment & Furniture	42,000	12,000	12,000	12,000	78,000	37
				71600	Travel	4,000	4,000	4,000	4,000	16,000	38
					Sub-total GEF	159,900	143,700	89,700	74,800	468,100	
		04000	UNDP						-		
					Sub-total UNDP	-	-	-	-	-	
	Total Output 4.1			159,900	143,700	89,700	74,800	468,100			
Output 4.2: Effective management and servicing of tourism flows, minimising adverse impacts on		62000	GEF	72100	Contractual Services		18,000	18,000		36,000	39
				71300	National Consultants		36,000	36,000		72,000	40
				71600	Travel		5,800	5,800		11,600	41
				71600	Travel		18,000	18,000		36,000	42
				74200	Publications	15,000	15,000	15,000	15,000	60,000	43

biodiversity, and maximising positive opportunities for protected area and biodiversity management		04000	UNDP	72200	Equipment & Furniture	50,000	100,000	100,000	50,000	300,000	44
				74200	Audio Visual & Print	10,000	10,000	10,000	10,000	40,000	45
					Sub-total GEF	75,000	202,800	202,800	75,000	555,600	
					Sub-total UNDP	-	-	-	-	-	
					Total Output 4.2	75,000	202,800	202,800	75,000	555,600	
Output 4.3: Community-based integrated land and resource management plans developed and implementation initiated;	62000	GEF	71200	International Consultants	18,000	18,000	18,000		54,000	46	
			71600	Travel	5,800	5,800			11,600	47	
			71400	Contractual Services (Individual)	14,400	14,400	14,400	14,400	57,600	48	
			71600	Travel	5,000	5,000	5,000	5,000	20,000	49	
			75700	Workshops	4,500	9,000	9,000		22,500	50	
			72200	Equipment & Furniture	42,000	12,000	12,000	12,000	78,000	51	
				Sub-total GEF	89,700	64,200	58,400	31,400	243,700		
	04000	UNDP						-			
		Sub-total UNDP	-	-	-	-	-				
		Total Output 4.3	89,700	64,200	58,400	31,400	243,700				
Output 4.4: Local communities engaged in NB/BFT ventures for livelihood including services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation and managed hunting tourism where appropriate)	62000	GEF	72100	Contractual Services	6,750	6,750	6,750	6,750	27,000	52	
			75700	Workshops & Training	6,750	6,750	6,750	6,750	27,000	53	
			71300	National Consultants		12,000			12,000	54	
			71600	Travel		2,000			2,000	55	
			74200	Publications		2,000			2,000	56	
				Sub-total GEF	13,500	29,500	13,500	13,500	70,000		
	04000	UNDP									
		Sub-total UNDP	-	-	-	-	-				
			Total Output 4.4	13,500	29,500	13,500	13,500	70,000			
Outcome 5: PA Financing Scorecard demonstrates progress towards meeting the finance needs to achieve effective management.											
Output 5.1: Site-specific effective PA financing systems based on integration into Egypt’s PA system and national PA financing strategy and on gate and tourism operator concession fees, ecotourism taxes, and on biodiversity offset and reinvestment schemes involving the tourism industry.	62000	GEF	71200	International Consultants		18,000	18,000		36,000	57	
			71400	Contractual Services - Indiv	15,000	15,000	15,000	15,000	60,000	58	
			75700	Workshops & Training		5,000	5,000		10,000	59	
			71600	Travel	2,932	2,000	2,000	2,000	8,932	60	
				Sub-total GEF	17,932	40,000	40,000	17,000	114,932		
	04000	UNDP						-			
		Sub-total UNDP	-	-	-	-	-				
			Total Output 5.1	17,932	40,000	40,000	17,000	114,932			
Project Management											
Project Own Management Budget	62000	GEF	71400	Contractual Services - Indiv	30,647	30,647	30,647	30,647	122,588	66	
				Sub-total GEF	30,647	30,647	30,647	30,647	122,588	67	
	04000	UNDP	71200	International Consultants		20,000		20,000	40,000	61	
			71300	National Consultants		10,000		10,000	20,000	62	

				71600	Travel		10,000		10,000	20,000	63
				75700	Workshops & Training	10,000				10,000	64
				72100	Contractual Services	2,000	2,000	2,000	2,000	8,000	65
				72500	Office Supplies	1,000	500	500		2,000	
					Sub-total UNDP	13,000	42,500	2,500	42,000	100,000	
					Total Management	43,647	73,147	33,147	72,647	222,588	
					Project Total	805,429	922,097	552,547	394,265	2,674,338	

Budget notes

1	International consultant for biodiversity off-setting (90 days + DSA 45 days x \$100 + 2 x airfare @ \$1500)
2	Local consultants for SEA (150 days @ \$200 + 30 days DSA @ \$100)
3	National Consultant for Off-setting Study (90 days)
4	GIS & database for SEA
5	Individual service contracts to conduct surveys and assessments, baselines on capacity and legal / institutional frameworks , etc.
6	Publication of the SEA and eco/NB/BFT certification guidelines and materials
7	Participatory workshops for SEA development & training for eco/NB/BFT certification
8	International facilitator for scenario planning (200 days @ \$600).
9	Travel of International facilitator for scenario planning (DSA 14 days * 6 missions @ \$100, 6 airfares @ \$1500)
10	Travel for scenario planning participants (30 participants x 4 years once per year)
11	Local facilitator for scenario planning
12	Travel for local facilitator scenario planning (DSA 160 days x \$100)
13	Printing and communication of scenario report
14	Accommodation and hire of venue for scenario planning participants (30 participants x 7 nights x 4 years), international/regional study tour
16	Additional local travel
17	National Consultant for Biodiversity/Tourism SEA Monitoring (40 days)
17b	50% of CTA to support National Project Manager (120 days @ \$600)
17c	50% of CTA International Travel
18	International Consultant for NB/BFT-Responsible Tourism Grading Program (60 days)
19	International travel international consultant
20	Local consultant GIS and planning (60 days). Local consultant SEA & EIA guidelines & training (40 days)
21	Local travel (national consultants and other)
22	Training and workshops Governorate-level planning and EIA guidelines
23	GIS equipment for Governorate-level planning
24	Baseline surveys & gazettment & legal designation
25	GIS (\$10,000), Boundary survey & marking (\$20,000)
26	Participation & awareness of boundaries etc.
28	1 vehicle @ \$30,000 + annual operating costs of \$12,000/yr
29	Office equipment
30	PA and visitor management capacity training
31	Local project coordinators (1 x Red Sea Coast, 1 x Siwa and NW Mediterranean Coast) (\$500/mth each * 4 yrs* 3 coordinators]
32	Basic PA staffing where required (new and unoperational PAs). 3 of 6 PAs. 2 staff each. 6pax*400/mth*36 mths
33	International Protected Areas Planner to support PA Management Planning (60 days)
34	International travel by international consultant (DSA 42 *\$100 + 3*1500)
35	2 National Protected Areas Planners (@ 120 days @ \$200)
37	1 vehicle @ \$30,000 + annual operating costs of \$12,000/yr
38	Local travel

39	International consultant to support visitor management planning (60 days of technical benchmarking to national consultant @ \$600)
40	National consultant for visitor management planning (develop 6 visitor mgt plans, 180 days/yr * 2 yrs @ \$200)
41	International travel by international consultants (DSA 56 *\$100 + 4*1500)
42	Local travel 180 days/yr DSA*\$100*2 yrs
43	Tourism related communication materials
44	Visitor infrastructure: basic visitor centres, trails, signage, interpretation, etc.
45	Equipment for producing visitor information
46	International Consultant to support community-based systems (90 days)
47	International travel by international consultants (DSA 56 days x \$100 + 4 x airfare @ \$1500)
48	National organizers for community-based systems (1 x Red Sea Coast, 1 x Siwa and NW Mediterranean Coast) (\$400/mth each * 4 yrs* 3]
49	Local travel
50	Community workshops and meetings (\$4500) and SKP study tour (\$18,000)
51	1 vehicle @ \$30,000 + annual operating costs of \$12,000/yr
52	NGO & CSO NB-BFT business training
53	NGO & CSO NB-BFT business training
54	National Consultant for Developing Community Guidelines (NB/BFT) (60 days)
55	Local travel to develop community guidelines
56	Publication of guidelines
57	International consultant on PA Finance (60 days)
58	National Coordinating Expert PA Finance
60	Local travel to oversee PA Finance
66	National Project Manager and Administration Assistant (\$20,000 x 4 years + 10,647 x 4 years)
61	International consultant for MTR & FE
62	Local consultant for MTR & FE
64	Inception Workshop
65	Annual audit

Summary of Funds: ²⁴

	Amount	Amount	Amount	Amount	Total
	Year 1	Year 2	Year 3	Year 4	
GEF	792,429	879,597	550,047	352,265	2,574,338
Government of Egypt	50,000	50,000	50,000	50,000	200,000
UNDP: Italian Cooperation	1,400,000	1,000,000	750,000	750,000	3,900,000
UNDP: EU	1,700,000	1,000,000	1,000,000	1,000,000	4,700,000
UNDP: Emirati Bird Breeding Center for Conservation	5,000,000	15,000,000	10,000,000	10,000,000	40,000,000
UNDP: TRAC	13,000	42,500	2,500	42,000	100,000
Verona Land - Gorgonia Resort	100,000	100,000	100,000		300,000
Total	9,055,429	18,072,097	12,452,547	12,194,265	51,774,338

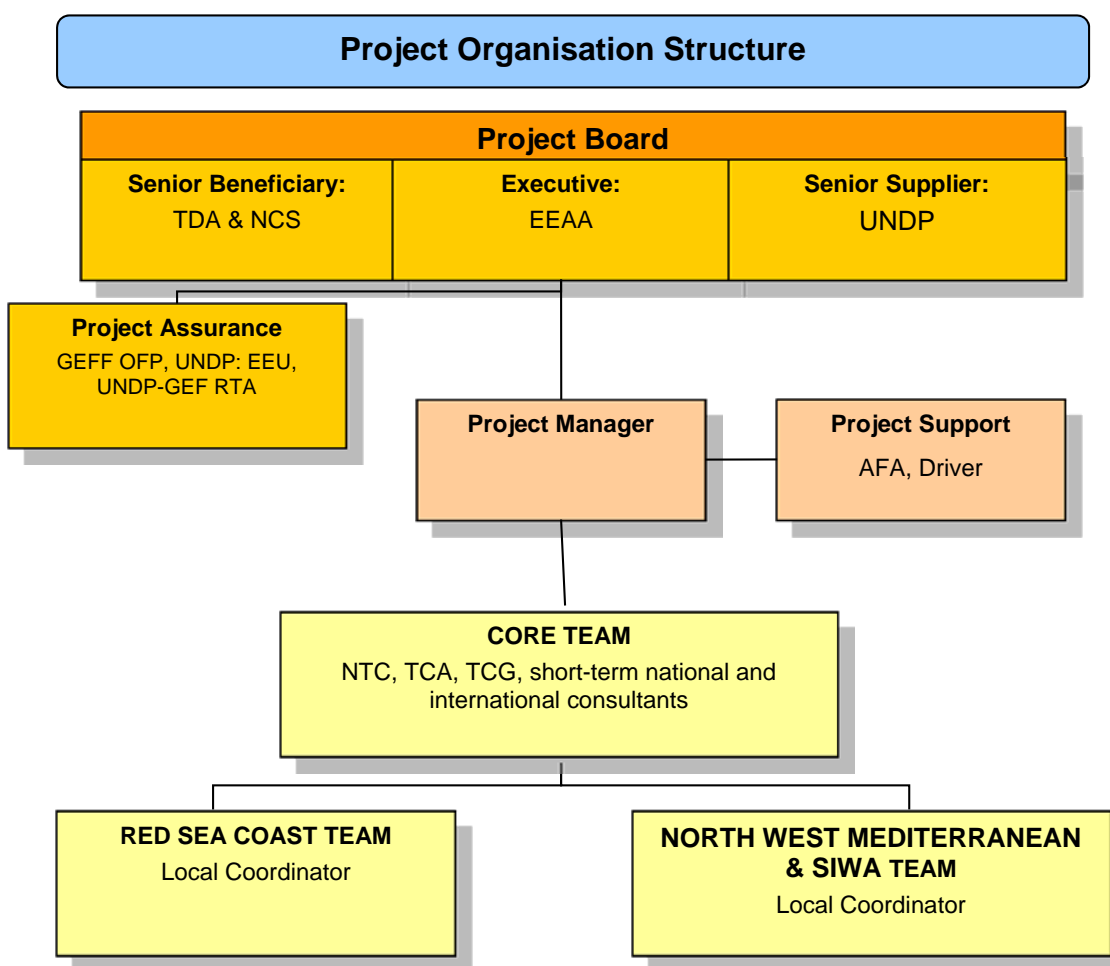
²⁴ Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...

5 MANAGEMENT ARRANGEMENTS

5.1 Project Implementation arrangement

227. The project will be implemented through National Implementation Modality (NIM), as described in the UNDP Programme and Operations Policies and Procedures (POPP). At the national level, the project will be executed by the Ministry of State for Environmental Affairs as the National Implementing Partner.

228. The project governance structure will be aligned with UNDP's new rules for Results Based Management and will be composed of: (i) Project Executive Group – Project Board; (ii) Project Management; (iii) Project Assurance; and (iv) Project Support. The governance structure is described below:



229. Project Executive Group: The Project Executive Board (PEB) will be the executive decision making body for the project, providing guidance based upon project progress assessments and related recommendations from the Project Manager (PM). The PEB will be led by the National Project Director (NPD) nominated from the government who will be responsible for the overall implementation of the project. The PEB will review and approve annual project reviews and work plans, technical documents,

budgets and financial reports (annual work plans and budgets must be cleared by the UNDP-GEF RTA). The PEB will provide general strategic and implementation guidance to the PM. It will meet quarterly, and make decisions by consensus. The specific rules and procedures of the PEB will be decided at the project inception meeting. The PEB is responsible for making management decisions for the project in particular when guidance is required by the Project Manager. The PEB plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the PEB can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans that may be necessary.

230. In order to ensure UNDP's ultimate accountability for the project results, PEB decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In cases when consensus cannot be reached within the Board, the final decision shall rest with the Project Manager. The success of the project implementation is dependent upon strong project guidance, coordination and advocacy from the PEB.

231. In addition to the Project Executive Board, the project will establish together with the Ministry of Tourism a Technical Coordination Group (TCG) to ensure synergetic collaboration and effective coordination of efforts by project partners and collaborators (i.e., TDA, ETA, Governorates, private sector, local communities, etc.). The TCG will meet on a quarterly basis to share and coordinate activities and discuss emerging challenges so that a coordinated approach can be used to address them. The Inception Phase will be used to test the effectiveness of these arrangements and ensure that any agreements are in place prior to the Inception Workshop (see below).

232. Project Management Unit: The PMU will be located in Cairo and appropriate office space will be provided by EEAA. Core PMU staff will consist of a National Project Manager (NPM) who will be tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. Other core staff includes a part-time Chief Technical Adviser (CTA), responsible for guiding the overall technical direction of the project, and a full time National Technical Coordinator (NTC) who will be responsible for day to day supervision of project technical activities, and an Administration and Finance Assistant (AFA).

233. Additionally, the project will establish two Field Operation Offices, one in the Red Sea Coast area and one serving the two project sites in Siwa and the North-west Mediterranean Coast located within the Governorates offices or the protected areas headquarters or a similar relevant location to be identified and provided by them. A Project Field Officer will be recruited for each of these offices. The functions of the Project Field Offices will be to provide: liaison and coordination support with district authorities and other counterparts; logistical support for the project technical team when in the field; a focal point for district stakeholders to contact the project and access relevant literature and advisory materials. Detailed Terms of Reference for these project personnel are provided in Annex 2. In addition, the project will employ specialists in different fields to achieve different project outputs. Terms of Reference for these consultants are also outlined in Annex 2.

234. The Project Manager will be responsible for project implementation and will be guided by Annual Work Plans and follow the RBM standards. The Project Manager, in consultation with the CTA and NTC, will prepare Annual Work Plans in advance of each successive year and submit them to the Project Executive Board for approval. *The National Project Manager will have the authority to run the project on a daily basis on behalf of the Implementing Partner within the constraints laid down by the PEB. The*

NPM's prime responsibility will be to ensure that the project produces the planned outputs and achieves the planned indicators by undertaking necessary activities specified in the project document to the required standard of quality and within the specified constraints of time and cost. This will require linking the indicators to the work plan to ensure RBM. The PMU will be responsible for arranging PEB meetings, providing materials to members prior to the meeting, and delineating a clear set of meeting objectives and sub-objectives to be met.

235. Project Assurance: UNDP will designate the Team Leader, Environment and Energy Portfolio (UNDP Egypt) to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP E&E Team Leader will be responsible for reviewing Risk, Issues and Lessons Learned logs, and ensuring compliance with the Monitoring and Communications Plan. The UNDP-GEF Regional Technical Advisor located in Istanbul will also play an important project assurance role by providing technical support and oversight during implementation, clearing annual work plans and budget and M&E documents such as evaluations and the annual PIR process.

236. Project Support: UNDP will provide financial and administrative support to the project in accordance with standard NIM procedure. Direct project costs will not be charged against the GEF-financed project budget for these services.

5.2 Financial and other procedures

237. The financial arrangements and procedures for the project are governed by the UNDP rules and regulations for National Implementation Modality (NIM).

5.3 Audit Clause

238. The Government will provide the Resident Representative with certified periodic financial statements, and with an audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted according to UNDP financial regulations, rules and audit policies by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

6 MONITORING FRAMEWORK AND EVALUATION

239. Project Monitoring and Evaluation (M&E) will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit (RCU) in Istanbul, Turkey. The Project Results Framework provides performance and impact indicators for project implementation along with their corresponding means of verification. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, a Mid-Term Review and Terminal Evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

6.1 Inception Phase

Project start:

240. After the project has been approved by the Local Project Appraisal Committee and the PRODOC has been signed by UNDP and the Government of Egypt, a Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit. An extended Inception Period of five months is recommended for this project because the design phase has been very rapid and it is necessary to ensure that all stakeholder and governance agreements are put in place by the time of the Inception Workshop. Furthermore, Egypt is in a phase of rapid transition and there is a likelihood of rapid changes in circumstances. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective, as well as finalize preparation of the project's first annual work plan. This will include reviewing the Results Framework Matrix (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the first Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. Furthermore any changes in circumstances that have taken place between project design and start-up will be reviewed and if necessary changes may be made in the intervention strategy. Given the complex nature of this project and the transitional nature of the environment in which it is being implemented the CTA should be engaged prior to the Inception Phase so that he/she can be an integral part of this process.

241. Fundamental to the success of this project is establishing the coordination and governance of the project. Therefore the Inception Phase and IW will be used to ensure that these agreements and any additional governance structures or instruments (e.g. committees, Memorandums of Understanding, etc.) are in place.

242. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF team which will support the project during its implementation, namely the CO and responsible RCU staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis-à-vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and M&E requirements, with particular emphasis on the annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and terminal evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget re-phasing's. The IW will also provide an opportunity for all parties to understand their roles and responsibilities within the project's decision-making structures, including reporting and communication lines.

243. A detailed schedule of project review meetings will be developed by project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Project Executive Board Meetings (PEBM) and (ii) project related Monitoring and Evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager (PM) based on the project's Annual Work Plan and agreed indicators. The PM will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The PM will also fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

244. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the Inception Workshop, and other means of assessing project impact. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the Executing Partner, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Annual Monitoring will occur through the Project Executive Board Meetings. This is the highest policy-level meeting of the parties directly involved in the implementation of a project (with representation from the EEAA, TDA, NCS and UNDP). The project will be subject to PEBM four times a year. The first such meeting will be held within the first six months of the start of full implementation.

245. A terminal PEB Meeting will be held in the last month of project operations. The PM is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU after close consultation with the PEB. It shall be prepared in draft at least two months in advance of the terminal PEB Meeting in order to allow review, and will serve as the basis for discussions in the PEB Meeting. The terminal meeting considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its objectives and contributed to the broader environmental objectives. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation.

246. The UNDP Country Office and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. A Field Visit Report/BTOR will be prepared by the Country Office and UNDP-GEF RCU and circulated no less than one month after the visit to the project team, all PEB members, and UNDP-GEF.

6.2 Project Reporting

247. The PMU, in conjunction with the UNDP-GEF extended team, will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and their focus will be defined during implementation.

248. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 month time-frame.

249. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

250. The annual Project Implementation Review (PIR) must be completed once every year. The PIR is an essential management and monitoring tool for the GEF, UNDP, the Executing Agency and Project Coordinators and offers the main vehicle for extracting lessons from on-going projects at the portfolio level.

251. Quarterly progress reports: Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the project team using UNDP formats.

252. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The PM will send it to the PEB for review and the Executing Partner will certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the PM to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the PM to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on the positive and negative outcomes of the project. It is the responsibility of the PM to maintain and update the Lessons Learned Log. Risks can, and do, change throughout a project, indeed they are expected to change.

253. Project Terminal Report: During the last three months of the project the project team under the PM will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure the long term sustainability and the wide replicability of the Project's outcomes. It will be drafted prior to the conduction of the independent terminal evaluation and finalized after. In this way it will both contribute to the understanding of the evaluators and can benefit in its final version from the TE conclusions and evaluators comments. The draft report should be available at the time of the terminal evaluation.

254. Periodic Thematic Reports: As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.

255. Technical Reports: These are detailed documents covering specific areas of analysis or technical or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

256. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the project. These publications may be scientific or informational texts on the activities and achievements of the project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of

these reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team, under the PM, will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

6.3 Independent Evaluations

257. The project will be subjected to at least two independent external evaluations as follows: An independent **Mid-Term Review (MTR)** will be undertaken at the mid-point of the project's lifetime. The MTR will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the MTR will be decided after consultation between the parties to the project document. The Terms of Reference for this MTR will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit who will also clear the TORs. The MTR and management response will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

258. The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

259. An independent **Terminal Evaluation (TE)** will take place three months prior to the final Project Executive Board meeting, and will focus on evaluating the overall impact of the project in the context of its goal, objectives outcomes and outputs. The TE will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The TE should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit who will also clear the TORs. The TE requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

260. The relevant GEF Focal Area Tracking Tools will also be completed during the terminal evaluation cycle.

6.4 Learning and Knowledge Sharing

261. Results from the project will be disseminated both within and beyond the project intervention zone through a number of existing information sharing networks and forums. On-going internal assessment by PMU staff will help to collate lessons learned, and will seek to identify what the project team considers to be useful and practical information to gather and analyze. Because this requires additional effort, time and funds, an associated budget has been included for this.

262. In addition, the project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP/GEF Regional Unit has established an electronic platform for sharing lessons between the project coordinators. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned.

The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on- going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every twelve months. UNDP/GEF shall provide a format and assist the team in categorizing, documenting and reporting on lessons learned.

263. Capturing and sharing knowledge and lessons learned will constitute an important component of the project and an essential way to ensure sustainability and replicability of project achievements. This project element cuts across all project components. It is also noteworthy that most field areas are unable to receive electronic information. Therefore reliance on printed materials will be high.

6.5 Communications and Visibility Requirements

264. Full compliance with UNDP's Branding Guidelines and guidance on the use of the UNDP logo will be maintained. These can be accessed at <http://web.undp.org/comtoolkit/reaching-the-outside-world/outside-world-core-concepts-visual.shtml>. Full compliance will also be maintained with the GEF Branding Guidelines and guidance on the use of the GEF logo. These can be accessed at http://www.thegef.org/gef/GEF_logo. The UNDP and GEF logos will be the same size. When both logos appear on a publication, the UNDP logo will be on the left top corner and the GEF logo on the right top corner.

265. Full compliance will also be maintained with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines")²⁵. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

266. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements will be similarly applied.

Table 3. M&E Activities, Responsibilities, Budget and Time Frame

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> Project Manager UNDP CO, UNDP GEF 	Indicative cost: 10,000	Within first five months after GEF CEO Endorsement
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> Oversight by Project Manager Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans

²⁵The GEF Guidelines can be accessed at:

http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
GEF Project Implementation Review (PIR)	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RTA UNDP EEG 	None	Annually
Periodic status/progress reports	<ul style="list-style-type: none"> Project manager and team 	None	Quarterly
Independent Mid-term Review	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RCU External Consultants (i.e. evaluation team) 	Indicative cost: 40,000	At the mid-point of project implementation.
Independent Terminal Evaluation	<ul style="list-style-type: none"> Project manager and team, UNDP CO UNDP RCU External Consultants (i.e. evaluation team) 	Indicative cost : 40,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> Project manager and team UNDP CO local consultant 	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> UNDP CO Project manager and team 	Indicative cost: 4 x \$2000	Yearly
Visits to field sites	<ul style="list-style-type: none"> UNDP CO UNDP RCU (as appropriate) Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 98,000	

7 LEGAL CONTEXT

267. Standard text has been inserted in the template. It should be noted that although there is no specific statement on the responsibility for the safety and security of the executing agency in the SBAA and the supplemental provisions, the second paragraph of the inserted text should read in line with the statement as specified in SBAA and the supplemental provision, i.e. “the Parties may agree that an Executing Agency shall assume primary responsibility for execution of a project.”

268. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

269. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

270. The implementing partner shall:

- Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
- 7 UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
- 8 The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).
- 9 The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

8 ANNEXES

Annex 1: Risk Analysis

Risk Analysis. Use the standard UNDP Atlas [Risk Log template](#). For UNDP GEF projects in particular, please outline the risk management measures including improving resilience to climate change that the project proposes to undertake.

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
ENVIRONMENTAL Long-term changes in climate will exacerbate or present additional and unforeseen challenges for biodiversity conservation in Egypt as a whole and in the targeted regions in particular	High	Moderately likely	Moderate	The objective of the project is to support biodiversity conservation efforts and alleviate current and future threats and pressure, including those presented by climate change. The project will climate-proof its activities <i>ex ante</i> and adopt adaptive management approaches as required. Well-designed measures taken to protect biodiversity are amongst the most valuable options to increase the resistance and resilience of species and ecosystems to climate change. Scenario planning provides a basis for planners to ask “what if questions” and provides a sound basis for understanding risks and hazards. It was initially designed to address complex and unpredictable systems and is therefore useful in preparing for the impact of climate change. Unforeseen events such as droughts might impact upon the project but as the project is addressing to some extent local livelihoods such events should provide an impetus for local communities to participate in non-agricultural livelihoods which will be <i>relatively</i> disconnected from such events.
POLITICAL ACUTE Political unrest and security concerns threaten the consolidation and further development of tourism in Egypt, undermining the value creation needed for the tourism sector to willingly adopt a more sustainable business model.	High	Moderately likely	Moderate	The uniqueness of Egypt’s cultural heritage and the diversity of its tourism products and markets render the tourism sector fairly resilient to national or regional political unrest. According to MoT statistics even the January 2011 revolution and its aftermath led to only a 30% reduction in international arrivals to Egypt, with some regions such as the Red Sea being even less affected. The outbreak of war is a remote threat not considered here, however the risk of continued instability and unrest remains high. At the local level the project is working to strengthen governance and to empower local communities and provide them with greater livelihood security. While this cannot mitigate against larger political issues, strengthening local and Governorate-level planning and decision-making may provide a reasonable mitigation against external pressures. Given the pressing need to provide economic growth and employment this project does aim to increase the value of the tourism sector, to improve the quality of this sector and to ensure that it is sustainable. However, this needs to be measured against the urgent and short term political needs to open the industry up to outside investment. Clearly a worsening of the political and security situation in Egypt is likely to have a knock-on effect on the tourism sector which might lead to a hiatus in investment. These impacts are most likely to be felt in the mass tourism sector and there is anecdotal evidence that the more sophisticated, ecologically aware end of the tourism market continues to travel to destinations even when there is instability.

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
POLITICAL CHRONIC Egypt is undergoing a transformation in governance. However, there are underlying structural challenges such as the rule of law, corruption, and weaknesses such as in the banking and construction sectors. Many of the interventions within this project require a level-playing field and transparency (e.g. enforcement of rules and regulations, transparency in revenue collection and distribution, eco-certification, etc.).	High	Highly likely	High	UNDP is uniquely positioned through its Country Programme to assist in strengthening governance. This project will be guided by scenario planning which is a powerful cognitive tool that has been developed to address systems with high levels of uncertainty and unpredictability. For instance it was used as a tool for conflict resolution during South Africa's transition from Apartheid to a new democratic disposition in the early 1990's. The very nature of GEF projects is that they operate in risky environments therefore it is important that the scenario planning remains core to the progress of the project.
POLITICAL ACUTE Given Egypt's strategic geographical position the Military plays an important role and security is a critical issue. All three project areas are in geographical locations considered sensitive by the Military and subject to restrictions on movements of non-military personnel at times. Already in the past local community ecotourism efforts and initiatives were abandoned after the Military intervened on security grounds.	High	Highly likely	High	The PEB will establish good communications with the Military to ensure that they are kept informed of the project and fully understand its aims and objectives and that the project's activities are completely transparent to the security services at all times. The Military will also be engaged through the UNDP-managed and EU-financed demining project.
STRATEGIC Vested interests – especially from financial investors and the construction sector (who do not benefit from a more sustainable approach to tourism) but also from selected tourism operators – will oppose the adoption and enforcement of stricter environmental regulations and practices in the deployment of tourism	High	High	High	Egypt has set very ambitious targets for the expansion of its tourism industry. The achievement of these targets relies on long term competitiveness, which for a significant proportion of the Egyptian tourism offer depends on good environmental quality standards, which in turn rely on landscape and biodiversity features. To complement the foundational engagement from the MSEA and EEAA, the project has secured the participation of the MoT and TDA and other relevant ministries. During project implementation, the project will mitigate the risk of waning political support and obstruction from vested interests by maintaining a continuous constructive and informed high-level dialogue with key decision-makers and by engaging all concerned stakeholders, including policy makers, the private sector and community members, to convey the

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
infrastructure, and therefore work to undermine the political backing currently secured by the project and hinder the achievement of its objectives.				importance of systemic planning changes aimed at balancing economic development and environmental/biodiversity matters. Recent efforts such as the “Green Sharm Initiative” already demonstrate a growing awareness that is also reflected in the National Sustainable Tourism Strategic Plan 2020. The appointment, since the project was initially conceived, of a new Minister of Tourism who in his past roles already was very active on tourism sustainability, and who already expressed his full support to UNDP regarding the project, augurs well for the project. Moreover the project will invest considerable resources in scenario planning as a means to effect change in the way individuals, institutions and organisation think and behave and to allow them to visualize plausible future scenarios should they continue to behave in a “business as usual” manner. Therefore the project is very much about tackling this underlying issue of self-interest and has the “tools” and the resources to address it.
STRATEGIC Nature-based/biodiversity-friendly tourism certification/verification mechanism is not taken up given a plethora of alternatives that businesses can freely choose from.	High	Moderately Unlikely	Moderate	Government (MoT/TDA and ETA) endorsement of the project’s central leading certification and verification mechanism in Egypt linked with high level visibility of subscribers in promotional website and materials will give the mechanism developed by the project the required visibility and weight.
STRATEGIC The private sector and/or local communities are not willing to invest or engage in biodiversity-friendly tourism services and products.	High	Moderately Unlikely	Moderate	The risk mitigation strategy of the project includes the following: (i) engaging local communities in income and job creation activities relating to conservation will encourage them to participate in the project activities; (ii) ensuring increased regulations and surveillance - relating to policy enforcement but also to certification and standards; (iii) clear business plans and economic valuations which will confirm the feasibility of biodiversity-friendly tourism products and services and make them attractive; (iv) complementing regulatory with voluntary measures (code of practice and certification system) to recognize good corporate citizenship – which will be linked into national tourism marketing campaigns to secure visibility; and (v) further incentives promoting good performance. The PM and the CTA will also be encouraged to identify substantive technical assistance early on in the work planning to ensure that technically capable and experienced human resources are available to drive this promotion.
STRATEGIC Disagreements and misunderstandings between the different interests cannot be overcome. The project is not based upon a win-win premise. For instance investors who have already bought land may have	Moderate	Moderately likely	Moderate	The project is <i>process-oriented</i> . Overcoming these divisions and disagreements is essentially at the root of the project. Developing a common vision in which ecological sustainability/resilience underpins social and economic development in/through the tourism sector are at the core of the projects activities. Awareness raising and communications with stakeholders will be targeted at reaching a consensus on the way forwards.

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
restrictions imposed upon them, the enforcement of EIAs may be seen as unfair and the delays in processing claims means that this is not a clear-cut issue. Vested interests of current institutions and owners of land may delay or prevent substantial adjustment of mandates or structure. Thus, consensus on long term strategic objectives for tourism and biodiversity cannot be reached within the project time frame.				
STRATEGIC Building of sufficient capacity and practical know-how within essential state institutions and local authorities will take too long to allow project sustainability-	Low	Moderately likely	Low	One of the main lessons learned by UNDP and other development partners in the region is that to change and reform existing institutions and mind-sets is an extremely time consuming process if it is to be achieved effectively. This has been a clear lesson from most of UNDP and other development actors' initiatives in the area and a key reason for many projects to not achieve the full results expected. Thus it is of paramount importance that in the project a realistic timeframe for the systematic implementation of the various project activities is planned in order to mitigate this risk. This is an additional reason why the timeframe of four years has been considered necessary. The scenario planning exercise is designed to do exactly this, to change individuals and institutional mind-sets. Any extensions to the project necessary to achieve better outcomes on such high-level transformational outcomes should be viewed favourably if legitimate.
STRATEGIC Project lacks capacity to facilitate multi-stakeholder interests in addressing an adaptive challenge (see Annex 3). Scenario planning is a powerful and useful tool. However, like other such tools it requires facilitation by individuals and institutions with considerable intellectual capacities and experience. There is no set methodology in scenario planning and its success depends on the facilitator(s) adapting the process	High	Unlikely	Low	There are only a few institutions globally capable of handling a scenario planning exercise on this scale and this complexity. The project has allocated sufficient funds to attract a substantive institution and facilitation team. Furthermore, the venue for the scenario planning will be within one of the larger tourism developments in order to ensure that it has sufficiently high profile and is able to attract and accommodate key decision-makers. Scenario planning has already been carried out in developing the CBNRM system in SKP, Southern Sinai. During this exercise a number of national facilitators in the NCS received preliminary training. This project will use this opportunity to further build the national capacities in order to ensure sustainability.

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
and being confident to raise challenging issues. Daring to ask challenging questions like “ <i>what if?</i> ” is a fundamental part of this process without which the impacts are not felt and the process becomes meaningless.				
STRATEGIC Egypt is in a phase of rapid changes. Therefore the circumstances during the design of the project may change fundamentally before the project’s inception.	High	Highly Likely	High	A five-month Inception Phase and the support of a CTA have been integrated into the project’s design. Following the inception of the project the scenario planning exercise provides a tool to adapt the project. The project should also be allowed to use the MTR in the event that there are significant changes in circumstances to adapt the project’s strategy accordingly. This may mean that the project can “call in” the MTR ahead of the midterm point if the project is encountering difficulties.

Annex 2: Terms of Reference

National Project Manager (full time)

General Responsibilities: The National Project Manager will be regionally recruited, based on an open competitive process. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The Project Manager will report to the National Project Director for all of the project's substantive and administrative issues. From the strategic point of view of the project, the Project Manager will report on a periodic basis to the Project Executive Board (PEB). Generally, he/she will be responsible for meeting government obligations under the project, under the national implementation modality (NIM). The incumbent will perform a liaison role with the Government, UNDP, implementing partners, NGOs and other stakeholders, and maintain close collaboration with any donor agencies providing co-financing (notably the EU, Italian Cooperation, others).

Duties and Responsibilities

1. Supervise and coordinate the production of project outputs, as per the project document;
2. Mobilize all project inputs in accordance with procedures for nationally implemented projects;
3. Supervise and coordinate the work of all project staff, consultants and sub-contractors;
4. Coordinate the recruitment and selection of project personnel;
5. Prepare and revise project work and financial plans;
6. Liaise with UNDP, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
7. Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
8. Oversee and ensure timely submission of the Inception Report, Project Implementation Review (PIR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, EEAA and other oversight agencies;
9. Disseminate project reports and respond to queries from concerned stakeholders;
10. Report progress of project to the PEB, and ensure the fulfilment of PEB directives.
11. Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
12. Ensure the timely and effective implementation of all components of the project;
13. Assist relevant government agencies and project partners - including initiatives financed by donor organizations and executed by NGOs - with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
14. Coordinate and assists scientific institutions with the initiation and implementation of any field studies and monitoring components of the project
15. Carry regular, announced and unannounced inspections of all sites and the activities of any project site management units.

Qualifications

1. A post-graduate (Masters or equivalent) university degree in environmental/natural resource management or related field;
2. Business management, project management or administration qualifications are desirable;
3. At least 10 years of experience in environmental business and/or natural resource planning and management (preferably in the context of protected area and biodiversity planning and management);
4. At least 5 years of project management experience, preferably also with GEF projects;
5. Working experience with the project national stakeholder institutions and agencies is desired;
6. Ability to effectively coordinate a large, multi-stakeholder project;

7. Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
8. Familiarity with tourism issues, biodiversity, protected areas and sustainable land management;
9. Strong drafting, presentation and reporting skills;
10. Strong computer skills;
11. Excellent written communication skills; and
12. Excellent English and Arabic language skills is a requirement.

Administration Assistant (full time)

General Responsibilities: The Project Administrative Assistant will be locally recruited based on an open competitive process. He/She will be responsible, on a part-time basis, for the overall administration of the project. The Project Assistant will report to the Project Manager. Generally, the Project Administrative Assistant will be responsible for supporting the Project Manager in meeting government obligations under the project, under the national implementation modality (NIM).

Scope of Work:

1. Collect, register and maintain all information on project activities;
2. Contribute to the preparation and implementation of progress reports;
3. Monitor project activities, budgets and financial expenditures;
4. Advise all project counterparts on applicable administrative procedures and ensures their proper implementation;
5. Maintain project correspondence and communication;
6. Support the preparations of project work-plans and operational and financial planning processes;
7. Assist in procurement and recruitment processes;
8. Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans;
9. Follow-up on timely disbursements by UNDP CO;
10. Receive, screen and distribute correspondence and attach necessary background information;
11. Prepare routine correspondence and memoranda for Project Managers signature;
12. Assist in logistical organization of meetings, training and workshops;
13. Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings;
14. Maintain project filing system;
15. Maintain records over project equipment inventory; and perform other duties as required.

Qualifications

1. A post-school qualification (diploma, or equivalent);
2. At least 5 years of administrative and/or financial management experience;
3. Demonstrable ability to administer project budgets, and track financial expenditure;
4. Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops;
5. Excellent computer skills, in particular mastery of all applications of the MS Office package;
6. Excellent written communication skills; and
7. Excellent English and Arabic language skills is a requirement.

Due to the complex nature, the dynamic socio-political environment and the scale at which the project is operating it is critical to the success of the project that technical advisers are identified and recruited at an early stage. A risk identified in this project is the technical capacity of Consultants to carry out the tasks assigned to them. Therefore, the PM and the CTA should identify appropriately qualified technical assistance during the annual work planning and through a transparent process and according to the UNDP

rules and regulations recruit suitable technical assistance well in advance of the assignment to ensure that suitably qualified people are engaged.

Chief Technical Adviser (120 days)

General Responsibilities: There are multiple purposes for this position – (i) to provide on-going support to the project for adaptive management, best practice assessment and implementation; (ii) to enable the project to maintain strategic direction during implementation by helping project management remain focused on overall results in addition to the day-to-day implementation concerns of supporting project implementation on national level; and (iii) to emphasize a learning and adaptive approach to project management and implementation. The CTA will be expected to provide reasonable continuous support to the PM by electronic communication when not directly engaged on the project. The Chief Technical Advisor will work closely with the Project Manager. He/she will be recruited by UNDP and will be put at the disposal of the PMU.

Scope of Work:

1. Provide support to the Project Manager (PM) in implementing adaptive management by working to facilitate effective monitoring of project activities and an ongoing, reflective evaluation of the project's work. This will include facilitating learning and taking an adaptive approach to project management and implementation and preparing for the mid-term review and terminal evaluation;
2. Support and facilitate reflective practice on the part of project staff and implementation partners by taking part in and contributing to workshops/round table discussions that cultivate lessons learnt and adaptive management;
3. Identify, analyze and communicate lessons learnt that may be useful in design and implementation of similar projects. The duty of identifying and analyzing lessons learnt is an ongoing one, and the duty to communicate those lessons is on an as-needed basis;
4. Assist PM in completing annual Project Implementation Review (PIR) and other monitoring and evaluation requirements (as necessary).
5. Support the PM in establishing a continuous firm link between the stakeholders and the project;
6. Generating and compiling necessary data and information, making necessary updates to the project design;
7. Define and propose for approval TOR and profile of a company or an NGO to which the PMU will subcontract specific tasks such as the Visitor Management Plans, GIS, baseline surveys, etc.;
8. Define or refine and propose to the PMU TOR and profiles of short term expertise necessary for the project as set out in the AWP.
9. Provide regular reporting as is reasonably necessary to fulfil the CTA role (e.g. mission reports, discussion documents, etc.).

Professional Skills and Experience

1. Environmental planning and management with hands-on experiences in developing and strengthening human capacities in a multi stakeholder context.
2. Technical excellence in biodiversity and protected area management and familiarity with tourism and sustainable land management;
3. Good understanding of results-based project management
4. Good knowledge of and a good record of practical experiences with participatory training and facilitation approaches and methods;
5. Good knowledge of and a good record of practical experiences with concepts and practices of networking for learning, dissemination and replication.
6. Familiarity with the socio-economic and political context of Egypt;
7. Strong interpersonal and communication skills;

8. Work experience with projects funded by international donors, ideally also the GEF;
9. Excellent knowledge of English and Arabic.

National Consultant for the SEA (150 days)

General Responsibilities: The Consultant will be tasked with preparing a Strategic Environmental Assessment for the three project areas Southern Red Sea coastal belt (Red Sea Governorate), North-west Mediterranean coastal belt (Matruh Governorate) and Siwa Oasis and Protected Area (Matruh Governorate). The SEA will have particular focus on the impact of tourism development in the three project areas on biodiversity resources. The SEAs will identify key areas, species and processes of important biodiversity in each area. Threats to biodiversity resources (including habitats, species and ecological processes) will be identified and measures to avoid damage will be made as firm recommendations. Knowledge gaps (including GIS) will be identified and surveys or studies designed in order to obtain data. The Consultant will be report to the PM.

Scope of Work:

1. In close cooperation with the PM and the CTA develop an inception report and work plan to develop the SEAs;
2. Review existing knowledge and data of biodiversity within the three project areas;
3. Identify knowledge gaps;
4. In close cooperation with the PM and the CTA develop ToR and guidance material for any necessary surveys and GIS required for developing the SEAs;
5. Assess the quality of the submissions prepared for carrying out the baseline surveys and studies;
6. Review the quality of the baselines surveys and identify any knowledge gaps;
7. Carry out training with appropriate agency staff where required (e.g. NCS, TDA, Governorate planners, etc.);
8. Develop spatial plans identifying key areas for biodiversity and identify key vulnerabilities particularly related to the development of tourism and tourism operations and climate change;
9. Review the existing EIA mechanisms and make recommendations on amendments to include measures that protect biodiversity from damage incurred by tourism developments and operations;
10. Prioritize areas for conservation management and develop recommendations to reduce the impacts of tourism development in the three project areas;
11. Produce the SEAs for each of the project areas.

Professional Skills and Experience

1. Environmental and strategic planning;
2. Familiarity with tourism issues, biodiversity, protected areas and sustainable land management;
3. Familiarity with the socio-economic and political context of Egypt;
4. Strong interpersonal and communication skills;
5. Work experience with projects funded by international donors;
6. Excellent knowledge of English and Arabic.

International Consultant for Scenario Planning (200 days)

General Responsibilities: The Consultant will be tasked with preparing a four-year programme in order to carry out a scenario planning exercise centred on the impact of tourism development in three areas in Egypt which are strategically important for their biodiversity. The purpose of the scenario planning is to examine the future plausible scenarios in Egypt in relation to tourism development and operation and biodiversity. The scenario planning is intended to ensure a broad and transparent participation by stakeholders and to make the project's interventions adaptive. Therefore the scenario planning is an integral

component of the project's adaptive management approach and this will include facilitating learning and taking an adaptive approach to project management and implementation based upon the outcomes of the scenario planning. The Consultant will be responsible to the PM.

Scope of Work:

1. Select a suitable national facilitator (candidates to be suggested by the PMU) and develop ToR for this national position;
2. In close cooperation (with the national facilitator) with the PM and the CTA prepare an inception report and develop a work plan for the duration of the project in order to ensure that the scenario planning proceeds in time with the project's implementation;
3. Provide mentoring and training where necessary to the national facilitator;
4. Develop the appropriate scenario planning methodology for the scenario planning exercise;
5. Identify (in collaboration with the PM and the CTA) suitable participants for the scenario planning exercise;
6. Plan the annual scenario planning exercises (organisation and logistics will be handled by the PMU);
7. Conduct an annual scenario planning exercise for each of the project years;
8. Analyse the results of the scenario planning exercises and provide an appropriate workshop report;
9. Provide a substantive overview report in year four following the final scenario planning exercise

Professional Skills and Experience

1. Experience of conducting scenario planning exercises in challenging socio-political environments;
2. Experience of scenario planning in an environmental context;
3. Familiarity with tourism issues, biodiversity, protected areas and sustainable land management;
4. Strong interpersonal and communication skills;
5. Work experience with projects funded by international donors;
6. Excellent knowledge of English (Arabic would be desirable).

National Consultant for Developing Community Guidelines (NB/BFT) (60 days)

General Responsibilities: The Consultant will be tasked with preparing, through a participatory process involving local communities, tourism sector developers and operators and institutional and agency staff, a set of guidelines for interactions between local communities and the tourism sector. The purpose of the guidelines is ensuring that local community interests are protected, that tourism developments and operations are not damaging to biodiversity, landscape and cultural heritage nor interfere with ecological and other natural processes. The guidelines must be acceptable at a national level. The Consultant will report to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. Review any existing guidelines and the NSTSP in relation to NB/BFT and local community participation;
3. Through a participatory process and wide consultation throughout the tourism sector develop guidelines for local communities within the project area. The guidelines should, inter alia provide:
 - a. Adequate safeguards for local communities for tourism resources within their locality;
 - b. Develop basic rules for the operation of tourism activities within these areas particularly where there is interaction between larger external operators and the local communities;

- c. Provide guidance to local communities on establishing NB/BFT operations, in particular in how they can access the certification of their tourism enterprises through the scheme that will be developed by this project;
- d. Respect the cultural values and cultural heritage of local communities;
- e. Support and protect the interests of women working in the tourism sector;
4. Negotiate at a national level for the broad acceptance of the guidelines within the industry including providing recommendations on how the guidelines can be enforced.

Professional Skills and Experience

1. Experience working with environmental and biodiversity issues;
2. Familiarity with tourism issues, biodiversity, protected areas and sustainable land management;
3. Familiarity with the socio-economic and political context of Egypt;
4. Strong interpersonal and communication skills;
5. Strong negotiation and facilitations skills;
6. Work experience with projects funded by international donors;
7. Excellent knowledge of English and Arabic.

International Consultant to support community-based systems (90 days)

General Responsibilities: The Consultant will be tasked with preparing a four-year programme in order to facilitate the development of community-based management systems directed at the tourism sector and based upon NB/BFT including falconry hunting. The Consultant will provide training and mentoring to NCS, TDA and the local communities in establishing a community-based management system for common pool tourism resources (including where appropriate the hunting resources). The Consultant will work closely with the PM and the CTA to ensure that the activities are effective and carried out in a timely manner and that the intervention remains adaptive. To this end the Consultant will pay close attention to the scenario planning exercise. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. Develop detailed ToR for the National Consultant for Community-based Systems;
3. Provide backstopping and guidance to the National Consultant;
4. Critically review all previous CBNRM initiatives in Egypt including a review of the legal framework;
5. Provide training and mentoring to the NCS, TDA and local communities to enable them to participate in the process of developing community-based management systems;
6. Develop a framework for negotiation between state agencies, local community and the private sector stakeholders;
7. Facilitate negotiations between the stakeholders;
8. Work closely with the protected areas Planning Teams to ensure integration of community-based systems into the Management Plans;
9. Work closely with and provide advice and guidance to the National Consultant for Developing Community Guidelines;
10. Work closely with the Consultants carrying out the scenario planning exercise to ensure that the experience from this assignment is captured in the scenario planning;
11. Provide advice and guidance on sustainable use and community-based management systems to the project including any legal experts working with the project;
12. Design and facilitate workshops and meetings to guide the process of developing community-based systems in each project area;

13. Provide regular progress reports, discussion documents and policy guidance (including presentations to high-level decision-makers) as reasonably required by the assignment.

Professional Skills and Experience

1. Experience with sustainable use and community-based natural resource management systems;
2. Familiarity with tourism issues, protected areas and biodiversity;
3. Familiarity with the socio-economic and political context of Egypt;
4. Familiarity with hunting systems;
5. Fisheries experience would be beneficial;
6. Strong interpersonal and communication skills;
7. Strong negotiation and facilitations skills;
8. Work experience with projects funded by international donors;
9. Excellent knowledge of English (Arabic would be desirable).

International Consultant for NB/BFT-Responsible Tourism Grading Program (60 days)

General Responsibilities: The Consultant will be tasked with developing or adopting a certification scheme (star grading system) for NB/BFT development and operations in Egypt. The Consultant will, through a participatory process, bring together the various stakeholders in the tourism sector in Egypt (TDA, NCS, accommodation suppliers, local communities, etc.) to reach a consensus on the advantages and disadvantages of a certification/grading system for NB/BFT, prepare a set of standards and the procedures and action plan to develop such a system. The certification/grading scheme will be developed with the express purpose of placing a premium on tourism operations (and future developments) that aspire to and provide high levels of environmentally responsible facilities and services, in particular the protection of Egypt's biodiversity resources. The Consultant will work closely with the PM and the CTA. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. Identify market advantages and disadvantages of a NB/BFT certification/grading scheme;
3. In line with the NSTSP, review existing certification schemes in Egypt, legal aspects, benefits and dis-benefits of a NB/BFT grading system.
4. Facilitate a workshop to sensitise tourism sector actors on the scope and benefits of a NB/BFT grading system;
5. Review a selection of different categories of tourism operations/developments within the context of a future NB/BFT scheme;
6. Identify and contact sector operators, service providers, associations, etc.;
7. Design and script a set of grading standards that respond to the requirements of NB/BFT.
8. Prepare a draft of a NB/BFT grading system for the tourism sector in Egypt for approval, including:
 - a. The identification of a suitable agency or institution institutional management structure to carry out grading;
 - b. All required Grading procedures, forms, etc.;
 - c. Job descriptions and training needs for assessors;
 - d. Necessary regulatory mechanisms to enforce compliance;
9. Prepare grading procedures and regulations and other documentation necessary for the implementation of the grading scheme;
10. Design and deliver a training workshop for grading programme staff;
11. Design a technical manual for grading;
12. Design an Assessors manual, and deliver an appropriate training workshop;

13. Identify potential Awards Committee members and provide guidelines for the Committee;
14. Design and deliver appropriate training for the awards Committee;
15. Propose a website structure;
16. Prepare an implementation and action plan.

Professional Skills and Experience

1. Considerable experience with responsible tourism, ecotourism, especially such linked to nature and biodiversity;
2. Experience with eco-grading systems (essential);
3. Familiarity with protected areas and biodiversity;
4. Familiarity with the socio-economic and political context of Egypt;
5. Strong interpersonal and communication skills;
6. Strong negotiation and facilitations skills;
7. Work experience with projects funded by international donors;
8. Excellent knowledge of English (Arabic would be desirable).

International consultant for biodiversity off-setting (90 days)

General Responsibilities: The purpose of the consultancy will be to examine the efficacy and suitability of off-setting to obtain biodiversity conservation gains in Egypt within the tourism sector and to launch its setup if agreed. The Consultant will consider the existing and plausible future governance situation with a view to making recommendations on the development of a biodiversity off-setting mechanism for the tourism sector. The Consultant will consider the pre-conditions of such a system and assess whether these currently exist in Egypt or the likelihood of these existing in the foreseeable future. The Consultant will work closely with the PM and the CTA and will consider the outcomes of the scenario planning exercises. Theoretically biodiversity off-setting provides considerable opportunities for addressing the conflicts between development and ecosystem resilience. However, these are largely untried and untested, therefore this Consultancy will carefully test the feasibility of such a scheme and make appropriate recommendations. This is a strategic assignment designed to test the assumptions behind off-setting as a means to deliver biodiversity conservation gains and is intended to inform the Egyptian Government and GEF on this rapidly evolving issue. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare a work plan to ensure that the assignment is carried out in a timely fashion;
2. Critically review the existing literature (global and national) relating to biodiversity off-setting;
3. Assess the necessary criteria for an effective and transparent biodiversity off-setting system;
4. Assess the circumstances now and in the foreseeable future within Egypt to operate such a scheme;
5. Provide a report on the findings of the study and make recommendations with regards the suitability of any future off-setting schemes and any necessary steps to establish such a scheme;
6. Design and deliver a high-level workshop to present the findings of the study.
7. Based on the findings and outcomes from the above workshop develop a National Policy to guide the development of biodiversity offsetting in the Egyptian tourism sector including the best means to integrate this into the EIA system.

Professional Skills and Experience

1. Environmental economist (essential);
2. Academic and practical experience of biodiversity off-setting schemes (essential);
3. Familiarity with nature-tourism issues, protected areas and biodiversity;
4. Familiarity with the socio-economic and political context of Egypt;
5. Strong interpersonal and communication skills;
6. Excellent knowledge of English (Arabic would be desirable).

National Consultant for Off-setting Study (90 days)

General Responsibilities: The purpose of the consultancy will be to examine the efficacy and suitability of off-setting to obtain biodiversity conservation gains in Egypt within the tourism sector. The Consultant will consider the existing and plausible future governance situation with a view to making recommendations on the development of a biodiversity off-setting mechanism for the tourism sector. The Consultant will consider the pre-conditions of such a system and assess whether these currently exist in Egypt or the likelihood of these existing in the foreseeable future. The Consultant will work closely with the PM and the CTA and will consider the outcomes of the scenario planning exercises. Theoretically biodiversity off-setting provides considerable opportunities for addressing the conflicts between development and ecosystem resilience. However, these are largely untried and untested, therefore this Consultancy will carefully test the feasibility of such a scheme and make appropriate recommendations. This is a strategic assignment designed to test the assumptions behind off-setting as a means to deliver biodiversity conservation gains and is intended to inform the Egyptian Government and GEF on this rapidly evolving issue. The Consultant will be responsible to the PM.

Scope of Work:

1. Work closely with the International Consultant for offsetting including:
 - a. Critically review the existing literature (global and national) relating to biodiversity off-setting;
 - b. Assess the necessary criteria for an effective and transparent biodiversity off-setting system;
 - c. Assess the circumstances now and in the foreseeable future within Egypt to operate such a scheme;
 - d. Provide a report on the findings of the study and make recommendations with regards the suitability of any future off-setting schemes and any necessary steps to establish such a scheme;
 - e. Design and deliver a high-level workshop to present the findings of the study.
 - f. Based on the findings and outcomes from the above workshop develop a National Policy to guide the development of biodiversity offsetting in the Egyptian tourism sector including the best means to integrate this into the EIA system.

Professional Skills and Experience

2. Environmental economist (essential);
3. Familiarity with nature-tourism issues, protected areas and biodiversity;
4. Familiarity with the socio-economic and political context of Egypt;
5. Strong interpersonal and communication skills;
6. Excellent knowledge of Arabic (essential) and English.

National Consultant for Biodiversity/Tourism SEA Monitoring (40 days)

General Responsibilities: The Consultant will be tasked with preparing a Strategic Environmental Monitoring Programme for the three project areas Southern Red Sea coastal belt (Red Sea Governorate), North-west Mediterranean coastal belt (Matruh Governorate) and Siwa Oasis and Protected Area (Matruh Governorate). The Monitoring Programme will have particular focus on the impact of tourism development in the three project areas on biodiversity resources. The purpose of the monitoring programme is to provide long term surveillance of the impacts of tourism on biodiversity, to detect insipient change and to inform biodiversity management and tourism development and operations decision-making. The Consultant will work closely with the PM and the CTA. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. Review the NBSAP in relation to the proposed biodiversity-tourism monitoring programme to ensure national relevance and compliance;
3. Using the SEAs identify key elements within each system to be monitored;
4. Identify key participating institutions, NGOs, etc.,
5. Propose key indicators (species, habitats, processes, etc.) to be monitored;
6. Design cost-effective and statistically robust means of measurement and data collection;
7. Propose statistically robust means of analysis;
8. Develop a cost-effective and transparent monitoring system;
9. Propose a training programme for key institutional staff involved in monitoring biodiversity;
10. Work closely with the database planners developing the SEAs database;
11. Work closely with the GIS component of this project.

Professional Skills and Experience

1. Ecology or other natural science (essential);
2. Academic and practical experience of biodiversity monitoring (essential);
3. Familiarity with nature-tourism issues, protected areas and biodiversity;
4. Familiarity with the socio-economic and political context of Egypt;
5. Strong interpersonal and communication skills;
6. Excellent knowledge of English and Arabic.

International Protected Areas Planner to support PA Management Planning (60 days)

General Responsibilities: The purpose of the consultancy will be to develop Management Plans for a newly created protected area and one existing protected area. The project will develop through a replication process management plans for six protected areas in total. The Focus of this Consultancy will be to develop two plans and use this process to replicate planning activities in the other four protected areas. Therefore the management planning process will be participatory and will be in the form of in-service capacity building for the NCS. The Consultant will work closely with the PM and the CTA. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. In close collaboration with the PM and CTA develop ToR for the National Protected Areas Planner;
3. Critically review any existing protected areas management plans;
4. Prepare a participatory framework to integrate the replication effect of the planning process (e.g. workshops, training, etc.);
5. Select and organise Planning Teams for each protected area;
6. In close collaboration with the PM and the CTA design the ToR for the baselines surveys;
7. Review the quality of the baselines surveys and identify any knowledge gaps;
8. Ensure that the baseline surveys are carried out with sufficient scientific rigour;
9. Work closely with the PM and CTA to ensure that any legal aspects of the Management Plans are developed;
10. Develop the appropriate Management Boards and ensure that they are legally proficient and effective;

11. The Consultant will be responsible for developing the final draft of the two management plans and reviewing the plans produced through the replication process, including proposing any changes to ensure conformity and quality.

Professional Skills and Experience

1. Strong protected areas planning and management experience;
2. Experience with participatory planning methodologies;
3. Experience in developing protected areas governance;
4. Familiarity with nature-tourism issues, protected areas and biodiversity;
5. Familiarity with the socio-economic and political context of Egypt;
6. Strong interpersonal and communication skills;
7. Excellent knowledge of English and Arabic.

Visitor Management Plans (Service contracts)

General Responsibilities: The purpose of the consultancy will be to develop six Visitor Management Plans for protected areas (one newly created and five existing). The purpose of the Visitor Management Plans is to develop tourism activities within the protected areas without harming the natural values, in particular the biodiversity. The Plans will ensure that there is effective access to the public for recreation, education and NB/BFT. The Plans are intended to showcase Egypt's unique natural heritage and to integrate the protected areas into the overall national tourism development. The Consultant will be expected to maximise the capacity building benefits of the planning exercise in order to build institutional, local community and private sector capacities to ensure sustainability. The Consultant will work closely with the PM and the CTA. The Consultant will be responsible to the PM.

Scope of Work:

1. Prepare an inception report and work plan to ensure that the assignment is carried out in a timely fashion;
2. Critically review any existing protected Visitor Management Plans;
3. Prepare a participatory framework to ensure the capacity development effect of the planning process (e.g. workshops, training, etc.);
4. Select and organise Planning Teams for each protected area;
5. In close collaboration with the PM and the CTA design and carry out baselines (e.g. visitor surveys, etc.) surveys;
6. Ensure that the baseline surveys are carried out with sufficient scientific rigour;
7. Work closely with the PM and CTA to ensure that any legal aspects of the Visitor Management Plans are developed;
8. Ensure the Visitor Management Plans comply with the protected areas Management Plan;
9. Work closely with the protected area management and stakeholders to identify the best cost effective scenario for managing tourism in the protected area;
10. Propose appropriate (environmentally and culturally sensitive) concept designs for tourism infrastructure (e.g. visitor centres, interpretation materials, trails and signage, picnicking areas, etc.);
11. Work closely with the local communities to optimise the economic benefits from increased visitors (e.g. propose income-generating activities such as guiding, craft sales, etc.);
12. Provide training for appropriate tourism guides;
13. Propose a website structure to raise the profile of each protected area;
14. Prepare an implementation and action plan.

Professional Skills and Experience

1. Corporate (private sector) or organization (NGO) track record of working with tourism development in protected areas, particularly in eco-tourism;
2. Strong protected tourism planning and management experience;
3. Strong eco-tourism experience;
4. Experience of regional and local tourism markets as they relate to NB/BFT;
5. Experience with participatory planning methodologies;
6. Familiarity with nature-tourism issues, protected areas and biodiversity;
7. Experience with training and capacity building;
8. Familiarity with the socio-economic and political context of Egypt;
9. Strong interpersonal and communication skills;
10. Excellent knowledge of English and Arabic (essential).

Annex 3: Technical challenges versus adaptive challenges

Technical challenges:

- A technical challenge is a challenge that can be addressed with existing expertise, protocols and operations.
- Implementing solutions to technical challenges often falls to someone with the authority to address them.
- Technical training (*i.e.* using a manual and new equipment) can resolve the problem.

Adaptive challenges:

- Encounter situations for which solutions lie outside the current way of operation, and possibly, thinking.
- Applying existing procedures and understanding does not provide the solution needed.
- Stakeholders must be involved in developing and implementing solutions.
- Solutions lie not in the application of expertise, but rather from a process of learning and adapting.
- Addressing adaptive challenges requires trying solutions that are new and maybe quite different.
- Inherent in addressing adaptive challenges are the need to become comfortable with not knowing what the next move might be, dealing with uncertainty.
- It is necessary to think (institutionally, individually, collectively...) what we should continue to do, what we should start to do and, critically, what we might need to stop doing...
- Addressing adaptive challenges may require the transfer of *power* (the ability to make decisions and to influence future events) from one party to another.
- Normally require *expert thinking*, which is the ability to solve non-rule-based problems.
- Inherent in adaptive work is the need to become comfortable with not knowing what the next move might be.
- Adaptive challenges require time for adaptive solutions to have an effect and stakeholders cannot expect to react too quickly because of the discomfort that comes with not knowing.

Adapted from: Heifetz, Ronald A.; Leadership Without Easy Answers (Belknap/Harvard University Press, 1994)

Annex 4: Agreements – Co-financing Letter from the Government of Egypt

Arab Republic of Egypt
Cabinet of Ministers
Ministry of State for Environmental Affairs
Egyptian Environmental Affairs Agency

جمهورية مصر العربية
رئاسة مجلس الوزراء
وزارة الدولة لشئون البيئة
جهاز شئون البيئة

Adriana Dinu
UNDP GEF Executive Coordinator
New York

Subject: EEAA in-kind contribution to the project Mainstreaming Biodiversity into the Tourism Sector

Dear Adriana,

EEAA is confirming the in-kind contribution to the project Mainstreaming Biodiversity into the Tourism Sector for US\$200,000 divided equally over the three years duration of the project. This covers the staff efforts at the central government, Project Director and other support staff at the Nature Conservation Sector to support the project. In addition, it also includes staff efforts in the selected protected areas, PA managers and assistants.

Yours sincerely,

Ahmed A. Elseoud
Eng. Ahmed Abou El Seoud
EEAA CEO/ GEF OEP
26/1/2015

الرقم البريدى ١١٧٢٨ ت : ٢٥٢٥٦٤٥٢ فاكس : ٢٥٢٥٦٤٩٠
30,Misr Helwan El-Zyrae Rd., Maadi - Cairo Egypt.

٣٠ طريق مصر حلوان الزراعى - خلف فندق سوفيتل المعادى - القاهرة
P.O. 11728 Tel. : 25256452 - Fax : 25256490

Annex 5: Agreements – Co-financing Letter from UNDP

United Nations Development Programme

برنامج الأمم المتحدة الإنمائي



November 10, 2014

Dear Adriana,

Subject: Mainstreaming Biodiversity into the Tourism Development Sector in Egypt

This letter is to inform that the following donors are financing the following projects that could complement to the UNDP- GEF for Mainstreaming biodiversity into the tourism development sector:

- Egyptian-Italian Environmental programme total amount USD3.9 million
- Demining in the North coast of Egypt total amount Euro4.7 million
- Sustainable Hunting of the Hobbara Buster bird total amount USD40 million(Pipeline)

Last but not least UNDP is willing to contribute the amount of USD100, 000 from TRAC resources starting 2016 and 2017.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Ignacio Artaza', enclosed within a large, loopy blue oval.

Ignacio Artaza
Country Director

Adriana Dinu
UNDP GEF Executive Coordinator
UNDP, New York

Annex 6: Agreements – Co-financing Letter from Verona Land Gorgonia Resort



Verona Land

10 November 2014

Dear Adriana,

Subject: Mainstreaming Biodiversity into the Tourism Development Sector in Egypt

This letter is to inform that Veronaland Tourism Development owner of Gorgonia Beach Resort, is working in the red sea area and is investing a total amount of US\$ 300.000 for development projects which complements the work to be done under the Mainstreaming biodiversity into tourism development sector in Egypt.

Yours sincerely,

**VERONALAND TOURISM
DEVELOPMENT**

فيرونالاند للتنمية السياحية

Tax id: 212-831-399

Johannes Girardi

Johannes Girardi

Owner Representative

Gorgonia Beach Resort

Marsa Alam - Red Sea - Egypt

<http://www.gorgoniabeach.com>

Ms. Adriana Dinu

UNDP- GEF Executive Coordinator

UNDP

304 East 45th street

New York

9, Ibn El Wardy St., of Ammar Ibn Yasser St., Higaz Sq., Heliopolice.
Tel. & Fax: +202 620 47 52 - +202 620 47 53

Annex 7: Agreements – GEF OFP Endorsement Letter

Arab Republic of Egypt
Cabinet of Ministers
Ministry of State for Environmental Affairs
Egyptian Environmental Affairs Agency

جمهورية مصر العربية
رئاسة مجلس الوزراء
وزارة الدولة لشئون البيئة
جهاز شئون البيئة

August 7th 2012

To: [Mr Yannick Glemarec]
[United Nations Development Programme]
[304 E 45th Street, New York, NY 10017, USA]

Subject: Endorsement for Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt

In my capacity as GEF Operational Focal Point for Egypt, I confirm that the above project proposal (a) is in accordance with my government's national priorities including the National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, and National Sustainable Tourism Strategic Plan 2020 and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

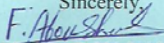
I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency(ies) listed below. If approved, the proposal will be prepared and implemented by the Egyptian Executive Environmental Affairs Agency. I request the GEF Agency(ies) to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing (from GEFTF, LDCF, SCCF and/or NPIF) being requested for this project is US\$2,884,600, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Egypt is detailed in the table below.

Source of Funds	GEF Agency	Focal Area	Amount (in US\$)			
			Project Preparation	Project	Fee	Total
GEFTF	UNDP	BD	60,000	2,562,364	262,236	2,884,600
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
Total GEF Resources			60,000	2,562,364	262,236	2,884,600

[WHERE THE SOURCE OF FUNDING IS GEF TRUST FUND ONLY (I.E. EXCLUDING LDCF AND/OR SCCF) AND THE FOCAL AREA FALLS UNDER THE STAR MODEL, INCLUDE THE FOLLOWING:

I consent to the utilization of Egypt's allocations in GEF-5 as defined in the System for Transparent Allocation of Resources (STAR).

Sincerely,

Dr. Fatma ABOU SHOUK
CEO/ EEAA

٢٠ طريق حلوان الزراعى - خلف فندق سوفيتل المعادى - القاهرة الرقم البريدي ١١٧٢٨ ب ٢٥٢٥٦٤٩٠ فاكس : ٢٥٢٥٦٤٩٠
30, Misr Helwan El - Zyrae Rd., Maadi - Cairo. P.O. 11728 Tel. : 25256452 - Fax : 25256490

GEF Operational Focal Point Endorsement Template, November 2011

Annex 8: Agreements – PIF



PROJECT IDENTIFICATION FORM (PIF) PROJECT TYPE: FULL SIZED PROJECT TYPE OF TRUST FUND: THE GEF TRUST FUND

PART I: PROJECT IDENTIFICATION

Project Title:	Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt		
Country(ies):	Egypt	GEF Project ID:	5073
GEF Agency(ies):	UNDP	GEF Agency Project ID:	4590
Other Executing Partner(s):	Ministry of State for Environmental Affairs (MSEA) through the Egyptian Environmental Affairs Agency (EEAA) and Nature Conservation Sector (NCS). Ministry of Tourism (MoT) with the Egyptian Tourism Authority (ETA) and Tourism Development Authority (TDA).	Submission Date:	August 13, 2012 Resubmission: September 09, 2012 2 nd resubmission: January 10, 2013
GEF Focal Area (s):	Biodiversity	Project Duration:	48 months
Name of parent program (if applicable): For SFM/REDD+ <input type="checkbox"/>		Agency Fee (S):	244,562

A. FOCAL AREA STRATEGY FRAMEWORK:

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Indicative GEF Financing (S)	Indicative Co Financing (S)
BD2	Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks	Output 1. Policies and regulatory frameworks (2) for production sectors Output 2. National and sub-national land-use plans (3) that incorporate biodiversity and ecosystem services valuation	GEFTF	800,000	1,150,000
BD1	Outcome 1.1: Improved management effectiveness of existing and new protected areas.	Output 1. New protected areas (1) and coverage (at least 30,000 ha in new PAs and 15,000 ha in expanded existing PAs) of unprotected ecosystems.	GEFTF	1,651,750	8,607,009
Sub Total				2,451,750	9,757,009
Project management cost				122,588	682,991
Total project costs				2,574,338	10,440,000

B. PROJECT FRAMEWORK

Project Objective: To mainstream biodiversity conservation into tourism sector development and operations in ecologically important and sensitive areas					
Project Component	Grant Type	Expected Outcomes	Expected Outputs	Indicative GEF Financing (S)	Indicative Co Financing (S)
1. Changing the trajectory of tourism development and operations to safeguard biodiversity	TA	1. Direct adverse impacts of tourism infrastructure development on biodiversity and land/sea-scapes (primarily loss and severe degradation of critical habitats in both terrestrial and marine ecosystems) are avoided, reduced or compensated in at least the c. 10,000 km ² of ecologically sensitive areas (including c. 2324 km ² inside protected areas) exposed to development pressures: a) at least 90% of new tourism-related infrastructural developments and hotels are consistent with SEA recommendations and apply rigorous EIAs whose conclusions are respected in the permitting process; b) at least a 50% reduction in environmental	1. Coherent and effective legal, policy, regulatory and institutional frameworks in place at the national and sub-national levels for multi-sectoral land-use planning at the landscape level, focusing on the tourism and real estate/construction sectors and on the resulting multiple pressures on biodiversity: a) a national-level policy mainstreaming committee overseeing policy and planning coherence between tourism development and environmental biodiversity management; b) Strategic Environmental Assessments conducted to inform tourism development plans about spatial areas where tourism development and/or operations are desirable/acceptable from the biodiversity standpoint, where they may be permitted subject to	800,000	1,150,000

		<p>infractions during the construction and operational phases achieved through monitoring and enforcement;</p> <p>c) unsustainable infrastructure development in critical habitats inside and adjacent to protected areas, especially through coastal ribbon development for the mass tourism market, is prevented.</p> <p>In the three targeted regions - the north-western Mediterranean coastal belt, the southern Red Sea coastal belt and Siwa Oasis/PA:</p> <p>2. Demonstrated adoption of and compliance with the selected sustainable and biodiversity-friendly tourism certification systems by at least 30% of new tourism-related infrastructural developments, hotels and tourism service providers, as well as by at least 90% of NB/BFT operators, so as to reduce the biodiversity impacts caused by inappropriate practices from tourists and tourism establishments, most notably disturbance effects affecting sensitive animal and plant species, habitat degradation and over-exploitation of resources.</p> <p>3. Maintenance of good conservation status</p> <p>a) in the southern Red Sea coastal belt: for coral reefs, seagrass beds important also for the Dugong <i>Dugong dugon</i> (Vulnerable) and coastal habitats including mangroves and beaches used for nesting by the Endangered Green Turtle <i>Chelonia mydas</i> and Critically Endangered Hawksbill Turtle <i>Eretmochelys imbricata</i>; and forest groves including the Red Sea Fog Woodland</p> <p>b) in the north-west Mediterranean coastal belt: for the unique coastal vegetation, oolitic calcareous ridges and dunes, saline depressions and saltmarshes, and the limestone ridge habitats bordering the coastal plain to the south west.</p> <p>c) in Siwa Oasis and PA: for vulnerable oasis and desert habitats representative of Egypt's Western Desert ecosystems. Slender-horned Gazelle <i>Gazella leptaceros</i> (Vulnerable), Dorcas Gazelle <i>Gazella dorcas</i> (Endangered), and Cheetah <i>Acinonyx jubatus</i> (Vulnerable).</p>	<p>management-mitigation-offsetting, and where they should be altogether avoided;</p> <p>c) biodiversity concerns and biodiversity offsetting requirements integrated in EIA and tourism-related landscape planning; regulatory, institutional and financial arrangements for tourism-related biodiversity offset mechanism established to define offset activities/outcomes and site selection and create a supply/demand database;</p> <p>d) strengthened capacity at the MSEA/EEAA/NCS, MoT/TDA for integrating biodiversity into SEAs, EIAs and related regulations in tourism planning and permitting, and for compliance monitoring and enforcement;</p> <p>e) a biodiversity monitoring and evaluation mechanism or process to assess disturbance of habitats and key species from tourism and related pressures, determine acceptable limits of change, and provide management recommendations;</p> <p>2. Frameworks and tools for fostering adoption by tourism operators of best-practice standards for sustainable tourism and nature-based biodiversity-friendly tourism (NB/BFT):</p> <p>a) new national certification systems and verification mechanisms for hotels and tourism operators created, or existing international certification systems and verification mechanisms selected – and operationalised including through MoT/TDA/MSAE endorsements and campaigns;</p> <p>b) economic/fiscal and other incentives (e.g. subsidies, tax deductions, promotion through national or regional government tourism materials/websites) and penalties (e.g. special taxes), to advance the adherence of private sector and local community businesses to the certification systems.</p>		
2. Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities	INV	<p>In the three targeted regions – the north-western Mediterranean coast, the southern Red Sea coast and Siwa Oasis/PA:</p> <p>1. One new PA (min. 30,000 ha) designated, spatially configured and emplaced, and the boundaries of 2 of the existing 5 PAs (at least 15,000 ha added to the total of 50,000 km²) in the three regions expanded, in areas facing immediate or medium-term tourism development pressures expected to adversely affect biodiversity assets, but in which representative PA coverage is lacking.</p> <p>2. Pressures from tourism controlled or reduced in c. 2,324 km² of ecologically sensitive areas inside the existing and new PAs exposed to tourism development pressures, and reflected in PA Management Effectiveness Tracking Tools (METTs) demonstrating satisfactory improvements, particularly in relation to scores on</p> <p>a) tourism planning and visitor management</p> <p>b) a reduction of the direct and indirect impacts from tourism</p> <p>c) revenue generation</p> <p>d) relations with local communities</p>	<p>1. Egypt's PA system updated and expanded in the three target regions</p> <p>a) gazettement of the new PA(s), especially in the north-west Mediterranean coastal belt;</p> <p>b) expanded boundaries of existing PAs;</p> <p>c) management framework in place for all new and existing PAs, depending on specific site needs: staffing, participatory management planning, establishing multi-stakeholder Management Board;</p> <p>d) physical demarcation of boundaries;</p> <p>e) basic infrastructure and equipment in place (i.e. administrative office and ranger posts) for new PAs;</p> <p>f) community-based integrated land and resource management plans developed and implementation initiated;</p> <p>2. Institutional and technical capacities employed in the new and existing PAs, to effectively manage and service tourism flows, minimise adverse impacts on biodiversity, and maximise positive opportunities for protected area and biodiversity management, through</p> <p>a) newly developed or strengthened updated management plans with streamlined decision making processes;</p> <p>b) interpretation facilities for sensitising tourists, operators and local populations to regulations and good practices in tourist activities and souvenir</p>	1,651,750	8,607,009

		3. PA Financing Scorecard demonstrates progress towards meeting the finance needs to achieve effective management.	shopping; c) control and prevention of harmful activities; d) tourism-related sales of sustainable handicrafts increasing employment and income for local communities. 3. Site-specific effective PA financing systems based on an integration into Egypt's PA system and national PA financing strategy and on gate and tourism operator concession fees, ecotourism taxes, and on biodiversity offset and reinvestment schemes involving the tourism industry.		
Sub Total				2,451,750	9,757,009
Project management cost				122,588	682,991
Total project costs				2,574,338	10,440,000

C. INDICATIVE CO-FINANCING FOR THE PROJECT BY SOURCE AND BY NAME IF AVAILABLE, (\$)

Sources of Co-financing	Name of Co-financier	Type	Amount (\$)
National Government	Government of Egypt	Grant	2,300,000
GEF Agency	UNDP	Grant	1,040,000
Bilateral Aid Agency (ies)	Italian Cooperation	Grant	3,000,000
Bilateral Aid Agency (ies)	European Union	Grant	4,000,000
Private Sector	Private Company	Grant	100,000
Total indicative co-financing			10,440,000

D. GEF RESOURCES REQUESTED BY AGENCY (IES), FOCAL AREA(S) AND COUNTRY(IES):

GEF AGENCY	TYPE OF TRUST FUND	FOCAL AREA	Country name/Global	Project amount (a)	Agency Fee (b) ²	Total c=a+b
UNDP	GEF	Biodiversity	Egypt	2,574,338	244,562	2,818,900
Total GEF Resources				2,574,338	244,562	2,818,900

PART II: PROJECT JUSTIFICATION

A. DESCRIPTION OF THE CONSISTENCY OF THE PROJECT WITH:

A.1.1. THE GEF FOCAL AREA STRATEGIES:

Tourism currently contributes about 11.3% of the Egyptian GDP and provides employment to some 3.5 million Egyptians. The country has ambitious tourism development plans, hoping to receive up to 25 million international visitors by 2020 up from a past maximum of 12.8 million. In addition Egypt, with a population of 82 million, has a large number of domestic tourists and a large real estate market. The growth of the tourism and real estate sectors, together with the indirect pressures resulting from this growth, is putting significant pressures on biodiversity. The objective of this project is to mainstream biodiversity conservation objectives into the development of tourism infrastructure and tourism operations, thereby reducing the multiple impacts on biodiversity in ecologically important and sensitive areas, while catalysing more sustainable nature-based tourism to benefit biodiversity and local economies. The project will strengthen the national institutional and regulatory framework for managing pressures on biodiversity, while targeting three carefully selected regions where the pressures are growing: 1) the southern Red Sea coastal belt between Qosseir and the northern half of Elba National Park to Shalateen towards the Sudanese border (350 km); 2) the north-west Mediterranean coastal belt between Omayed Biosphere Reserve near El Alamein and the Libyan border (400 km); and 3) Siwa Oasis with its protected area representative of the Western Desert ecosystem.

In working towards its overall objective, the project will contribute to Biodiversity Strategic Objective 2 "Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors", specifically Outcome 2.2: "Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks". The project will catalyse the development and adoption of effective and coherent regulatory measures and the institutional framework needed to avoid, reduce, restore and offset the adverse impacts of physical tourism infrastructure development on biodiversity. This work, which will strengthen the framework for land use planning and licensing will be accompanied by compliance monitoring and enforcement mechanisms, and the roll out of market-based arrangements for tourism-related biodiversity offsetting in Egypt. Second, the project will foster the

establishment of best-practice nature-based/biodiversity-friendly tourism (NB/BFT) products and services benefiting local people, businesses and biodiversity at the same time. This will at the national level entail the development of new, or the selection of pre-existing, certification, verification and incentive mechanisms, and their adoption by operators in the three target regions in particular. The project also advances Biodiversity Strategic Objective 1 “Improve sustainability of protected area systems”, specifically Outcome 1.1: “Improved management effectiveness of existing and new protected areas”. It will gazette one new PA and expand the area of two of the five existing PAs in the three target regions, as no go areas for physical development. In addition, the project will strengthen the management of these protected areas, especially with regard to the management of tourism and related financing opportunities including visitor fees and PA reinvestment schemes by the tourism industry. At the local level the project will in this context develop and implement integrated land and resource management plans together with local communities dependent on these resources, with a view to reducing the multiple indirect impacts of tourism on PAs, such as the intensification of grazing pressure or firewood collecting.

The project will contribute towards the achievement of a number of the CBD Aichi Targets

- 2 and 5, by ensuring that in Egypt - regional and local economic development plans and tourism sectoral plans better integrate biodiversity concerns in their planning and implementation, especially by avoiding, reducing, restoring or offsetting their adverse impacts from physical infrastructure development.
- 6 and 7 by introducing sustainability measures into the supply chains providing tourism and associated businesses with food produce, especially from local agricultural and fisheries.
- 11 by declaring additional protected areas and increasing or instigating effective PA management systems.

A.2. NATIONAL STRATEGIES AND PLANS OR REPORTS AND ASSESSMENTS UNDER RELEVANT CONVENTIONS.

Egypt’s National Development Plan (NDP). The 6th Five Year Plan for Egypt highlights tourism as one of seven foundational economic sectors underpinning Egypt’s development. The plan calls for an almost doubling of the capacity and income generated by the tourism sector. Government policies on development have remained unchanged since the January 2011 revolution. In July 2012, the Ministry of Planning and International Cooperation issued the “National Income Doubling Plan”, which identifies tourism as “one of the high priority and important services in Egypt, because of its ability to absorb labour and increase national income and provide foreign currency, in addition to integrated relations that connect this activity with other economic activities like agriculture, industry and service”. The project is consistent with Egypt’s NDP and the Income Doubling Plan in as far as it will enhance the sustainability of tourism – while the sector is set to significantly grow over the coming decade(s), there is an urgent unmet need to balance economic growth with biodiversity conservation considerations and address trade-offs.

Egypt’s National Sustainable Tourism Strategic Plan 2020 (NSTSP). Commissioned by the national Tourism Development Authority (TDA) in 2007 and developed with support from the UN World Tourism Organisation, this comprehensive plan provides a suitable entry point for mainstreaming biodiversity considerations into the future development of tourism in Egypt. The plan has set a number of ambitious goals to achieve high sustainable tourism growth. By 2020 it envisages a target of 25 million international visitors per year (c. doubling current numbers, with a milestone target of 16 million by 2017) and a 30% increase in the average per capita yield. In order to meet these objectives, it identifies actions to capitalise on Egypt’s comparative tourism advantages and approaches development in a sustainable manner through a focus on product diversification. To achieve this, the government has taken steps to create a favourable legislative and regulatory environment and encourage investment in the tourism sector, as well as modernising tourism infrastructure. The project is consistent with the NSTSP, in as far as that: (i) it will contribute to the further diversification of the tourism product by advancing high premium nature-based/biodiversity-friendly tourism and the creation or selection of certification mechanisms; this will also help increasing the average per capita yield targeted through the NSTSP; (ii) strengthen the outlook for the long term sustainability of the Egypt tourism product, by avoiding/reducing/restoring/offsetting the adverse effects of tourism development and operations on biodiversity, and thereby help safeguard Egypt’s huge but dwindling natural heritage, particularly in the regions targeted by the project; (iii) contribute to reducing poverty levels in under-privileged rural communities adjacent to tourism developments, by creating opportunities for them to participate in tourism ventures – especially NB/BFT.

Egypt’s National Biodiversity Strategy and Action Plan (NBSAP), submitted to the CBD in 1998, recognised the many risks posed by tourism on biodiversity and cited hunting, off-road vehicle use and the development of infrastructures as some of the related threats, indicating that coastal regions are “under intense threat of tourism development”. The NBSAP underlined the need for “laws governing environmental affairs and tourism” but also calls

for promoting “the utilization of certain protected areas as a high premium, ecologically sensitive tourism resource”. The NBSAP calls for the further development of “the management and infrastructure of the protected area network, including the development and implementation of management plans. These plans should address the integration and development needs of local communities, the sustainable utilization of the resources which they contain, [and] the potential for eco-tourism”. The project is consistent with the NBSAP and these elements especially by working on strengthening the “laws governing environmental affairs and tourism”; establishing a regulatory environment (certification and verification systems) for the furtherance of NB/BFT, much of which will be directed at protected areas; and strengthening the management effectiveness of protected areas in the target regions. This will seek to harness the prospective conservation benefits from tourism, including for local communities, but also to manage potential visitor pressures.

B. PROJECT OVERVIEW

B.1. DESCRIBE THE BASELINE PROJECT AND THE PROBLEM THAT IT SEEKS TO ADDRESS:

Global significance of Egypt's biodiversity

Egypt can be divided into four physiographic regions: the Western Desert, Nile Valley, Eastern Desert and Sinai. While 4% of the country are agricultural lands, 96% are hyper-arid, arid and semi-arid deserts. The country's biodiversity is of global significance due to the fact that it is situated at the juncture of four bio-geographical realms, namely the Irano-Turanian, Mediterranean, Saharo-Sindian and Afrotropical regions; and due to the diversity of landscapes and topographic features, which range from the rugged mountains of South Sinai and the Eastern Desert (up to 2641 m), over featureless gravel plains including the Qattara Depression (134 m below sea level), to the freshwater habitats along the Nile River. The 2450 km of coastline on the Red Sea and the Mediterranean is a storehouse of highly distinct marine ecosystems, with high biodiversity. The Red Sea and the Nile River represent two major bio-geographical corridors, and represent globally important flyways and resting points for migratory birds in the boreal spring and autumn. The Egypt Biodiversity Country Study estimated that Egypt hosts approximately 18,000 terrestrial and marine species, including more than 2,000 species of flowering plants. In general terrestrial species richness and endemism are modest, but three areas stand out – the mountains of the southern Sinai, the north-western Mediterranean coastal belt towards Libya, and the south-eastern Gebel Elba on the border to Sudan. Species diversity and endemism are pronounced in the marine realm particularly in the Red Sea (e.g. up to 29 fish species are exclusively found in Egyptian waters). Egypt hosts a sizeable number of species listed by IUCN as needing conservation attention. At least 345 species of threatened animals are to be found in the country, including the globally Vulnerable Barbary Sheep *Ammotragus lervia*, Nubian Ibex *Capra nubiana*, Four-toed Jerboa *Allactaga tetradactyla*, Lappet-faced Vulture *Torgos tracheliotos*, Marbled Polecat *Vormela peregusna*; the Endangered Slender-horned Gazelle *Gazella leptoceros*, Egyptian Vulture *Neophron percnopterus*, Green Turtle *Chelonia mydas*; and the Critically Endangered Hawksbill Turtle *Eretmochelys imbricate*, African Wild Ass *Equus africanus*, and Egyptian Tortoise *Testudo kleinmanni*. Threatened plants include the Endangered Gebel Elba Dragon Tree *Dracaena ombet* and the Critically Endangered Argon Palm *Medemia argum* found on desert mountains and in desert oases, respectively.

Egypt's protected area network

Protected areas (PAs) have been the most effective tool for biodiversity conservation in Egypt to date. The coverage of the protected area network has grown over the last three decades to include 30 protected areas covering 148,023 km² (c. 15% of the nation's total land area). A management effectiveness evaluation of Egypt's protected area system in 2006 concluded that Egypt has declared a relatively good proportion of its land as PAs and that the ecological and social benefits offered by Egypt's PA system are high. Notwithstanding this, a fair number of PAs in Egypt are chronically under-resourced, far below the norm even for developing countries. The PA system is vulnerable as a result of insufficient on-the-ground presence, poor law enforcement, over-exploitation of natural resources, and demands on PA managers. Despite many recent improvements, site planning still tends to be poor, with only half of the protected areas having formal management plans. Also, even where good local relations prevail, local people are normally not involved in management decisions and may not support the PA status. In addition, PA system coverage of some threatened habitats remains low. Another ten areas across Egypt have therefore been identified by EEAA as candidates for further expansion of the PA system – including five in the three regions targeted by the project.

Threats to biodiversity by the tourism sector in Egypt

Tourism – especially mass tourism – threatens biodiversity in tourism development zones, but also within both operationalised and planned protected areas. Pressures vary across the landscape in time and space: some areas only experience seasonal impacts; and while some areas are currently not heavily impacted, there is no guarantee that they remain so in future. The threats from tourism may be divided into direct and indirect categories. The former include: (1) First and foremost, the development of hotels, holiday homes and related other tourism infrastructure such as roads leading to the loss, degradation and fragmentation of natural ecosystems. This includes the on-site destruction of natural habitats during hotel and road construction and extensive scarring of adjacent landscapes, the dredging/smothering and mining of coral reefs, and the widespread uncontrolled disposal of building debris. As well as off-site extraction of building materials, especially sand and stone (along Egypt's north-west Mediterranean coast the unique coastal calcareous dunes hosting endemic flora are being heavily quarried). This is especially relevant as tourism development often occurs in or near ecologically valuable areas. The loss of connectivity between different habitat blocks poses a significant risk to biodiversity in Egypt and undermines the utility of PAs as critical storehouses of biodiversity. (2) Unsustainable activities by tourists and operators in sensitive environments including within designated and planned protected areas causing disturbance and habitat degradation. Pressures on biodiversity stem from off-road vehicle use, plant collection and trampling, uncontrolled trekking and climbing, hunting and fishing, reef impacts from diving, boat anchoring, etc. This is a particular concern for Egypt's arid vegetation (which is often sparse and fragile given shallow soils and slow growth rates), for coral reefs and for highly sensitive animal species such as the endangered Slender-horned Gazelle. In highly frequented areas already the sheer numbers of visitor leads to habitat disturbance, such as at the dive sites in Ras Mohamed National Park, asking for effective visitor management. (3) Solid waste accumulation. Hotels generate a significant amount and diversity of solid waste, which is often dumped in ecologically sensitive areas. This has changed animal behaviour – waste dumps attract scavenging species such as vultures and gulls – and results in the accumulation of plastics and toxic compounds in the ecosystem and food chain. (4) Unsustainable abstraction of surface and groundwater water resources. Excessive use of surface water especially in wadis is a serious problem as it threatens the fragile and disappearing natural habitats and often rich biodiversity these contain. And (5) Effluent discharges including from desalination. In spite of improvements in individual recent upmarket developments, hotel complexes and related urbanised areas still emit largely untreated discharges into the environment causing pollution affecting biodiversity. Also, seawater desalination is becoming an increasingly frequent response to growing water scarcity but can add additional complications: the residual saline brine, which also contains residual chemicals and heavy metals, can cause local biodiversity impacts upon disposal.

Indirect threats to biodiversity include the following: (6) Increased access due to road development. The placement of roads around tourism regions/zones provides easier access to ecologically important areas. Unless planned to incorporate biodiversity values and adequately monitored, this could have the inadvertent effect of increasing pressures exerted by both tourists and residents (e.g. poaching, better access for pastoralists). (7) Increased exploitation pressures on natural resources. The demand from tourism establishments and newly established local residents – as well as changes from nomadic to sedentary lifestyles in Bedouin tribes in particular – can lead to such increased exploitation by local populations, leading also to encroachment on protected areas. Along the Red Sea coast and including in Elba and Wadi El Gemal National Parks local communities have begun exerting pressure in the form of wood collection for charcoal making to meet demands from nearby coastal hotels for barbecue charcoal. Similarly an increase in agriculture and animal grazing can occur to satisfy rising demand for food produce from tourism, causing additional pressure on biodiversity and potentially leading to habitat degradation. Over-fishing and destructive fishing practices have already led to a significant degradation in many of Egypt's coral reefs. (8) The displacement of local populations to make place for tourism development leading to consequential pressures on other areas, including protected areas.

Of all the above impacts/threats, the most critical and irreversible impact of tourism development in Egypt is the deployment of physical infrastructure, when it occurs in ecologically sensitive areas of high biodiversity value. Much of Egypt's tourism sector growth is reflected in infrastructure development in the Nile Valley and along the country's extensive coastlines on the Red Sea and Mediterranean. The coastal developments typically occur in a narrow ribbon that is continuous in the already fully developed areas, and intermittent in areas undergoing expansion. Already almost 35% of the 510 km of coastline west of Alexandria, 20% of the 1100 km of Red Sea coast (between Suez and the Sudanese border) and 35% of the 250 km along the Gulf of Aqaba have been converted into tourist resorts and holiday homes. The intermittent nature of the expansion/growth pattern however brings along that only few long stretches of

undeveloped coastline remain. The tourism sector's ambitious expansion plans imply that these trends will likely continue unabated and that the development gaps between individual projects will progressively be closed. In this context, it is worth noting that the expansion and strengthening of Egypt's protected area system over the last years has been an encouraging trend. However PA representativeness and coverage remain incomplete, management often weak and tourism development pressures on ecosystems both outside and inside protected areas are mounting.

Project target areas and threat situation

The project will enact on-the-ground measures in three carefully selected target regions containing five existing¹ and five candidate² PAs: (1) the southern Red Sea coastal belt between Qosseir and the northern half of Elba National Park to Shalateen towards the Sudanese border (350 km) and (2) the north-western Mediterranean coastal belt between Omayed Biosphere Reserve near El Alamein and the Libyan border (400 km), which together contain the most pristine remaining natural coastlines of Egypt in priority biodiversity areas; and (3) Siwa Oasis with its protected area as a key representative of the Western Desert ecosystems. Together these boast c. 10,000 km² of ecologically sensitive biodiversity-priority areas (including c. 2324 km² inside protected areas) that are increasingly exposed to pressures from unsustainable tourism development³.

Southern Red Sea coastal belt (Red Sea Governorate): One of Egypt's three top biodiversity areas, the region holds two important PAs – Wadi El Gemal and Elba National Parks – that cover marine, coastal and terrestrial ecosystems. In terms of marine species and habitat diversity, the regions holds healthy coral reefs, important sea-grass beds (composed of up to 11 of the 12 species present in the Red Sea) important also for Dugongs (VU), and coastal habitats including mangroves and beaches used for nesting by Green Turtle (EN) and Hawksbill Turtle (CR). The region (and especially Elba NP) tops the list for Egypt in terms of overall terrestrial biodiversity, holding species like the Gebel Elba Dragon Tree (CR), Barbary Sheep (VU), Nubian Ibex (VU), the two endangered vulture species, and also five Important Bird Areas and the country's only share of a WWF Globally Endangered Habitat – the Red Sea Fog Woodland. This region is not yet highly developed for tourism and the two National Parks contain a representative sample of its coastal and marine habitats. Moreover a series of site-specific interventions have reduced the impacts of some tourism-related practices (such as infilling and boat anchoring in coral reefs). However, the pressures in the region are mounting significantly – most importantly because of the tourism plans of the TDA and the private sector include large-scale developments along the entire coast, including within and immediately adjacent to the two NPs.

North-west Mediterranean coastal belt (Matruh Governorate): The western Mediterranean coastal belt extends from Alexandria westward to the Libyan border and from the seashore inland for about 50 km. The region harbours Egypt's highest plant species diversity: it contains 50 % of the country's total flora including 154 species confined to this belt, globally threatened species such as the shrub *Ebenus armitagi*, and two Important Plant Areas (Saloum, Western Mediterranean Coastal Dunes). These occur in the characteristic natural habitats – oolitic calcareous ridges and dunes, saline depressions and salt-marshes, coastal plains, and limestone ridge habitats. The region is also home to the Egyptian Tortoise (CR). The terrestrial habitats in the region are largely degraded due to unsustainable land use especially overgrazing. The marine and coastal habitats – especially important *Posidonia* seagrass beds and other benthic habitats – in contrast stand out for their good condition. This region is arguably the most critically threatened by tourism and real estate development of all of Egypt's biodiversity priority areas. The region's coastline is being converted at a rapid rate, and the characteristic coastal habitats are at risk of gradually disappearing. These are represented in only one fully established conservation area, El Omayed Protectorate, which has already been degraded by the conversion of the beachfront section into hotels and real estate complexes – in spite of considerable site-specific conservation investments and its designation as a UNESCO Man and Biosphere Reserve and a Specially Protected Area under the Barcelona Convention. The only other designated protected area in the region, Saloum, is not yet operationalised and also primarily a marine protected area with a terrestrial/coastal belt of only c. 1 km depth.

Siwa Oasis and Protected Area (Matruh Governorate): The government and tourism sector have over the past years increased the promotion of inland destinations, to diversify the economic opportunities in currently marginal areas.

¹ Siwa, Saloum, Omayed, Wadi El Gema, Elba

² Saluga & Ghazal, Ras El Hekma, Qattara Depression, El Qasr in Matruh Governorate; and the Red Sea Reef MPA.

³ The estimate of 10,000 km² corresponds to TDA lands and adjacent land along the Mediterranean and Red Sea – c. 750 km in length x c. 10 km in depth, in addition to an estimated 2500 km² of off-site lands (quarries, etc.) also benefiting from improved management. The sum of the terrestrial areas of PAs that are adjacent to or included in TDA lands and other tourism development areas in the three target regions is c. 50,000 km² (Elba 35,600 km²; Wadi El Gemal 7450 km²; Siwa 7800 km²; Saloum 383 km²; Omayed 758 km²). Of these an estimated 2324 km² (76 km² Saloum, 588 km² Omayed, 800 km² Wadi El Gemal, 760 km² Elba, 100 km² Siwa) of mostly critical areas (coastal belt, desert oases) are exposed to infrastructure development.

One of these areas is Siwa Oasis towards the Libyan border in the Western Desert, marketed as a unique cultural heritage of Egypt surrounded by the vast Siwa Protected Area with its characteristic and vulnerable desert ecosystems. Here as well the direct and indirect adverse impacts from tourism are becoming noticeable. Pressures prevail to develop the oases also inside Siwa PA for agriculture and infrastructure. This is compounded by poor development planning, inappropriate water and land management and little controlled tourist activities - which are leading to the gradual degradation of the fragile desert habitats. The Siwa area is the foremost and most variable representative of Egypt's Western Desert ecosystems with its unique oases, reed beds, salt marshes, sandy habitats, plains, wadis, cliffs and Acacia groves. They function as refuges and ecological stepping stones including for mobile mammal species of global interest such as Slender-horned Gazelle (VU), Dorcas Gazelle (EN), and Cheetah (VU).

The baseline project and barriers

To reduce the aforementioned threats from unsustainable tourism development and forestall the consequential impacts on biodiversity in Egypt, the project will alter the trajectory of tourism development in the country and render tourism operations more biodiversity-friendly. At the same time the project will harness the opportunities more sustainable forms of tourism offer for biodiversity and local community development and thereby contribute to the quality diversification of Egypt's tourism product. Action will be needed on several levels and fronts: (1) at the national and regional landscape levels – by mainstreaming biodiversity into regulations, spatial and tourism development planning and related investment strategies, to influence (avoid/reduce/restore/offset) the deployment of high-impact tourism developments in ecologically important and sensitive areas, this being the most fundamental irreversible direct threat; and by the concurrent designation of new protected areas and the adaptation of existing protected area boundaries; and (2) at the local site level in existing and prospective tourism zones, especially protected areas and adjacent areas of ecological significance, where physical development is set to occur and where there is a need to change the operational aspects of tourism through additional management interventions to address further direct and indirect threats on biodiversity; this will also entail enhancing the management in concerned protected areas.

The following first details the current baseline investments followed by an analysis of the barriers that have obstructed a more biodiversity-friendly development pattern in the past and that the here-proposed project seeks to address.

The tourism sector in Egypt

Egypt's tourism industry is among the most diverse and vibrant in the world, and has been one of the most important and fastest growing components of Egypt's economy over the past decade. It currently contributes about 11.3 % (2010) of the Egyptian GDP, employing some 3.5 million Egyptians (about 12 % of Egypt's workforce). International tourist arrivals in Egypt recently reached 12.8 million generating some 12.5 billion US\$ annually and involving some 80 supporting industries. Travel receipts constituted around 21.4 % of foreign currency earnings in 2010, ranked second only after petroleum exports. In addition Egypt with its 82 million inhabitants provides for an important national tourism and holiday home real estate market that has been growing at rates of above 10% per year – more than 5 million Egyptian citizens can afford high-priced vacations, and even lower-income earners try to travel within Egypt at least once per year. Tourism represents 4% of total investment and 13% of total investment of production services in Egypt. Total investment between 1982 and 2007 in tourism sector development amounted to US\$ 5.8 billion, of which c. 85% came from private sector investors. In 2008, MoT aimed to attract between US\$ 7 and 12 billion of private sector investments for the subsequent five years, and in 2012, the Egyptian President indicated that US\$ 20 billion would be invested into tourism under the nationwide Nahda (Renaissance) Project. The budget for tourism promotion and branding alone is around US\$ 50 million per year. The rise in government-driven investment and the resulting continuing construction and development boom are mirrored in the growth of hotel establishments and holiday home complexes. The total number of hotels and tourist villages in Egypt reached 1,490 in 2008 up from 1,207 hotels in 2004, a 23.4% increase. Lodging capacity increased from 148,000 rooms in 2004 to 211,000 rooms in 2008, a 42.5% increase at an average annual growth rate of 9.3%. The vast majority of this growth has taken place along Egypt's coasts. Tourism in Egypt is predominantly focused on recreational sun & beach mass tourism (86% of international arrivals and also the largest share of domestic tourism), and to a secondary degree on the country's outstanding cultural heritage. However, with a few notable exceptions the country's natural heritage continues to be severely undervalued with regard to its role in defining landscape attractiveness underpinning all non-urban tourism destinations, its role in providing natural resources to tourist facilities, and its importance as unique asset for nature-based/biodiversity-friendly tourism (NB/BFT). Indeed NB/BFT and ecotourism are still in their infancy and have not achieved their

potential as viable economic activities particularly for local and indigenous communities that are closely dependent on natural resources and are often only marginally included in mainstream tourism opportunities.

The baseline project: tourism management

The MoT and TDA will play a central role in the continuing expansion of tourism in Egypt. The TDA oversees landscape level planning of tourism infrastructure projects/zones and supplies the plots of public land it administers at nominal prices to private investors. During the permitting process, the TDA also commissions the required EIAs, together with the EEAA to whom any construction plans endangering the environment must be presented for approval. To that end, the EEAA published a comprehensive set of regulations for new construction and development, prohibiting the destruction of the natural coastline, tidal flats and coral reefs. Informing and strengthening these decision-making processes is therefore fundamental for ensuring that biodiversity needs are taken into account in tourism development at an early enough stage – and that the mitigation hierarchy is applied: to avoid, reduce, restore and offset impacts. Similar risks and opportunities exist at the regional level, for instance through the “Regional Vision and Tourism Development Planning for the North West Coast Region of Egypt: Ras El Hekma – Matrouh” recently approved by the TDA. Aimed at including the North-West Coast region on the international tourism map, the plan has identified 100 km of coastline between Marsa Matruh and Ras El Hekma as a “destination for environmental tourism”. The EU has just approved a new project (US\$ 860,000) in this regard under the European-Mediterranean Environment Programme aimed at “implementing sustainable tourism projects to enhance local economy and offer jobs in the North Coast of Egypt to decrease illegal migration while conserving local identity on the principles of sustainability and based on traditional resources and activities”, with the project focused on “detection, conservation and implementation of historical, architectural, cultural heritage; recovery and implementation of traditional production activities so to conserve and implement historical memory and identity of the area; implementation of sustainable transportation inside a wider Mediterranean network”. However, this project does not specifically target biodiversity conservation. In this region and context, the here-proposed project will equally engage the North-west Coast Demining and Development Project (NWCDDP, Phase II), which the EU funds with US\$ 23 million and which is jointly implemented by UNDP and the Ministry of Planning and International Cooperation. NWCDDP will expand WWII mine clearance operations, and open up and develop new areas for tourism and other economic purposes in Matruh Governorate, providing significant opportunities for introducing sustainability measures and biodiversity aspects – including the designation of new protected areas – already at the planning stage. This will be achieved also in conjunction with the improved SEA and EIA application processes fostered by the here-proposed project.

The baseline project: the protected area system in the target landscapes

Between 2004 and 2008 Egypt spent an average of US\$ 2.4 million per year in the management of its protected area system from its national resources, in addition to an average of US\$ 3.1 million contributed annually by international donors. While international donor support has dropped since, the national annual investment stood at US\$ 2.8 million in 2011-2012. With regard to income, between 2004 and 2008 a yearly average of 1.6 million tourists generated an average US\$ 3.4 million annually from the country’s PAs of; the figure now stands at US\$ 4.1 million/year. While huge opportunities remain to increase income, this equally implies that Egypt reinvested a smaller amount into the PA system than it actually generated. This is currently being addressed by a UNDP/GEF project working on Egypt’s PA Financing, in general and specifically in a number of PAs – including Wadi El Gemal covered also by the here-proposed project.

Both national and foreign donor projects including by the EU, USAID, Italian Cooperation, UNDP/GEF and World Bank/GEF have worked on the tourism/protected area interface in the past. However these projects focused either on the setup and management of specific sites, or on improving PA financing frameworks. Past efforts to more systematically align tourism development with biodiversity needs and Egypt’s PA system have been fragmented, failed to address the underlying drivers, and made no significant difference. Indeed, the relationship between protected areas and tourism development remains fragile, as is exemplified by Wadi El Gemal National Park – the establishment of the National Park in 2003 averted the linear development scenario already foreseen by TDA, wherefore it today boasts some of the last undisturbed natural beaches on the Southern Red Sea coast; but the NP is now precisely therefore facing substantial renewed pressure from tourism planners. Current TDA plans and activities also include the development of the still fairly pristine coastal belt of Elba National Park near the Sudanese border. Such major development challenges cannot readily be addressed through a site-specific approach and enhanced PA management only, but ask for a more systemic approach.

With regard to the project's target regions, the NCS planned to spend approximately US\$ 1 million annually on the management of the five existing PAs, four of which are operational on the ground and one (Saloum) is currently being operationalised. No funding is foreseen for the designation of additional PAs. The capacity of these PAs would remain too limited for effectively engaging tourism sector stakeholders to reduce adverse operational impacts at the site level, for servicing and managing visitor flows, for generating revenue from tourism, and for promoting biodiversity-friendly/ecotourism activities. The Egyptian Environmental Affairs Agency will therefore contribute at least US\$ 2.3 million to the project's activities. In addition the EEAA through NCS will work towards an alignment of the next phase of the Egyptian-Italian Environmental Cooperation Programme (projected at US\$ 5.8 million) with the project, to strengthen management infrastructure in the concerned PAs.

Barriers to mainstreaming at the national and regional landscape levels

1. The importance of biodiversity, natural landscapes and sustainability is still insufficiently understood and appreciated, even though they are key factors underpinning the long-term competitiveness of the Egyptian tourism product.
2. The legal and regulatory framework relevant in the context of tourism planning and permitting is not sufficiently strong and coherent, and the institutional framework not sufficiently capacitated and mandated, for effectively mainstreaming biodiversity management. Vertical and horizontal coordination between relevant stakeholders (national vs. regional, inter-ministerial) is weak. Restrictions on tourism projects are implemented primarily through the EIA process overseen by EEAA and TDA. However, even if rigorously conducted, EIAs as site and project-specific tools cannot assess cumulative impacts of different developments over larger areas. In addition, biodiversity aspects are not sufficiently reflected in EIA. So although EIA regulations exist for new infrastructure developments that prohibit the destruction of the natural coastline and coral reefs, these have not had the desired impact – as evidenced by tourism investment plans continuing to contemplate large-scale ribbon developments along coastlines even inside national parks. Although an increasing number of initiatives have begun to refer to a reduction of the environmental footprint, and the NSTSP and also regional tourism and development strategies refer to sustainability, the overall land use allocation practice has in practice not led to a change in the trajectory of tourism development. Indeed, only a few years ago laws for hotel and other infrastructure development were reviewed so as to eliminate restrictive procedures for licensing to boost private sector investment. This indicates that trade-off decisions are not balanced but dominated by aggressive tourism development interests, pre-empting alternatives, mostly at the expense of Egypt's biodiversity. A more strategic, cross-sectoral land-use planning approach – guiding the placement of hotel infrastructure and associated infrastructure – is therefore also needed to balance short-term economic gain, which mostly results in ecosystem degradation, with long-term prospects safeguarding biodiversity and protected areas. In this context, a framework for avoiding/reducing/restoring/offsetting impacts has not yet been developed but would be timely in light of the large scale tourism developments foreseen; this could also include reinvestment by companies into biodiversity management.
3. Implementation, monitoring and enforcement of relevant SEEA/NCS and MoT/TDA policies and regulations on sustainability and biodiversity in tourism planning and operations are largely missing. It is hence necessary to clarify and streamline responsibilities, and strengthen the mandates in these regards in the respective agencies.
4. Finally, voluntary mechanisms and incentives to promote good corporate environmental stewardship and investment in biodiversity-friendly tourism ventures are lacking. High level declarations promoting ecotourism so far resulted in few concrete ecotourism outcomes, and have also not stemmed large scale development in critical ecosystems.

Barriers to protected area management relating to tourism development

1. There are gaps in PA coverage resulting from (a) a lack of gazetted areas, most importantly in the north-western Mediterranean coastal belt, and (b) outdated or otherwise inadequate boundaries.
2. At a rate of only US\$ 19 per km², the finance provided to protected areas in Egypt in general and the target regions in particular remains exceedingly low (the world average lies at US\$ 160/km²). While financial support to Egypt's PA system is expected to increase over the coming years as a result of the ongoing UNDP/GEF PA Financing Project, a funding gap is likely to remain. With a few notable exceptions, for many PAs in Egypt this translates into a poor

presence on the ground, in terms of PA boundary delimitation, infrastructure including for fee collecting and sensitisation, management capacity and planning, visitor flow management and the enforcement of regulations.

3. Inadequate or lacking capacity, PA infrastructure (signage, demarcation, visitor/interpretation facilities, water management facilities) and tools (PA management and business plans, brochures, guidelines) for engaging local-level stakeholders (tourism businesses, local authorities) and convincingly promoting biodiversity-friendly tourism alternatives, and for managing visitors more effectively to mitigate the direct and indirect impacts of tourism; this will require both control and enforcement measures and voluntary mechanisms (including certification/verification and incentive/penalty schemes).

4. Insufficient capacity, tools (PA financing plans, ecotourism-based business plans, guidelines) and tourism sector support, for building effective PA financing systems and harness tourism-related revenue streams.

B.2. INCREMENTAL/ADDITIONAL COST REASONING: DESCRIBE THE INCREMENTAL (GEF TRUST FUND) ACTIVITIES AND THE ASSOCIATED GLOBAL ENVIRONMENTAL BENEFITS (GEF TRUST FUND) TO BE DELIVERED:

The objective of the project is “To mainstream biodiversity conservation into tourism sector development and operations in ecologically important and sensitive areas”. The project will build on and strengthen on-going initiatives in Egypt to conserve globally significant biodiversity by mainstreaming biodiversity into the overall tourism planning and regulatory frameworks at the national and regional levels, and more specifically into the operational aspects of tourism at the local level in three carefully selected target regions and the five protected areas they contain. The project will ensure that the substantial investments by the government and private sector in realising Egypt’s ambitious National Sustainable Tourism Strategic Plan 2020 and related regional tourism development plans expressly reflect biodiversity management needs and concerns. In doing so a win-win outcome is sought for biodiversity conservation and long-term economic prospects, whereby the adverse impacts on biodiversity by mass tourism are avoided/reduced/offset whilst key biodiversity and landscape assets are maintained and used in the diversification and sustainable growth of the country’s tourism sector. Tourism in Egypt is currently primarily a threat to biodiversity; yet it could equally turn into an opportunity if and where properly managed. Most importantly by further developing carefully managed nature-based/biodiversity-friendly tourism ventures and harnessing these as source of vital revenue for biodiversity conservation and PA management. But also as a way to further increase the recognition of biodiversity in tourism sector decision-making. The project will thus positively connect biodiversity with sectoral economic opportunities and the broader development agenda in Egypt.

The justification and evidence-base for mainstreaming biodiversity into tourism sector development is three-pronged. Firstly, the biodiversity-related MEAs and particularly the CBD have for long requested Parties to mainstream biodiversity into sectoral policies and planning. The CBD Strategic Plan for Biodiversity for 2011-2020 captures this prominently in its Goal A “Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society”. The here-proposed project fully falls under this item, with tourism in particular being a rapidly growing high impact sector that at the same time offers interesting opportunities for biodiversity. Secondly, a number of technical and policy publications have underlined the importance of and approaches to reconciling tourism and biodiversity, such as the 2007 CBD User Manual on Managing Tourism & Biodiversity and the 2009 CBD Good Practice Guide on Tourism for Nature and Development. Thirdly similar projects by UNDP and others have proven that such mainstreaming of biodiversity can be useful and effective in reducing negative impacts and achieving positive conservation outcomes. Some notable examples, compiled from different regions, are the:

- UNDP-GEF Project “Atoll Ecosystem Management and Coral Reef Conservation in the Maldives”, which assisted in mainstreaming biodiversity into the National Development Plan and several other plans, including the Tourism Master Plan. The project played an important role in banning shark fishing nationally. It surpassed its original objective to establish three PAs within the Baa Atoll by supporting the declaration of six areas that cover over 3,700 ha.
- UNDP-GEF Project “Mainstreaming and Sustaining Biodiversity Conservation in three Productive Sectors of the Sabana-Camagüey Ecosystem” in Cuba, which successfully established new regulatory control and enforcement frameworks that led to major changes in negative practices in the targeted area, such as the banning of unsustainable fishing practices including bottom trawling. With project support, the Government converted large fishing areas – totalling over 333,000 hectares – into zones under a special use and protection regime. The project also played a key role in eliminating unsustainable solid waste and waste water management practices, especially in the tourism sector; by facilitating regulatory measures to support the establishment of solid waste and waste

water treatment plants in all the hotels of the area. These and other measures promoted by the project have contributed to lower pressures on the sensitive ecosystems of the Sabana Camaguey area.

- UNDP-GEF Project “Mainstreaming Biodiversity Management into Production Sector Activities in the Seychelles”, which focuses on the two major economic sectors of the Seychelles, fisheries and tourism, both of which have important biodiversity impacts. The project, which is halfway through implementation, has been working towards integrating biodiversity conservation into the business operations of the two sectors, which have responded by gradually adapting better practices with regard to both infrastructure development and operational aspects. Most activities are focused on areas outside of formally protected areas, which have been the focus for much of the prior efforts at biodiversity conservation in the Seychelles. The project involves the development and roll-out of the Seychelles Sustainable Tourism Label certification scheme.
- UNDP-GEF Project “Building Local Capacity for Conservation and Sustainable Use of Biodiversity in the Okavango Delta (BioKavango)” in Botswana, which had one outcome focused on the tourism sector such that it directly contributes to biodiversity conservation objectives in the Okavango Delta. Like in the here-proposed project, work covered a range of activities, from the systemic to grass-roots levels. Together with the Botswana Tourism Organization, the project supported the development and adoption of the Botswana Ecotourism Certification System (BECS), drafted in accordance with international benchmarks. Uptake of the BECS among operators in the Okavango Delta was encouraging and reflected by increases in sustainability investments. Additional relevant outputs were a willingness-to-pay study amongst tourists and related work on biodiversity finance that could lead to the creation of an Okavango Delta Fund. Lastly a participatory land use management plan, including tourism development and the monitoring of resources by local rangers was developed and implemented.
- UNEP-GEF Project on “Mainstreaming biodiversity conservation into tourism through the development and dissemination of best practices” in three areas of Ecuador (Mindo, Galapagos) and Belize (Cayo), showcased amongst UNEP-GEF’s “20 Projects to Showcase 20 Historic Years of Environmental Finance”. Implemented with several partner organisations the project worked with businesses, governments, NGOs and community leaders to incorporate biodiversity conservation practices into the tourism industry. The project developed models for good practices, provided workshops and published materials in sustainable tourism, to guide communities and businesses, including hotels, tour companies and cruise lines. The project in an independent evaluation received highly satisfactory ratings in various categories, including on relevance and effectiveness. Evidence was found that the project induced lodging and tour operators to adopt some of the recommended best practices and to form a corps of businesses dedicated to sustainable tourism.

The political evolution and transition to democracy Egypt has witnessed since the January 2011 revolution provides an important additional justification for this project. It is a timely new opportunity to engage in Egypt’s large-scale tourism industry – at a moment in which existing policies and structures are prone to be gradually revisited over the coming years – in order to tackle some of the challenging issues that previously have been difficult to address.

The here-proposed project addresses the afore-mentioned barriers through two components:

Component 1 – Changing the trajectory of tourism development and operations to safeguard biodiversity

In order to drive the mainstreaming of biodiversity, this component will most importantly strengthen the legal, policy, regulatory and institutional frameworks at national and sub-national levels used to plan, license and oversee tourism and related real estate developments in Egypt at the landscape level. It will to that end facilitate the setup of an effective national-level policy mainstreaming mechanism to achieve better policy and planning coherence between tourism development and environmental/biodiversity management in particular. Strategic Environmental Assessments of the impacts of tourism development on biodiversity will be commissioned to inform tourism development plans about spatial areas where tourism development and/or operations are acceptable from the biodiversity standpoint, where they may be permitted subject to management-mitigation-offsetting, and where they should be altogether avoided. This component will also leverage a more effective integration of biodiversity concerns, and of biodiversity offsetting options and requirements, into EIA guidelines and tourism-related landscape planning. Moreover, this component will catalyse the further development of regulatory, institutional and financial arrangements needed for a functioning tourism-related biodiversity offset mechanism, through which offset activities/outcomes and site selection can be defined, and projects be brokered; this will therefore also require the setup of a supply/demand-oriented database. To support the above the project will strengthen institutional monitoring and enforcement mechanisms. Specific capacity will be developed for each of the above elements as required.

Project interventions will also provide for voluntary measures to be taken up by tourism operators themselves (experience showing that both 'carrots' and 'sticks' are needed to encourage mainstreaming). To that aim this component will advance the use of best-practice standards for sustainable tourism and nature-based/biodiversity-friendly tourism (NB/BFT) through (1) the creation of new national certification systems and verification mechanisms for hotels and tourism operators, or the selection of existing international certification systems and verification mechanisms, actively endorsed and promoted by the MoT/TDA/MSAE; and (2) the rollout of economic/fiscal and other suitable incentives (subsidies, tax deductions, promotion through national or regional government tourism materials/websites) and penalties (e.g. special taxes) to advance the adherence of private sector and local community businesses to the certification systems. The certification schemes should take into consideration WTO's "Recommendations to Governments for Supporting and/or Establishing National Certification Systems for Sustainable Tourism", and allow companies that apply good practice to be recognized for their efforts. The project will also broker the systematic adoption of these best-practice standards and certification systems by tour operators at national, regional and especially local levels⁴. It will equally provide guidance to local communities in the target areas wishing to engage in NB/BFT ventures for livelihood, by assessing potential services and products (e.g. hotels, eco-lodges, environmental camp sites, eco-products and environmentally-friendly transportation) with regard to their viability. Lastly, an open access biodiversity monitoring and evaluation mechanism or process will be established to allow tourism planners and biodiversity managers at all levels to assess disturbance of habitats and key species from tourism-related pressures, to determine acceptable limits of change, and provide management recommendations; the process/mechanism should address the needs of the TDA and EEAA/NCS, and exploit synergy opportunities to the maximum by linking with related initiatives, most importantly with the NCS staff in charge of NBSAPs, CBD Clearing-House Mechanism and National Reports.

Component 2 – Strengthening the PA system and its management in three target regions of high biodiversity value exposed to tourism development and activities

This component of the project will consist of three overarching interventions. Firstly, the identification, gazettelement and operationalisation of one new PA in the north-west Mediterranean coastal belt, to set aside valuable yet currently unprotected habitat types under pressure from tourism infrastructure development; and a reassessment and amendment of the boundaries of at least two of the existing PAs (Saloum, Omayed) for the same purpose. This first requires a thorough stocktaking in ecologically important zones exposed to tourism development. For all new and existing PAs in the target regions, this will involve the formulation/updating and implementation of PA management frameworks and of community-based integrated land and resource management plans (ILRMP) which in several Egyptian PAs have proven successful for securing community support and better conservation outcomes. The ILRMP will ensure that tourism demand does not cause adverse indirect impacts on local land use and resource exploitation inside these PAs – they govern land access and use by local populations, natural resource exploitation, and waste and water management; they determine sustainable off-take, prescribe management measures, and are the reference for monitoring and enforcement. Secondly, this component will build the capacities of all the new and existing PAs in the target regions with regard to the management and servicing of tourism flows; the prevention or reduction of biodiversity impacts from inappropriate tourism activities (e.g. off-road vehicle use, boat anchoring in coral reefs) through better control and enforcement; and the provision of trails and interpretation facilities for tourists operators and local populations to

⁴ Tourism operators will adopt voluntary NB/BFT certification schemes for ethical reasons, for short-term business reasons, or for long-term business reasons. The most common approach will be the desire for immediate short-term differentiation in a competitive market, to attract more visitors and/or charge premium prices and/or reduce costs. In this context, the principal advantages conveyed by certification to businesses are the added marketing value towards the consumers (through brand recognition or de novo appreciation of the certification; however, NB/BFT certification benefits will be small if compared to quality certification); preferential treatment by government (access to protected areas and natural resources, inclusion in promotion campaigns, economic or other incentives, training and technical assistance); preferential treatment by other businesses along the supply chain (right of first refusal, pre-requisites for suppliers or clients such as large tour operators choosing sub-contractors); reduced resource consumption; and management benefits (the educational process leading to certification trains and motivates the company team on sustainability matters). Under the ethical approach, business adopts certification because it believes in the better cause. In the long-term business approach, tourism operators submit to voluntary certification schemes because they realise that it is for their own good to adopt better practices to safeguard biodiversity assets for the sustainability of their business model. Interestingly, the three rationales will differ in their attitude towards the wider promotion of the certification scheme. In a crowded market, a company seeking differentiation will be interested in running a strong widely known certification brand – but it will not be interested in that a directly competing nearby business adopts the same certification as it would reduce its competitive edge. In some cases the certification of an entire destination will become a viable option in which case nearby businesses may opt to compete together; but also here the said destination is not interested (in the case of a crowded market) in that a nearby competing destination adopts the same standard. In contrast, a company interested in the long-term sustainability of its business model will look favourably at other nearby businesses adopting the same certification scheme, as this supports its own cause. Altogether it therefore appears that the most promising approach to promoting the wide adoption of certification schemes will benefit from the integration of long-term sustainability considerations. In a still growing under-saturated market, however, these theoretical limitations will apply less. For governments, the main advantages of certification are that it can help to: raise the market profile and image of a destination in terms of its quality and environmental standards; provide a way of encouraging the industry to raise standards in specifically identified areas; and potentially lower regulatory costs.

indicate regulations and good practices in tourist activities, souvenir shopping, etc. At the same time, this component provides the basic capacity and infrastructure to subsequently harness the positive opportunities sustainable tourism offers for PAs and biodiversity management, and for local communities through for instance the sale of locally produced sustainable handicraft. Thirdly, this component will seek to reinforce the financing systems of the targeted PAs, to maximise the income generated for biodiversity from tourism⁵. This will involve both traditional site-specific measures targeting primarily eco-tourists and PA visitors, such as through upgraded gate fee collecting schemes, or more innovative mechanisms such as tourism reinvestment schemes.

Global Environmental Benefits (GEB)

This project's GEB derive from the fact that it addresses the direct and indirect threats to globally significant biodiversity caused by the current and future growth of tourism. The project will inform and influence the placement of infrastructure and internalise ecosystem and biodiversity conservation into tourism development planning and tourism operations, thereby seeking to safeguard valuable biodiversity areas in three regions of high biodiversity in which tourism is expected to increase substantially over the coming years. These regions comprise (1) Egypt's still most pristine coastlines in Wadi El Gemal and Elba NPs, located in Egypt's most biodiverse area in both the terrestrial and marine sense; (2) Egypt's most diverse and threatened flora and most pristine coastal and marine Mediterranean habitats along the north-western Mediterranean coastal belt; and (3) Egypt's foremost PA in the Western Desert (Siwa), which is facing mounting visitor numbers, the risk of conversion of rare oasis habitats for tourism and agriculture, disturbances to vulnerable desert species, and where the development pattern of Siwa Oasis located just in between the different blocks of the PA is increasingly taking an unsustainable route. The project will also address habitat disturbance and degradation caused by inappropriate activities in sensitive sites and protected areas – which will help maintain or improve the conservation status of sensitive species.

B.3. DESCRIBE THE SOCIOECONOMIC BENEFITS TO BE DELIVERED BY THE PROJECT AT THE NATIONAL AND LOCAL LEVELS, INCLUDING CONSIDERATION OF GENDER DIMENSIONS, AND HOW THESE WILL SUPPORT THE ACHIEVEMENT OF GLOBAL ENVIRONMENT BENEFITS.

This project supports the Egyptian government's strategy to diversify its touristic product and increase the per capita yield per tourist, by fostering greater attention to and investment in sustainable and nature-based/biodiversity-friendly tourism. At the same time, the expected change to a more regulated and environmentally-friendly tourism development trajectory will help maintain the country's natural heritage – the landscapes and biodiversity that are the underlying foundation of the majority of non-urban tourism destinations – and thereby render Egypt's tourism sector as a whole more competitive and its growth more sustainable, especially in the long term. The project will intervene at an opportune moment of the implementation of Egypt's National Sustainable Tourism Strategic Plan 2020, and at a moment of political and institutional evolution in the wake of the January 2011 revolution. With the project's support and interventions at both the systemic and local levels, the revenues generated by NB/BFT are expected to grow at a greater pace and gain a greater share of the tourism market. The project will catalyse investments in NB/BFT based on sound economic, social and ecological guidelines and feasibility assessments as well as on a modern and strong legal and institutional set up, allowing the private sector and local communities to engage in this type of economic activity.

The project will also seek the reduction in poverty rates in the tourism areas in and around protected areas through its reinvestment schemes geared towards community tourism and conservation initiatives, combined with community-based integrated land and resource management plans. The project will increase employment rates in the tourism sector and allow the diversification of employment from a current pattern based on auxiliary and temporary employment in hotels and restaurants to one that involves more innovative and independent nature-based employment and investment opportunities. It will in this context also directly give rise to enhanced employment and economic opportunities for local populations – and particularly women. These aspects will be specifically addressed 1) in the promotion of NB/BF tourism; 2) by demonstrating and sharing best practices and building capacities on how local economies can benefit from NB/BFT; and 3) by collaborating with community-based women's associations.

⁵ In Wadi El Gemal National Park the project will not work on issues related to PA financing systems, as this aspect is covered by another UNDP-GEF project under implementation; work on other outputs will be accordingly reinforced.

Sustainability:

The project will inform and shape the policies and investments of several Government agencies and parastatal institutions involved in and responsible for tourism sector development and the management of natural resources and land use, including in Egypt's PA system. Moreover, the project will transform the investment practices of private sector investors. Collectively, the planned interventions will ensure that tourism development is avoided in several key biodiversity areas, and that impacts from both the development and operational phases are reduced, mitigated and offset as necessary elsewhere, thus reducing pressures on biodiversity. This will change the development trajectory of the tourism sector – ensuring the compatibility of these economic practices with biodiversity management into the future. The participating institutions have confirmed their commitment to sustain the new management measures that will be put in place under the project – and which render mainstreaming sustainable over the longer term. The project will make the necessary provisions for ensuring the adoption and implementation of the regulatory / enforcement framework and the incentive system for biodiversity mainstreaming, by strengthening the capacities of institutions vested with the responsibility for implementation. The project strategy will anchor the policy and regulatory reform process in the MoT (including TDA) and MSEA (including SEEA and NCS) – which together are responsible for tourism planning and marketing and licensing major developments. The project will specifically enhance the capabilities of these ministries and agencies, to take biodiversity needs into account in development planning. In addition, measures are proposed to strengthen the capacity of (i) of the most relevant regional governments (Governorates, see Section B.5) holding tourism development zones with important biodiversity assets, as they are co-responsible for land use planning and management and must also approve physical development plans; and (ii) of key local stakeholders in the three target regions. This approach will ensure effective sustainability of the landscape-level mainstreaming frameworks established by the project.

B.4 INDICATE RISKS, INCLUDING CLIMATE CHANGE RISKS THAT MIGHT PREVENT THE PROJECT OBJECTIVES FROM BEING ACHIEVED, AND IF POSSIBLE, PROPOSE MEASURES THAT ADDRESS THESE RISKS:

Risk	Level	Mitigation
Vested interests – especially from financial investors and the construction sector (who do not benefit from a more sustainable approach to tourism) but also from selected tourism operators – will oppose the adoption and enforcement of stricter environmental regulations and practices in the deployment of tourism infrastructure, and therefore work to undermine the political backing currently secured by the project and hinder the achievement of its objectives.	M-H	Egypt has set very ambitious targets for the expansion of its tourism industry. The achievement of these targets relies on long term competitiveness which for a significant proportion of the Egyptian tourism offer depends on good environmental quality standards, which in turn rely on landscape and biodiversity features. To complement the foundational engagement from the MSEA and EEAA, the project has secured the participation of the MoT and TDA and other relevant ministries. During project implementation, the project will mitigate the risk of waning political support and obstruction from vested interests by maintaining a continuous constructive and informed high-level dialogue with key decision-makers and by engaging all concerned stakeholders, including policy makers, the private sector and community members, to convey the importance of systemic planning changes aimed at balancing economic development and environmental/biodiversity matters. Recent efforts such as the “Green Sharm Initiative” already demonstrate a growing awareness that is also reflected in the National Sustainable Tourism Strategic Plan 2020. The appointment, since the project was initially conceived, of a new Minister of Tourism who in his past roles already was very active on tourism sustainability, and who already expressed his full support to UNDP regarding the project, augurs well for the project.
Political unrest and security concerns threaten the consolidation and further development of tourism in Egypt, undermining the value creation needed for the tourism sector to willingly adopt a more sustainable business model.	M	The uniqueness of Egypt's cultural heritage and the diversity of its tourism products and markets render the tourism sector fairly resilient to national or regional political unrest. According to MoT statistics even the January 2011 revolution and its aftermath led to only a 30% reduction in international arrivals to Egypt, with some regions such as the Red Sea being even less affected. The outbreak of war is a remote threat not considered here.
Nature-based biodiversity-friendly tourism certification/verification mechanism is not taken up given a plethora of alternatives that businesses can freely chose from	M-H	Government (MoT/TDA and ETA) endorsement of the project's central leading certification and verification mechanism in Egypt linked with high level visibility of subscribers in promotional website and materials will give the mechanism developed by the project special weight.
The private sector and/or local communities are not willing to invest or engage in biodiversity-friendly tourism services and products.	M-L	The risk mitigation strategy of the project includes the following: (i) engaging local communities in income and job creation activities relating to conservation will encourage them to participate in the project activities; (ii) ensuring increased regulations and surveillance - relating to policy enforcement but also to certification and standards; (iii) clear business plans and economic valuations which will confirm the feasibility of biodiversity-friendly tourism products and services and make them attractive; (iv) complementing regulatory with voluntary measures (code of practice and certification system) to recognize good corporate citizenship – which will be linked into national tourism marketing campaigns to secure visibility; and (v) further incentives promoting good performance.
Long-term changes in climate will exacerbate or prevent additional and unforeseen challenges for biodiversity conservation in Egypt as a whole and in the targeted regions in particular	L	The objective of the project is to support biodiversity conservation efforts and alleviate current and future threats and pressure, including those prevented by climate change. The project will climate-proof its activities ex ante and adopt adaptive management approaches as required. Well-designed measures taken to protect biodiversity are amongst the most valuable options to increase the resistance and resilience of species and ecosystems to climate change.

B.5. IDENTIFY KEY STAKEHOLDERS INVOLVED IN THE PROJECT INCLUDING THE PRIVATE SECTOR, CIVIL SOCIETY ORGANIZATIONS, LOCAL AND INDIGENOUS COMMUNITIES, AND THEIR RESPECTIVE ROLES:

Several key institutions will be directly involved in the design and execution of this project. These include: the **Ministry of State for Environmental Affairs (MSEA)** through the **Environmental Affairs Agency (EEAA)** responsible for environmental regulations and management. The EEAA through its senior management is Egypt's Operational Focal Point for the GEF. The MSEA/EEAA will be the government implementing partner and lead on the high-level partnership with the other ministries, especially the Ministry of Tourism. The EEAA will be pivotal in the project for better integrating biodiversity in the development permitting processes as it oversees EIAs. It also oversees the **Nature Conservation Sector (NCS)**, which is part of the EEAA and hosts the CBD National Focal Point and is in charge of the biodiversity monitoring and management in Egypt's, in protected areas but also in production landscapes through sectoral engagement. In the project, the NCS will identify and advance key biodiversity conservation issues and priorities that are relevant in the context of tourism development and operations. NCS will also be instrumental in identifying and gazetted new and expanded protected areas, in enhancing the management of existing PAs and in engaging local-level stakeholders. The second key government partner in the project is the **Ministry of Tourism (MoT)** with its affiliated agencies the **Egyptian Tourism Authority (ETA)** and **Tourism Development Authority (TDA)**, responsible for supporting and promoting the tourism industry, for establishing a coherent legal, regulatory and enabling framework for tourism development, and for allocating public lands for tourism development projects. The MoT and TDA are therefore critically important in the context of avoiding/reducing/offsetting impacts of tourism projects at the planning and development stages. The **ETA**, responsible for Egypt's overall tourism product is relevant in the promotion of sustainable and nature-based/biodiversity-friendly tourism operations and the adoption of related certifications and verification mechanisms. The **Ministry of Agriculture and Land Reclamation** will through the **Desert Research Centre/Sustainable Development Center for Matrouh Resources** support the project's activities on integrated land and resource management plans. The **Ministry of Planning and International Cooperation (MPIC)** oversees the Italian-Egyptian Debt Swap for Development and the EU-funded Demining & Development of the North West Coast⁶, both of which are executed with UNDP. The **Ministry of Defense and Military Production (MoD)** is present in and oversees important tracts of lands, some of which hold valuable natural habitats in good condition. Moreover, ongoing and planned demining operations will over the coming years open up important new spaces for tourism and other economic development – especially across Egypt's north-western region. The project will therefore closely coordinate with MoD. Egypt's **Governorates** oversee administration and development in the country's 27 regions. The project's systemic mainstreaming and land use planning efforts will have implications for and therefore engage all the governorates in which tourism and biodiversity interests coincide. But the project will be relevant especially for Matruh Governorate (for the north-western Mediterranean coastal belt and Siwa) and Red Sea Governorate (for the southern Red Sea coast). The project will also engage key stakeholders from the **private sector** – nationally in the context of systemic mainstreaming (spatial planning, sustainable tourism certification scheme), and locally with regard to the adoption and implementation of sustainable biodiversity-friendly operations and PA reinvestments schemes; this will include national and local-level business companies and also the Egyptian Tourism Federation (ETF) which represents five tourism industry business associations and must by law be consulted in tourism policy development. Lastly the project will engage **CSOs** (e.g. Hurghada Environmental Protection Association, Nature Conservation Egypt) and **local communities** in the design and implementation of the project's site-level components, such as the establishment and/or strengthening of NB/BFT enterprises and products and land use management plans. The successful collaboration between the Ministry of Tourism and the ETF represents a good model of public-private partnership. The **GEF Small Grants Programme** will also be solicited to support local initiatives in the targeted PAs to complement the project's activities.

B.6. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:

Initiative	Objective	Coordination with project
UNDP/GEF "Strengthening the Financial and Management System of Protected Areas"	The project objective is the establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs. It should achieve this objective by: (i) strengthening legal, policy, regulatory and institutional frameworks that facilitate revenue generation.	The here-proposed mainstreaming project will complement the PA finance project by: enhancing the legal framework and oversight mechanisms that tourism development and operations in particular must abide by, and related spatial planning; rendering tourism operations more sustainable in the three target areas; revising the boundaries of PAs that have been designated but not yet implemented on the ground; identifying new PAs as required; safeguarding key landscape and

⁶ <http://www.egyptminaction.com/web/en/>

	revenue retention and other aspects of sustainable PA financing and management are established and functional; (ii) ensuring that levels of financial resource mobilization are adequate for effective conservation-oriented management of Egypt's PA system; (iii) establishing business planning and cost-effective management systems ensuring the effective allocation and management of mobilized resources. Total budget is US\$ 3.9 million.	biodiversity assets for Egypt's long-term tourism prospects and hence also as revenue sources for the PA system; enhancing the recognition and sustainable use of biodiversity in tourism activities and related marketing. The here-proposed project will not develop systemic tools for enhanced financial flows, however will as part of its strategy apply those frameworks developed in the PA Finance project and implement them at the local level in different geographic areas. Tools and lessons learnt will be adapted from the PA financing project through coordination via the respective project management units.
UNDP/GEF "Mainstreaming conservation of Migratory Soaring Birds (MSB) into key productive sectors along the Rift Valley/Red Sea flyway"	The aim of this regional project is to mainstream biodiversity considerations into those sectors along the flyway that pose the greatest risk to the safe migration of these birds in Djibouti, Egypt, Eritrea, Ethiopia, Jordan, Lebanon, Palestinian Authority, Saudi Arabia, Sudan, Syria, Yemen. The project also promotes activities which could benefit from these birds, such as ecotourism. The sectors addressed are most importantly hunting, agriculture and especially tourism, waste management and energy (wind farms placement). Total GEF funding is US\$ 6.7 million.	While the tools developed, the contacts forged and the lessons learnt in the MSB project will be used and adapted by the here-proposed mainstreaming project, concrete overlaps between the two projects are in fact not as strong as the project titles may imply – duplication/overlap is limited and synergy/complementarity maintained. In Egypt the MSB project focuses on the management of waste in specific hotspots along the Red Sea coast, on the placement and operations of wind energy farms, on pollution and on the promotion specifically of bird watching, focusing on the entire Red Sea flyway but especially around the key migration bottlenecks – which in Egypt is the crossing from Sinai to the Egyptian/African mainland. The MSB project does not deal with systemic aspects, tourism infrastructure development, PA and sustainable land management and the impact from tourism operations. The primary concerns of MSBs will hence only marginally be addressed directly under the here-proposed mainstreaming project; however the MSB project will directly benefit from the additional systemic leverage and on the ground work. Coordination will be achieved by involving the MSB project management unit in the planning and implementation of this mainstreaming project.

C. DESCRIBE THE GEF AGENCY'S COMPARATIVE ADVANTAGE TO IMPLEMENT THIS PROJECT:

C.1. INDICATE THE CO-FINANCING AMOUNT THE GEF AGENCY IS BRINGING TO THE PROJECT:

UNDP-Egypt will commit \$1,040,000 as co finance to this initiative.

C.2 HOW DOES THE PROJECT FIT INTO THE GEF AGENCY'S PROGRAM (REFLECTED IN DOCUMENTS SUCH AS UNDAF, CAS, ETC.) AND STAFF CAPACITY IN THE COUNTRY TO FOLLOW UP PROJECT IMPLEMENTATION:

UNDP, as the Development Programme of the United Nations, has a key role to play in making the trajectory of development more sustainable. This is also reflected in its Ecosystems and Biodiversity Programme – which counts with two signature programmes of immediate relevance to the here-proposed project, namely to (1) Strengthen PA Management and (2) Mainstream biodiversity conservation objectives into economic sector activities. This project will furthermore benefit from UNDP's global efforts in the field of sustainable tourism. Properly shaped, tourism can generate opportunities for growth and human development, sustainable poverty reduction, and incentives for environmental protection. In partnership with UN agencies and other organizations, UNDP has been implementing pro-poor interventions in support of the tourism sector under its poverty reduction, private sector and environment programs. UNDP is currently implementing projects in 48 countries that work with the tourism sector. These projects are strengthening the capacity of countries around the world to develop sustainable tourism ventures, and to manage the adverse effects that tourism may have on the environment if unregulated. Projects have made important strides in creating enabling environments for sustainable eco-tourism; developing certification standards for tourism and its related products; and partnering with the private sector, local organizations and others to create jobs for poor communities. Countries with such tourism-focused projects in the Arab States region include Morocco and Jordan, allowing regional specificities to be captured by the here-proposed project in Egypt, and an exchange of lessons.

UNDP's Country Office in Cairo is a key player in environmental management in Egypt and has been working with the national government for the last 15 years to establish new protected areas, develop and implement PA management and financing plans, train PA managers/rangers, and strengthen relevant legal and institutional frameworks and capacity (especially at NCS). UNDP and the Italian Cooperation recently completed a joint programme supporting Egypt's PA system and are presently planning for a new phase that will complement the activities of the here-proposed project. Meanwhile, UNDP is working with the NCS on the initiation of Egypt's 2nd National Biodiversity Strategy and Action Plan. This project falls under UNDAF Goal 3 on Environmental Sustainability and Outcome 3 on strengthening national capacities to mainstream climate change into national development plans, including Output 3.1


on the promotion of sustainable use of natural resources for income-generation and improving livelihoods and Output 3.2 on empowering local governments and communities to better manage natural resources including biodiversity and ecosystems. The project is also in line with UNDP Country Programme Outcome 29 on the empowerment of governments and local communities to better manage biodiversity and the ecosystem services it provides. UNDP Egypt has a strong track record in project implementation. The Environment Team consists of two Senior Officers, a Junior Officer, and an Assistant, and oversees a portfolio with a total budget of approximately \$40 million. The Environment team is moreover assisted by the UNDP Regional Service Centres for the Arab States, in Cairo and Bratislava.

PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY (IES)

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT (S) ON BEHALF OF THE GOVERNMENT(S): (Please attach the Operational Focal Point endorsement letter(s) with this template).

NAME	POSITION	MINISTRY	DATE
Dr. Fatma ABOU SHOUK	Acting CEO of EEAA / GEF OFP	Egyptian Environmental Affairs Agency (EEAA), Ministry of State for Environmental Affairs	07 August 2012

B. GEF AGENCY (IES) CERTIFICATION

This request has been prepared in accordance with GEF/LDCF/SCCF policies and procedures and meets the GEF/LDCF/SCCF criteria for project identification and preparation.					
Agency Coordinator, Agency name	Signature	Date (MM/DD/YYYY)	Project Contact Person	Telephone	Email Address
Yannick Glemarec, UNDP/GEF Executive Coordinator		January 10, 2013	Yves de Soye, EBD RTA	+421 2 59337 332; +421 911 360 250	yves.desoye@undp.org



Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems

SECTION III: Financial Sustainability Scorecard

Note: Please complete the financial sustainability scorecard for each project that is focusing on improving the financial sustainability of a PA system or an individual PA, per outcome 1.2 in the GEF biodiversity strategy. As we did in GEF-4, we will use the scorecard that was developed by Andrew Bovarnick of UNDP as it addresses our needs in a comprehensive fashion.

The scorecard has three sections:

Part I - Overall financial status of the protected areas system. This includes basic protected area information and a financial analysis of the national protected area system.

Part II - Assessing elements of the financing system.

Part III - Scoring.

Important: Please read the Guidelines posted on the GEF website before entering your data

Part I: Protected Areas System, sub-systems and networks

Part I requires financial data to determine the costs, revenues and financing gaps of the PA system both in the current year and as forecast for the future. It provides a quantitative analysis of the PA system and shows the financial data needed by PA planners needed to determine financial targets and hence the quantity of additional funds required to finance effective management of their PA system. As different countries have different accounting systems certain data requirements may vary in their relevance for each country. However, where financial data is absent, the first activity the PA authority should be to generate and collect the data.

Part 1.1 - Basic Information on Country's National Protected Area System, Sub-systems and Networks. Detail in the Table every sub-system and network within the national system of protected areas in the country.

Protected Areas System, sub-systems and networks	Number of sites	Terrestrial hectares covered	Marine hectares covered[1]	Total hectares covered	Institution responsible for PA management
National System of PAs	30	13,385,500	750,800	14,136,300	EEAA
Sub-system					
PA sub-system 1 - Northern Coast PAs	4	131,000	41,300	172,300	
PA sub-system 2 - Central PAs	7	338,400	0	338,400	

PA sub-system 3 - Western PAs	5	5,944,250	0	5,944,250	
PA sub-system 4 - Red Sea PAs	3	3,901,100	603,000	4,504,100	
PA sub-system 5 - Sinai PAs	7	817,100	106,500	923,600	
PA sub-system 6 - Southern PAs	4	2,253,650	0	2,253,650	
Network					
Network 1 - insert name					
Network 2 - insert name					
Additional networks					

[1] MPAs should be detailed separately to terrestrial PAs as they tend to be much larger in size and have different cost structures

Part 1.2 - Financial Analysis of the National Protected Area System

Financial Analysis of the Sub-System or Network -[insert name of Sub-System or Network]	Baseline year (US\$) [1][2], 2011	Year X (US\$) [3][4]	Comments Add the source of data and state confidence in data (low, medium, high)
			Respond to all green notes below
Available Finances[5]			
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated for the PA system)	2,836,369	2,430,000	PAs staff salaries and wedges are covered by central budget
- operational budget (salaries, maintenance, fuel etc)			
- infrastructure investment budget (roads, visitor centres etc)			
(2) Extra budgetary funding for PA management	9,601,523	2,610,000	1.900.000 from EPF (Co-funding) for EPASP, 350.000\$ from EPASP, 100.000\$ from SEPA project (Dept swap), 160.000\$ MSBP and 100.000\$ NBSAP
- Total of A + B -	0	2,610,000	
A. Funds channelled through government - total	0	2,610,000	
- PA dedicated taxes			eg a conservation departure tax or water fees re-invested in PAs
- Trust Funds		1,900,000	Only include available funds for the year and not amounts contributed for capitalization

- Donor funds		610,000	
- Loans			
- Debt for nature swaps		100,000	
- Others			
B. Funds channelled through third party/independent institutional arrangements - total	0	0	
- Trust Funds			
- Donor funds			
- Loans			
- Others			
(3) Total annual site based revenue generation across all PAs broken down by source[6]	4,758,182		This only for PAs which the fee collection system is exist. The total of 8 PAs (Ras Mohamed, St. Katherine, White Desert, Wadi Rayan, Wadi Degla,
- Total	4,758,182	3,475,697	
A. Tourism entrance fees	4,545,455	2,921,428	The number of visitors to the protected areas in year 2014 - international: 600000 - national: 140000 - Fee levels: (3-5 USD) for international & (3-5 EGY pounds) for national & (5 EGY pounds) for vehicles & (10 EGY pounds) for buses. - 75% of overall fees generated by most popular PAs within the system (Sinai 2 PAs & Red Sea), 25% of overall fees generated by Central & Western PAs (Wadi Rayan & Wadi Degla & White Desert) - Estimated total revenues possible if fee level raised: 8000000\$ USD
B. Other tourism and recreational related fees (camping, fishing permits etc)		165,845	Specify purpose and level of fees: (1) Permits for Fish Farms in few parks, fee is very low compared to srea size and economic benefits and enviromental externalities. (2) Tousit Camps only few, fee level is medium (3) Permits for photography in PAs
Fish Farms Permits			
Tourist Camps			
C. Income from concessions	142,909	271,428	Specify type of concession:

Cafeteria and/or Restaurant Concessions			Cafeteria and/or Restaurants to serve food and beverages for tourists, usually in hotspot in some Parks, fee depend on site and park significance & Cell Tower permits
D. Payments for ecosystem services (PES)			Provide examples: Not applied in Egypt yet
- water			
- carbon			
- biodiversity			
E. Other non-tourism related fees and charges (specify each type of revenue generation mechanism)	69,818	58,498	
Mining and Quarrying Permits		25,641	
Commercial Filming Permits		32,857	
(4) Percentage of PA generated revenues retained in the PA system for re-investment[8]			All revenues go to EPF, aprox: 45 % retained for specefic PAs (as a commetment for EPASP), in addition to a very small % of the revenues generated by the training center for maintenance... aprox 5%
(5) Total finances available to the PA system [line item 1+2.A+2.B]+ [line item 3 * line item 4]	2,836,369	5,040,000	
Available for operations			
Available for infrastructure investment			
Costs and Financing Needs			
(1) Total annual expenditure for PAs (all PA operating and investment costs and system level expenses)[9]	2,492,155	2,430,000	62% of expenditure from 5.4m available (including donors); There are some challanges facing expending GOV. allocated budget such as: 1) It's usually open for expendediture after 2:3 months; Long process of procedures required for expending especially at the site level, Even EPF requires at least 4 months to submitt workplan to be approved for expenditure although there is another alternative to speed the process through contracting governomental body to implement the workplan activities but also this option has a lot of

			concerns.
- by government	2,492,155	2,430,000	
- by independent/other channels		0	
(2) Estimation of PA system financing needs			Where possible breakdown by terrestrial and marine sub-systems
A. Estimated financing needs for <i>basic</i> management costs (operational and investments) to be covered	16,000,000	13,128,570	Summarize methodology used to make estimate (eg costs detailed at certain sites and then extrapolated for system): Based on protected area Management Systems " <i>basic scenario</i> " produced by the project (where available) or by consultation with park management considering last year expenditures and next year plans
- PA central system level operational costs (salaries, office maintenance etc)		6,428,570	
- PA site management operational costs		1,700,000	
- PA site infrastructure investment costs		3,500,000	
- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)		1,500,000	These system capacity building needs are additional to daily operations but critical for system development and are often covered by donors
B. Estimated financing needs for <i>optimal</i> management costs (operational and investments) to be covered	32,000,000	20,400,000	Summarize methodology used to make estimate:Based on protected area Management Systems " <i>optimal scenario</i> " produced by the project (where available) or by consultation with park management considering last year expenditures and next year plans
- PA central system level operational costs (salaries, office maintenance etc)		8,700,000	
- PA site management operational costs		3,200,000	
- PA site infrastructure investment costs		6,000,000	
- PA system capacity building costs for central and site levels (training, strategy, policy reform etc)		2,500,000	These system capacity building needs are additional to attaining basic management capacities and may entail additional scientific research, public communications, scholarships etc)

C. Estimated financial needs to expand the PA systems to be fully ecologically representative	0	0	Insert additional costs required for land purchase for new PAs:
- basic management costs for new PAs			
- optimal management costs for new PAs			
Annual financing gap (financial needs - available finances)[10]			Where possible breakdown by terrestrial and marine sub-systems
1. Net actual annual surplus/deficit[11]	344,214	2,610,000	
2. Annual financing gap for <i>basic</i> management scenarios	13,163,631	8,088,570	
Operations			
Infrastructure investment			
3. Annual financing gap for <i>optimal</i> management scenarios	29,163,631	15,360,000	
Operations			
Infrastructure investment			
4. Annual financing gap for basic management of an expanded PA system (current network costs plus annual costs of adding more PAs)	13,163,631	8,088,570	
5. Projected annual financing gap for basic expenditure scenario in year X+5 ^{[12],[13]}			
Financial data collection needs			

Specify main data gaps identified from this analysis:			
Specify actions to be taken to fill data gaps[14]:			

[1] The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. Insert year eg 2007.

[2] Insert in footnote the local currency and exchange rate to US\$ and date of rate (eg US\$1=1000 colones, August 2007)

[3] X refers to the year the Scorecard is completed and should be inserted (eg 2008). For the first time the Scorecard is completed X will be the same as the baseline year. For subsequent years insert an additional column to present the data for each year the Scorecard is completed.

[4] Insert in footnote the local currency and exchange rate to US\$ and date of rate

[5] This section unravels sources of funds available to PAs, categorized by (i) government core budget (line item 1), (ii) additional government funds (line item 2), and (iii) PA generated revenues (line item 3).

[6] This data should be the total for all the PA systems to indicate total revenues. If data is only available for a specific PA system specify which system

[7] Note this will include non monetary values and hence will differ (be greater) than revenues

[8] This includes funds to be shared by PAs with local stakeholders

[9] In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expenditures can be made in the Comments column.

[10] Financing needs as calculated in (8) minus available financing total in (6)

[11] This will likely be zero but some PAs may have undisbursed funds and some with autonomous budgets may have deficits

[12] This data is useful to show the direction and pace of the PA system towards closing the finance gap. This line can only be completed if a long term financial analysis of the PA system has been undertaken for the country

[13] As future costs are projected, initial consideration should be given to upcoming needs of PA systems to adapt to climate change which may include incorporating new areas into the PA system to facilitate habitat changes and migration

[14] Actions may include (i) cost data based on site based management plans and extrapolation of site costs across a PA system and (ii) revenue and budget accounts and projections

Part II of the scorecard is compartmentalized into three fundamental components for a fully functioning financial system at the site and system level - (i) legal, regulatory and institutional frameworks, (ii) business planning and tools for cost-effective management (eg accounting practices) and (iii) tools for revenue generation.

COMPONENT 1: LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORKS THAT ENABLE SUSTAINABLE PA FINANCING

Legal, policy, regulatory and institutional frameworks affecting PA financing systems need to be clearly defined and supportive of effective financial planning, revenue generation, revenue retention and management. Institutional responsibilities must be clearly delineated and agreed, and an enabling policy and legal environment in place. Institutional governance structures must enable and require the use of effective, transparent mechanisms for allocation, management and accounting of revenues and expenditures.

COMPONENT 2: BUSINESS PLANNING AND TOOLS FOR COST-EFFECTIVE MANAGEMENT

Financial planning, accounting and business planning are important tools for cost-effective management when undertaken on a regular and systematic basis.

Effective financial planning requires accurate knowledge not only of revenues, but also of expenditure levels, patterns and investment requirements. Options for balancing the costs/revenues equation should include equal consideration of revenue increases and cost control. Good financial planning enables PA managers to make strategic financial decisions such as allocating spending to match management priorities, and identifying appropriate cost reductions and potential cash flow problems. Improved planning can also help raise more funds as donors and governments feel more assured that their funds will be more effectively invested in the protected area system.

COMPONENT 3: TOOLS FOR REVENUE GENERATION AND MOBILIZATION

PA systems must be able to attract and take advantage of all existing and potential revenue mechanisms within the context of their overall management priorities. Diversification of revenue sources is a powerful strategy to reduce vulnerability to external shocks and dependency on limited government budgets. Sources of revenue for protected area systems can include traditional funding sources - tourism entrance fees - along with innovative ones such as debt swaps, tourism concession arrangements, payments for water and carbon services and in some cases, carefully controlled levels of resource extraction.

PART II: FINANCIAL SCORECARD - ASSESSING ELEMENTS OF THE FINANCING SYSTEM			
Component 1 - Legal, regulatory and institutional frameworks			
Element 1 - Legal, policy and regulatory support for revenue generation by PAs			
(i) Laws or policies are in place that facilitate PA revenue mechanisms	2	0: None 1: A few 2: Several 3: Fully	Bidding system, Law -- for 2010, Complete policies for all PA, not all of them are applied; need more flexibility to generate revenues; some revenues are possible; need autonomy for using revenues, private sector systems; law support to collect money from entrance fees, grants, there is nothing to stop us from collecting; is not yet fully.... a system needs to be approved before collecting; for applying a revenue mechanism you need a ministerial decree, obstacles from actors such as the Ministry of tourism; lacks political support to; barriers and obstacles to achieve selfsustainability.
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	0	0: None 1: A few 2: Several 3: Fully	By law EEAA collects 25% of airtickets taxes not implemented; any taxes should pass through parliament, pretty difficult to pass them
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system			
(i) Laws or policies are in place for PA revenues to be retained by the PA system	1	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	The law allows retention but it is implemented Partially; We have the system to place revenues to the EPF.... Now all revenues go to the treasury under an specific account for EPF; there is a proposal to separate/ EPF again and EEAA will be autonomous; TO SOME extent a % of this resources go back to PA. EXPENDITURES OF epf are supervised by ministry of finance; according to law 102 (1994) all revenues should be expend on PA management and activities, creates a protectorates fund within the environmental fund by legal process....but not implemented. EEAA uses some of this money for other purposes

(ii) Laws or policies are in place for PA revenues to be retained at the PA site level	1	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	the EPASP project has prepared a ministerial decision for revenues retention
(iii) Laws or policies are in place for revenue sharing at the PA site level with local stakeholders	1	0: No 1: Under development 2: Yes, but needs improvement 3: Yes, satisfactory	From Bidding law, it is allowed for that using the policy prepared in the RFP
Element 3 - Legal and regulatory conditions for establishing Funds (endowment, sinking or revolving)[1]			
(i) A Fund has been established and capitalized to finance the PA system	1	0: No 1: Established 2: Established with limited capital 3: Established with adequate capital	EPF receives all revenues of PAs as well as donations, and investments of PAs revenues according to law 9 of 2009 and it has been established for broader uses related to the environment protection, not specific only for PA; the EPASP prepared a proposal for establishing an autonomous account within EPF for PAs system.
(ii) Funds have been created to finance specific PAs	1	0: No 1: Partially 2: Quite well 3: Fully	No specific funds for individual PA; PA's requests site specific funds from EPF for certain projects; Through GOV commitments for EPASP project, EPF allocated specific budget to specific PAs (project targets) for year 2013 & 2014.
(iii) Fund expenditures are integrated with national PA financial planning and accounting	1	0: No 1: Partially 2: Quite well 3: Fully	There is integration not clear about the extent of this integration; confusion regarding the amount since it's very small; depends of priorities of EPF not from NCS; ncs very active proposing projects for EPF but very limited response;
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government			
(i) There are laws or policies which allow and regulate concessions for PA services	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	Yes Bidding law allows and regulate concessions for PA services, but it has not been used in old region. Through NCS/EPASP a new system has been developed to implement the bidding system based on this law. The only challenge will face us is that all revenues will also go EPF;
(ii) There are laws or policies which allow and regulate co-management of PAs	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	New policies have been prepared according PA financial sustainability strategy which will allow co-management of PAs. It's not regulation but existing policy from headquarters; not laws but NCS can reach an agreement with NGO + communities; co-management means that partner should be responsible for public entities; contracts are allowed to manage specific aspects of PA management; not in place.... we tried to apply it in white desert with NGO to run tourism and charge fees; if two actors like governorates or a ministry there the tool is a protocol between the parties to enforce the law; regulation part of question is not so clear
(iii) There are laws or policies which allow and regulate local government management of PAs	1	0: None 1: Under development 2: Yes, but needs	it could be done by contracting a governmental body by contract; according to law 4 EEAA is the only centralized body

		improvement 3: Yes, Satisfactory	for PA management; the law allows it to happen to delegate on the benefit of eeaa; (law 89)
(iv) There are laws which allow, promote and regulate private reserves	1	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	PPP projects
Element 5 -National PA Financing Strategies			
(i) There are policies and/or regulations that exist for the following which should be part of a National PA Finance Strategy:			
- Comprehensive financial data and plans for a standardized and coordinated cost accounting systems (both input and activity based accounting)	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	allocation of budget by items.... Not by activities; it can be done but no systematized; would need an additional exercise
- Revenue generation and fee levels across PAs	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	Ministerial Decrees
- Allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	Yes, but not applied at whole PAs system , now integrated management system for each PA site level to ensure that the allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs	2	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	There are regulation is in place but more capacities needs to be built in staff and equipments
- PA management plans to include financial data or associated business plans	3	0: None 1: Under development 2: Yes, but needs improvement 3: Yes, Satisfactory	An integrated management system has been developed for 10 PAs and will be extened to include another all PAs by 2016. Each PA management system is include financial data and associated business opportunities
(ii) Degree of formulation, adoption and implementation of a national financing strategy[2]	3	0: Not begun 1: In progress 2: Completed and adopted 3: Under implementation	PAs system is working according to a national financial strategy for a 5 year and anual national plans;
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)			
(i) Economic valuation studies on the contribution of protected	1	0: None 1: Partial	An economic evaluation study has been developed for one PA (Ras Mohamed) which is considered as a case study for the contribution of protected areas to local and national development

areas to local and national development are available		2: Satisfactory 3: Full	
(ii) PA economic valuation influences government decision makers		0: None 1: Partial 2: Satisfactory 3: Full	It influences at the level of EEAA.. Sometimes it influences other ministries; its used to stop several activities.... Not achieved expected results yet
Element 7 - Improved government budgeting for PA systems			
(i) Government policy promotes budgeting for PAs based on financial need as determined by PA management plans	2	0: No 1: Partially 2: Yes	According to PAs integrated management system, the government promotes budgeting for PAs based on financial need as determined by PA management system but only implemented to those 10 PAs applied the management system.
(ii) PA budgets includes funds to finance threat reduction strategies in buffer zones (eg livelihoods of communities living around the PA)[3]	2	0: No 1: Partially 2: Yes	if NCS includes this priorities it can be done; for public awareness in buffer zone + its part of the overall activities of PA management
(iii) Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates	2	0: No 1: Partially 2: Yes	System does not facilitate expenditure,
(iv) Government plans to increase budget, over the long term, to reduce the PA financing gap	2	0: No 1: Partially 2: Yes	In general they increase 10% every year ... consumed by salaries, inflation adjustment
Element 8 - Clearly defined institutional responsibilities for financial management of PAs			
(i) Mandates of public institutions regarding PA finances are clear and agreed	2	0: None 1: Partial 2: Improving 3: Full	A landuse map was officially established to agree on institutional responsibilities for financial management of PAs.
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level			
(i) Central level has sufficient economists and economic planners to improve financial sustainability of the system	1	0: None 1: Partial 2: Almost there 3: Full	State positions and describe roles:
(ii) There is an organizational structure (eg a dedicated unit) with sufficient authority and coordination to properly manage the finances of the PA system	1	0: None 1: Partial 2: Almost there 3: Full	
(iii) At the regional and PA site level there is sufficient professional capacity to promote	1	0: None 1: Partial	State positions and describe roles:

financial sustainability at site level		2: Almost there 3: Full	
(iv) PA site manager responsibilities include, financial management, cost-effectiveness and revenue generation [4]	3	0: None 1: Partial 2: Almost there 3: Full	This are part of their terms of reference;
(v) Budgetary incentives motivate PA managers to promote site level financial sustainability (eg sites generating revenues do not necessarily experience budget cuts)	2	0: None 1: Partial 2: Almost there 3: Full	
(vi) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation, fee collection and cost-effective management	1	0: None 1: Partial 2: Almost there 3: Full	METT has been applied in some of PAs
(vii) There is capacity within the system for auditing PA finances	2	0: None 1: Partial 2: Almost there 3: Full	Trainings on auditing have been organised to raise capacities of PAs
(viii) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	1	0: None 1: Partial 2: Almost there 3: Full	the integrated PAs management system has been established by PA team where they well trained on developing it.
Total Score for Component 1	50	Actual score:	
	95	Total Possible: 95	
	53%	% achieved	
Component 2 - Business planning and tools for cost-effective management			
Element 1 - PA site-level management and business planning			
(i) Quality of PA management plans used, (based on conservation objectives, management needs and costs based on cost-effective analysis)	2	0: Does not exist 1: Poor 2: Decent 3: High quality	Defines objectives but no cost based on cost effective analysis; Management plan does not include costs / action plan translated objectives and linke them to costs; should be related to business plan;
(ii) PA management plans are used at PA sites across the PA system	2	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	10 PAs has used the integrated PA management system , in addition 6 PA used old PA management plan

(iii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed across the PA system[5]	2	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	Commerital service plan has been prepared and linked to PA management system
(iv) Business plans are implemented across the PA system (degree of implementation measured by achievement of objectives)	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	Business plans are implemented in some PAs and will be developed to other PAs using Commerital service plan formate and will be linked to
(v) Business plans for PAs contribute to system level planning and budgeting	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	
(vi) Costs of implementing management and business plans are monitored and contributes to cost-effective guidance and financial performance reporting	1	0: Not begun 1: Early stages Below 25% of sites within the system 2: Near complete Above 70% of sites 3: Completed or 100% coverage	
Element 2 - Operational, transparent and useful accounting and auditing systems			
(i) There is a transparent and coordinated cost (operational and investment) accounting system functioning for the PA system	2	0: None 1: Partial 2: Near complete 3: Fully completed	Auditing is done trough government rules; not yet integrated with investment
(ii) Revenue tracking systems for each PA in place and operational	2	0: None 1: Partial 2: Near complete 3: Fully completed	Needs more HR and administration; Its both manual and computarized
(iii) There is a system so that the accounting data contributes to system level planning and budgeting	1	0: None 1: Partial 2: Near complete 3: Fully completed	Existing system does not allow to PA accountants to follow up any planned budget
Element 3 - Systems for monitoring and reporting on financial management performance			
(i) All PA revenues and expenditures are fully and	2	0: None 1: Partial	

accurately reported by PA authorities to stakeholders		2: Near complete 3: Complete and operational	
(ii) Financial returns on tourism related investments are measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	2	0: None 1: Partial 2: Near complete 3: Complete and operational	
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority	2	0: None 1: Partial 2: Near complete 3: Complete and operational	There is a monitoring tool in place including technical and financial performance;
(iv) A reporting and evaluation system is in place to show how effectively PAs use their available finances (ie disbursement rate and cost-effectiveness) to achieve management objectives	1	0: None 1: Partial 2: Near complete 3: Complete and operational	METT is being applied
Element 4 - Methods for allocating funds across individual PA sites			
(i) National PA budget is allocated to sites based on agreed and appropriate criteria (eg size, threats, needs, performance)	1	0: No 1: Yes	Yes, but not in all PAs as some still needs management system to be established
(ii) Funds raised by co-managed PAs do not reduce government budget allocations where funding gaps still exist	1	0: No 1: Yes	They maintain staff and other key resources
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively[6]			
(i) Guidance on cost-effective management developed and being used by PA managers	1	0: Absent 1: Partially done 2: Almost done 3: Fully	METT is being applied
(ii) Inter-PA site level network exist for PA managers to share information with each other on their costs, practices and impacts	2	0: Absent 1: Partially done 2: Almost done 3: Fully	NCS website has been developed to allow PA managers to share information, but still some PAs need equipments & internet service
(iii) Operational and investment cost comparisons between PA sites complete, available and	2	0: Absent 1: Partially done 2: Almost done 3: Fully	METT is being applied based on PA manager performance on agreed PA management sysytem

being used to track PA manager performance			
(iv) Monitoring and learning systems of cost-effectiveness are in place and feed into system management policy and planning	2	0: Absent 1: Partially done 2: Almost done 3: Fully	METT is being applied
(v) PA site managers are trained in financial management and cost-effective management	2	0: Absent 1: Partially done 2: Almost done 3: Fully	An integrated training program was organized for all PAs financial officers & PA managers on financial aspects
(vi) PA financing system facilitates PAs to share costs of common practices with each other and with PA headquarters[7]	2	0: Absent 1: Partially done 2: Almost done 3: Fully	
Total Score for Component 2	34	Actual score:	
	59	Total Possible: 59	
	58%	% achieved	
Component 3 - Tools for revenue generation by PAs			
Element 1 - Number and variety of revenue sources used across the PA system			
(i) An up-to-date analysis of revenue options for the country complete and available including feasibility studies;	1	0: None 1: Partially 2: A fair amount 3: Optimal	Commeritil service plan is being prepared for PAs, starting with 3 PAs (WGNP, RMNP, WRPA)
(ii) There is a diverse set of sources and mechanisms, generating funds for the PA system	2	0: None 1: Partially 2: A fair amount 3: Optimal	Not diverse, limited: concessions (mining, antenas, film, cafeterias), violations, tourist fees,
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	1	0: None 1: Partially 2: A fair amount 3: Optimal	Revenues are greater then operating costs in some PAs; and some other PAs are not generating revenues
(iv) PAs enable local communities to generate revenues, resulting in reduced threats to the PAs	3	0: None 1: Partially 2: A fair amount 3: Optimal	Both parts, local communities are facilitated to generate revenues; hadycrafts, security guards, temporary jobs, medicinal plants, catering , camel trips, lunch & services for tourism, fisheries, policy to ensure that local communities are staff of PAs, running ecolodges,
Element 2 - Setting and establishment of user fees across the PA system			
(i) A system wide strategy and action plan for user fees is complete and adopted by government	2	0: None 1: Partially 2: Satisfactory 3: Fully	Not in all PA´s; law exists, and it is not applied in all PA´s; according to demand; after completing infrastructure and scheme PA´s are ready to receive visitors

(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	3	0: None 1: Partially 2: Satisfactory 3: Fully	There is a good cooperation with Tourism Development agencies and ministry of Tourism in the PA user fees system
(iii) Tourism related infrastructure investment is proposed and developed for PA sites across the network based on analysis of revenue potential and return on investment [8]	2	0: None 1: Partially 2: Satisfactory 3: Fully	qualitative studies... not yet based in quantitative and cost benefit analysis; infrastructure is build to be readu to receive visitors
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst not threatening PA conservation objectives	2	0: None 1: Partially 2: Satisfactory 3: Fully	Not immediate action.... Is not easy to put fees ; ras mohamed is taking care of impact reduction; vorbidden to access in wadi hitan....
(v) Non tourism user fees are applied and generate additional revenue	1	0: None 1: Partially 2: Satisfactory 3: Fully	In some PAs user fees are not applied but there are different sources for revenues (concessions)
Element 3 - Effective fee collection systems			
(i) System wide guidelines for fee collection are complete and approved by PA authorities	2	0: None 1: Partially 2: Completely 3: Operational	
(ii) Fee collection systems are being implemented at PA sites in a cost-effective manner	3	0: None 1: Partially 2: Completely 3: Operational	tour operators are allowed to advance payment; in addition an electronic system will be made available for collecting fees through the internet by 2015
(iii) Fee collection systems are monitored, evaluated and acted upon	2	0: None 1: Partially 2: Completely 3: Operational	
(iv) PA visitors are satisfied with the professionalism of fee collection and the services provided	1	0: None 1: Partially 2: Completely	Visitor satisfaction surveys have been applied at some PAs showing that services at some PAs need be enhanced but fees is Ok,
Element 4 - Communication strategies to increase public awareness about the rationale for revenue generation mechanisms			
(i) Communication campaigns for the public about tourism fees, conservation taxes etc are widespread and high profile at national level	1	0: None 1: Partially 2: Satisfactory 3: Fully	there is a written strategy for marketing and branding but not implemented; lots of brochures distributed in PA's, web INFORMATION but NOT about fees;
(i) Communication campaigns for the public about PA fees are in place at PA site level	1	0: None 1: Partially	Communication campaigns and marketing for the public about PA have been made but not focus on PA fees. Mainly shows the importance of PAs for natural resources and supporting local

		2: Satisfactory 3: Fully	community. In addition, there are signs, brochures, local communication with tour operators, even sometimes education for tour operators; certification for guides;
Element 5 - Operational PES schemes for PAs[9]			
(i) A system wide strategy and action plan for PES is complete and adopted by government	1	0: None 1: Partially 2: Progressing 3: Fully	
(ii) Pilot PES schemes at select PA sites developed	1	0: None 1: Partially 2: Progressing 3: Fully	
(iii) Operational performance of pilots is monitored, evaluated and reported	0	0: None 1: Partially 2: Progressing 3: Fully	
(iv) Scale up of PES across the PA system is underway	1	0: None 1: Partially 2: Progressing 3: Fully	
Element 6 - Concessions operating within PAs[10]			
(i) A system wide strategy and implementation action plan is complete and adopted by government for concessions	2	0: None 1: Partially 2: Progressing 3: Fully	A ministerial decree is in place and bidding law is being implemented;
(ii) Concession opportunities are operational at pilot PA sites	2	0: None 1: Partially 2: Progressing 3: Fully	WRPA, WGNP, SKP, SSPAs (5PAs), Alaki
(iii) Operational performance (environmental and financial) of pilots is monitored, evaluated, reported and acted upon	1	0: None 1: Partially 2: Progressing 3: Fully	
(iv) Scale up of concessions across the PA system is underway	2	0: None 1: Partially 2: Progressing 3: Fully	As commercial services plan is being developed concession will be scaled up across PA system
Element 7 - PA training programmes on revenue generation mechanisms			
(1) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	1	0: None 1: Limited 2: Satisfactory 3: Extensive	Training course has been organised for PA rangers and managers on revenue mechanisms and financial administration

Total Score for Component 2	38	Actual score:
	71	Total Possible: 71
	54%	% achieved

[1] This element can be omitted in countries where a PA system does not require a Trust Fund due to robust financing within government

[2] A national PA Financing Strategy will include targets, policies, tools and approaches

[3] This could include budgets for development agencies and local governments for local livelihoods

[4] These responsibilities should be found in the Terms of Reference for the posts

[5] A PA Business Plan is a plan that analyzes and identifies the financial gap in a PA's operations, and presents opportunities to mitigate that gap through operational cost efficiencies or revenue generation schemes. It does not refer to business plans for specific concession services within a PA. Each country may have its own definition and methodology for business plans or may only carry out financial analysis and hence may need to adapt the questions accordingly.

[6] Cost-effectiveness is broadly defined as maximizing impact from amount invested and achieving a target impact in the least cost manner. It is not about lowering costs and resulting impacts.

[7] This might include aerial surveys, marine pollution monitoring, economic valuations etc.

[8] As tourism infrastructure increases within PAs and in turn increases visitor numbers and PA revenues the score for this item should be increased in proportion to its importance to funding the PA system.

[9] Where PES is not appropriate or feasible for a PA system take 12 points off total possible score for the PA system

[10] Concessions will be mainly for tourism related services such as visitor centres, giftshops, restaurants, transportation etc

Part III summarizes the total scores and percentages scored by the country in any given year when the exercise is completed. It shows the total possible score and the total actual score for the PA system and presents the results as a percentage. Over time changes to the scores can show progress in strengthening the PA financing system.

PART III- FINANCIAL SCORECARD - SCORING AND MEASURING PROGRESS

Total Score for PA System	122
Total Possible Score	225
Actual score as a percentage of the total possible score	54%
Percentage scored in previous year or previous time the scorecard was applied [1]	

[1] Insert NA if this is first year of completing scorecard.



Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 2: Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.
Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.
Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.
Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.
Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.
Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	Mainstreaming the conservation and sustainable use of biodiversity into the tourism development and operations in threatened ecosystems in Egypt	
GEF Project ID		
Agency Project ID	4590	
Implementing Agency	UNDP	
Project Type	FSP	FSP or MSP
Country	Egypt	
Region	Arab States	
Date of submission of the tracking tool	November 3, 2014	Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date		Completion Date
Planned project duration	5	years
Actual project duration		years
Lead Project Executing Agency (ies)	Ministry of State for Environmental Affairs	
Date of Council/CEO Approval		Month DD, YYYY (e.g., May 12, 2010)
GEF Grant (US\$)	2,292,101	

Cofinancing expected (US\$)	1.500,000	
Please identify production sectors and/or ecosystem services directly targeted by project:		
Agriculture	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Fisheries	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Forestry	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Tourism	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Mining	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Oil	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Transportation	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Other (please specify)		

II. Project Landscape/Seascape Coverage

1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation or sustainable use of its components? An example is provided in the table below.		
Foreseen at project start (to be completed at CEO approval or endorsement)		
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	38000000 ha	(PAs along Red Sea and Gulf of Aqaba)
Landscape/seascape area indirectly ^[3] covered by the project (ha)	1200000 ha	
Explanation for indirect coverage numbers:	This indirect areas may include PAs along the Mediterranean Sea.	Please indicate reasons
Actual at mid-term		
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	38000000 ha	(PAs along Red Sea and Gulf of Aqaba)
Landscape/seascape area indirectly ^[3] covered by the project (ha)	1900000 ha	
Explanation for indirect coverage numbers:	This indirect areas may include PAs along the Mediterranean Sea and wetlands PAs.	Please indicate reasons
Actual at project closure		
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	14900000 ha (PAs network in Egypt)	
Landscape/seascape area indirectly ^[3] covered by the project (ha)	350000 ha	

Explanation for indirect coverage numbers:	This indirect areas may include IBAs not inside PAs network, WHS as well as Ramsar sites outside PAs.	Please indicate reasons
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[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in hectares is not applicable or feasible.

[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain management in a pilot area of 1,000 hectares that is part of a much larger floodplain of 10,000 hectares.

[3] Using the example in footnote 2 above, the same project may, for example, "indirectly" cover or influence the remaining 9,000 hectares of the floodplain through promoting learning exchanges and training at the project site as part of an awareness raising and capacity building strategy for the rest of the floodplain. Please explain the basis for extrapolation of indirect coverage when completing this part of the table.

2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category, and their extent in hectares		
Name of Protected Areas	IUCN and/or national category of PA	Extent in hectares of PA
1 Wadi El-Gamel National Park	National Park	745000
2 Siwa Protectorate	Sustainable use of natural resources	780000
3 Saloum Protectorate	Marine PA	38300
5 White Desert National Park	National Park	3010

3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes? If so, please complete the table below. Example is provided.		
<i>e.g. Foreseen at Project Start</i>	<i>e.g. Water provision</i>	<i>Please Indicate Environmental Service</i>
	<i>e.g. 40,000 hectares</i>	<i>Extent in hectares</i>
	<i>e.g. \$ 10 per hectare per year</i>	<i>Payments generated (US\$)/ha/yr if known at time of CEO endorsement</i>
Foreseen at project start (to be completed at CEO approval or endorsement)	No	Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr
Actual at mid-term		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr
Actual at project closure		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr

Part III. Management Practices Applied

4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries that integrate biodiversity considerations and the area of coverage of these management practices. Please also note if a certification system is being applied and identify the certification system being used. Note: this could range from farmers applying organic agricultural practices, forest management agencies managing forests per
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Forest Stewardship Council (FSC) guidelines or other forest certification schemes, artisanal fisherfolk practicing sustainable fisheries management, or industries satisfying other similar agreed international standards, etc.		
<i>e.g. Foreseen at Project Start</i>	<i>E.g., Sustainable management of pine forests</i>	<i>Please indicate specific management practices that integrate BD</i>
	<i>FSC</i>	<i>Name of certification system being used (insert NA if no certification system is being applied)</i>
	<i>120,000 hectares</i>	<i>Area of coverage</i>
Foreseen at project start (to be completed at CEO approval or endorsement)	Sustainable Tourism	Please indicate specific management practices that integrate BD
	N/A	Name of certification system being used (insert NA if no certification system is being applied)
	1566310	Area of coverage
Actual at mid-term		Please indicate specific management practices that integrate BD
		Name of certification system being used (insert NA if no certification system is being applied)
		Area of coverage
Actual at project closure		Please indicate specific management practices that integrate BD
		Name of certification system being used (insert NA if no certification system is being applied)
		Area of coverage

Part IV. Market Transformation

5. For those projects that have identified market transformation as a project objective , please describe the project's ability to integrate biodiversity considerations into the mainstream economy by measuring the market changes to which the project contributed. The sectors and subsectors and measures of impact in the table below are illustrative examples, only. Please complete per the objectives and specifics of the project.		
Name of the market that the project seeks to affect (sector and sub-sector)	<i>E.g., Sustainable agriculture (Fruit production: apples)</i>	Unit of measure of market impact <i>E.g., US\$ of sales of certified apple products / year</i>
	<i>E.g., Sustainable forestry (timber processing)</i>	<i>E.g., cubic meters of sustainably produced wood processed per year</i>
Foreseen at project start		
Tourism	Nature-based/Biodiversity friendly tourism	Unit of measure of market impact
	None	Number of business with certification
Actual at mid-term		
Name of the market that the project seeks to affect (sector and sub-sector)	Responsible Tourism Accommodation	Unit of measure of market impact
	None	
Actual at project closure		
		Unit of measure of market impact

Name of the market that the project seeks to affect (sector and sub-sector)		
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Part V. Policy and Regulatory frameworks

6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please complete these tables for each sector that is a primary or a secondary focus of the project. Please answer (1 for YES or 0 for NO) to each statement under the sectors that are a focus of the project.

<i>Biodiversity considerations are mentioned in sector policy</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism	1	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism	1	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
<i>Regulations are in place to implement the legislation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism	1	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
<i>The regulations are under implementation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other (please specify)	1	Yes = 1, No = 0
<i>The implementation of regulations is enforced</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism	1	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
<i>Enforcement of regulations is monitored</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0

Forestry		Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0

All projects please complete this question at the project mid-term evaluation and at the final evaluation, if relevant:

<p>7. Within the scope and objectives of the project, has the private sector undertaken voluntary measures to incorporate biodiversity considerations in production? If yes, please provide brief explanation and specifically mention the sectors involved. An example of this could be a mining company minimizing the impacts on biodiversity by using low-impact exploration techniques and by developing plans for restoration of biodiversity after exploration as part of the site management plan.</p>
Not applicable at start

Part VI. Tracking Tool for Invasive Alien Species Projects in GEF 4 and GEF 5
<p>Objective: The Invasive Alien Species Tracking Tool has been developed to help track and monitor progress in the achievement of outcome 2.3 in the GEF-5 biodiversity strategy: “improved management frameworks to prevent, control, and manage invasive alien species” and for Strategic Program 7 in the GEF-4 strategy.</p> <p>Structure of Tracking Tool: The Tracking Tool addresses four main issues in one assessment form:</p> <ol style="list-style-type: none"> 1) National Coordination Mechanism; 2) IAS National Strategy Development and Implementation; 3) Policy Framework to Support IAS Management; and 4) IAS Strategy Implementation: Prevention, Early Detection, Assessment and Management. <p>Assessment Form: The assessment is structured around six questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.</p> <p>Next Steps: For each question respondents are also asked to identify any intended actions that will improve performance of the IAS management framework.</p>

Prevention, control, and management of invasive alien species (IAS) Tracking Tool

Issue	Please select your score from drop down menu	Scoring Criteria		
National Coordination Mechanism				
<p>1) <i>Is there a National Coordination Mechanism to assist with the design and implementation of a national IAS strategy? (This could be a single</i></p>	1	<p>0: National Coordination Mechanism does not exist 1: A national coordination mechanism has been established 2: The national coordination mechanism has legal character and responsibility for development of a national strategy 3: The national coordination mechanism oversees implementation of IAS National Strategy</p>	Comment: National mechanism is in its preparatory phase	Next Steps:

<i>"biosecurity" agency or an interagency committee).</i>	0	Bonus point: Contingency plans for IAS emergencies exist and are well coordinated 0: NO 1: Yes		
IAS National Strategy Development and Implementation				
<i>2) Is there a National IAS strategy and is it being implemented?</i>	1	0: IAS strategy has not been developed 1: IAS strategy is under preparation or has been prepared and is not being implemented 2: IAS strategy exists but is only partially implemented due to lack of funding or other problems 3: IAS strategy exists, and is being fully implemented	Comment: IAS strategy has been developed but not approved officially	Next Steps:
Policy Framework to Support IAS Management				
<i>3) Has the national IAS strategy lead to the development and adoption of comprehensive framework of policies, legislation, and regulations across sectors.</i>	1	0: IAS policy does not exist 1: Policy on invasive alien species exists (Specify sectors in comment box if applicable) 2: Principle IAS legislation is approved (Specify sectors in comment box if applicable. It may be that harmonization of relevant laws and regulations to ensure more uniform and consistent practice is most realistic result.) 3: Subsidiary regulations are in place to implement the legislation (Specify sectors in comment box if applicable) 4: The regulations are under implementation and enforced for some of the main priority pathways for IAS (Specify sectors in comment box if applicable) 5: The regulations are under implementation and enforced for all of the main priority pathways for IAS (Specify sectors in comment box if applicable) 6: Enforcement of regulations is monitored (Specify sectors in comment box if applicable)	Comment: the IAS policy has been developed by the Ministry of Environment	Next Steps:
Prevention				
<i>4) Have priority pathways for invasions been identified and actively managed and monitored?</i>	0	0: Priority pathways for invasions have not been identified. 1: Priority pathways for invasions have been identified using risk assessment procedures as appropriate 2: Priority pathways for invasions are being actively managed and monitored to prevent invasions (In comment section please specify methods for prevention of entry: quarantine laws and regulation, database establishment, public education, inspection, treatment technologies (fumigation, etc) in the comment box.) 3: System established to use monitoring results from the methods employed to manage priority pathways in the	Comment:	Next Steps:

		development of new and improved policies, regulations and management approaches for IAS		
Early Detection				
<i>5) Are detection, delimiting and monitoring surveys conducted on a regular basis?</i>	0	<p>0: Detection surveys[1] of aggressively invasive species (either species specific or sites) are not regularly conducted due to lack of capacity, resources, planning, etc</p> <p>1: Detection surveys (observational) are conducted on a regular basis</p> <p>2: Detection and delimiting surveys[2] (focusing on key sites: high risk entry points or high biodiversity value sites) are conducted on a regular basis</p> <p>3: Detection, delimiting and monitoring surveys[3] focusing on specific aggressively invasive plants, insects, mammals, etc are conducted on a regular basis</p>		
	0	<p>Bonus point: Data from surveys is collected in accordance with international standards and stored in a national database.</p> <p>0: NO</p> <p>1: Yes</p>		
	1	<p>Bonus point: Detection surveys rank IAS in terms of their potential damage and detection systems target the IAS that are potentially the most damaging to globally significant biodiversity</p> <p>0: NO</p> <p>1: Yes</p>		
Assessment and Management: Best practice applied				
<i>6) Are best management practices being applied in project target areas?</i>	2	<p>0: Management goal and target area undefined, no acceptable threshold of population level established</p> <p>1: Management goal and target area has been defined and acceptable threshold of population level of the species established</p> <p>2: Four criteria are applied to prioritize species and infestations for control in the target areas: a) current and potential extent of the species; b) current and potential impact of the species; c) global value of the habitat the species actually or potentially infests; and d) difficulty of control and establishing replacement strategies.</p> <p>3: Eradication, containment, control and management strategies are considered, and the most appropriate management strategy is applied to achieve the management goal and the appropriate level of protection in the target areas (Please discuss briefly rationale for the management strategy employed.)</p>	Comment:	Next Steps:

		Bonus point: Monitoring system (ongoing surveys) established to determine characteristics of the IAS population, and the condition of the target area. 0: NO 1: Yes		
		Bonus points: Funding for sustained and ongoing management and monitoring of the target area is secured. 0: NO 3: Yes		
	0	Bonus point: Objective measures indicate that the restoration of habitat is likely to occur in the target area. 0: NO 1: Yes		
		TOTAL SCORE		
	29	TOTAL POSSIBLE		

[1] Detection survey: survey conducted in an attempt to determine if IAS are present.

[2] Delimiting survey: survey conducted to establish the boundaries of an area considered to be infested or free from a pest.

[3] Monitoring survey: survey to verify the characteristics of a pest/IAS.



Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems SECTION II: Management Effectiveness Tracking Tool for Protected Areas

Note: Please complete the management effectiveness tracking tool for **EACH** protected area that is the target of the GEF intervention and create a new worksheet for each.

Structure and content of the Tracking Tool - Objective 1. Section II:

The Tracking Tool has two main sections: datasheets and assessment form. Both sections should be completed.

1. Datasheets: the data sheet comprises of two separate sections:

ü Data sheet 1: records details of the assessment and some basic information about the site, such as name, size and location etc.

ü Data sheet 2: provides a generic list of threats which protected areas can face. On this data sheet the assessors are asked to identify threats and rank their impact on the protected area.

2. Assessment Form: the assessment is structured around 30 questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

Data Sheet 1: Reporting Progress at Protected Area Sites	Please indicate your answer here	Notes
Name, affiliation and contact details for person responsible for completing the METT (email etc.)	Adel Soliman - adelnbu@yahoo.com, Project Manager, Egyptian Environmental Affairs Agency. Francis Hurst, PPG Consultant. Yves de Soye, UNDP-GEF RTA	
Date assessment carried out	February 24, 2014, updated November 2014	Month DD, YYYY (e.g., May 12, 2010)
Name of protected area	Siwa Protected Area	

WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)		
Designations (please choose 1-3) It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several		APPLICABLE: 1, 2 (IUCN Category VI: Managed Resource Protected Area) 1: National 2: IUCN Category 3: International (please complete lines 35-69 as necessary)
Country	Egypt	
Location of protected area (province and if possible map reference)	Matrouh Governorate	
Date of establishment	June 5, 2002	
Ownership details (please choose 1-4)	1	1: State 2: Private 3: Community 4: Other
Management Authority	Egyptian Environmental Affairs Agency - Nature Conservation Sector	
Size of protected area (ha)	780,000	
Number of Permanent staff	6	
Number of Temporary staff	6	and 6 from local communities
Annual budget (US\$) for recurrent (operational) funds - excluding staff salary costs	25,000	
Annual budget (US\$) for project or other supplementary funds - excluding staff salary costs	-	

	<p>Conserving of the natural heritage (geological structures , plants, animal, sand dunes and wetlands areas). The declaration of the protected area was released by the prime minister number 1912 at 2002 to achieve the following goals: 1) Protecting the biological forms in the area which included: animal and plants excavations. 2) Protecting the natural resources (planting, animal). 3) increasing the environmental level. 4) regulate the grazing. 5) place the scientifically researches. 6) prepare h human resources for the area. 7) Developing the tourism with its features (safari trips, environmental trips ...etc.)</p>	
What are the main values for which the area is designated		
List the two primary protected area management objectives in below:		
Management objective 1	Conserving the cultural heritage, traditional knowledge and environmental products	
Management objective 2	Conserving the archeological heritage	
No. of people involved in completing assessment	7	Developed under Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt. (GEF/UNDP)

<p>Including: (please choose 1-8)</p> <p>It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several</p>		<p>CONTRIBUTED: 1,2,5,6,7</p> <p>1: PA manager 2: PA staff 3: Other PA agency staff 4: Donors 5: NGOs 6: External experts 7: Local community 8: Other</p>
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Information on International Designations	Please indicate your answer here	
UNESCO World Heritage site (see: http://whc.unesco.org/en/list)		
Date Listed		
Site name		
Site area		
Geographical co-ordinates		
Criteria for designation		(i.e. criteria i to x)
Statement of Outstanding Universal Value		
Ramsar site (see: http://ramsar.wetlands.org)		
Date Listed		
Site name		
Site area		
Geographical number		
Reason for Designation (see Ramsar Information Sheet)		
UNESCO Man and Biosphere Reserves (see: http://www.unesco.org/new/en/natural-		

sciences/environment/ecological-sciences/man-and-biosphere-programme/		
Date Listed		
Site name		
Site area		Total, Core, Buffer, and Transition
Geographical co-ordinates		
Criteria for designation		
Fulfilment of three functions of MAB		conservation, development and logistic support
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below		
		Name
		Detail
		Name
		Detail
		Name
		Detail

Data Sheet 2: Protected Areas Threats (please complete a Data Sheet of threats and assessment for each protected area of the project).		
Please choose all relevant existing threats as either of high, medium or low significance. Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterised as low are threats which are present but not seriously impacting values or N/A where the threat is not present or not applicable in the protected area.		
1. Residential and commercial development within a protected area		
Threats from human settlements or other non-agricultural land uses with a substantial footprint		
1.1 Housing and settlement	1	0: N/A 1: Low 2: Medium 3: High

1.2 Commercial and industrial areas	-	0: N/A 1: Low 2: Medium 3: High
1.3 Tourism and recreation infrastructure	2	0: N/A 1: Low 2: Medium 3: High
2. Agriculture and aquaculture within a protected area		
Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture		
2.1 Annual and perennial non-timber crop cultivation	1	0: N/A 1: Low 2: Medium 3: High
2.1a Drug cultivation	-	0: N/A 1: Low 2: Medium 3: High
2.2 Wood and pulp plantations	-	0: N/A 1: Low 2: Medium 3: High
2.3 Livestock farming and grazing	1	0: N/A 1: Low 2: Medium 3: High
2.4 Marine and freshwater aquaculture	-	0: N/A 1: Low 2: Medium 3: High
3. Energy production and mining within a protected area		
Threats from production of non-biological resources		

3.1 Oil and gas drilling	2	0: N/A 1: Low 2: Medium 3: High
3.2 Mining and quarrying	-	0: N/A 1: Low 2: Medium 3: High
3.3 Energy generation, including from hydropower dams	-	0: N/A 1: Low 2: Medium 3: High
4. Transportation and service corridors within a protected area		
Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality		
4.1 Roads and railroads (include road-killed animals)	2	0: N/A 1: Low 2: Medium 3: High
4.2 Utility and service lines (e.g. electricity cables, telephone lines,)	-	0: N/A 1: Low 2: Medium 3: High
4.3 Shipping lanes and canals	-	0: N/A 1: Low 2: Medium 3: High
4.4 Flight paths	-	0: N/A 1: Low 2: Medium 3: High
5. Biological resource use and harm within a protected area		
Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)		

5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)	3	0: N/A 1: Low 2: Medium 3: High
5.2 Gathering terrestrial plants or plant products (non-timber)	2	0: N/A 1: Low 2: Medium 3: High
5.3 Logging and wood harvesting	1	0: N/A 1: Low 2: Medium 3: High
5.4 Fishing, killing and harvesting aquatic resources	-	0: N/A 1: Low 2: Medium 3: High
6. Human intrusions and disturbance within a protected area		
Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources		
6.1 Recreational activities and tourism	2	0: N/A 1: Low 2: Medium 3: High
6.2 War, civil unrest and military exercises	1	0: N/A 1: Low 2: Medium 3: High
6.3 Research, education and other work-related activities in protected areas	-	0: N/A 1: Low 2: Medium 3: High
6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams)	-	0: N/A 1: Low 2: Medium 3: High

6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors	-	0: N/A 1: Low 2: Medium 3: High
7. Natural system modifications		
Threats from other actions that convert or degrade habitat or change the way the ecosystem functions		
7.1 Fire and fire suppression (including arson)	1	0: N/A 1: Low 2: Medium 3: High
7.2 Dams, hydrological modification and water management/use	-	0: N/A 1: Low 2: Medium 3: High
7.3a Increased fragmentation within protected area	1	0: N/A 1: Low 2: Medium 3: High
7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages)	1	0: N/A 1: Low 2: Medium 3: High
7.3c Other 'edge effects' on park values	1	0: N/A 1: Low 2: Medium 3: High
7.3d Loss of keystone species (e.g. top predators, pollinators etc)	3	0: N/A 1: Low 2: Medium 3: High
8. Invasive and other problematic species and genes		
Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase		

8.1 Invasive non-native/alien plants (weeds)	1	0: N/A 1: Low 2: Medium 3: High
8.1a Invasive non-native/alien animals	1	0: N/A 1: Low 2: Medium 3: High
8.1b Pathogens (non-native or native but creating new/increased problems)	-	0: N/A 1: Low 2: Medium 3: High
8.2 Introduced genetic material (e.g. genetically modified organisms)	-	0: N/A 1: Low 2: Medium 3: High
9. Pollution entering or generated within protected area		
Threats from introduction of exotic and/or excess materials or energy from point and non-point sources		
9.1 Household sewage and urban waste water	-	0: N/A 1: Low 2: Medium 3: High
9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)	-	0: N/A 1: Low 2: Medium 3: High
9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution)	-	0: N/A 1: Low 2: Medium 3: High
9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)	1	0: N/A 1: Low 2: Medium 3: High

9.4 Garbage and solid waste	1	0: N/A 1: Low 2: Medium 3: High
9.5 Air-borne pollutants	-	0: N/A 1: Low 2: Medium 3: High
9.6 Excess energy (e.g. heat pollution, lights etc)	-	0: N/A 1: Low 2: Medium 3: High
10. Geological events		
Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.		
10.1 Volcanoes	-	0: N/A 1: Low 2: Medium 3: High
10.2 Earthquakes/Tsunamis	-	0: N/A 1: Low 2: Medium 3: High
10.3 Avalanches/ Landslides	-	0: N/A 1: Low 2: Medium 3: High
10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)	-	0: N/A 1: Low 2: Medium 3: High
11. Climate change and severe weather		

Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation		
11.1 Habitat shifting and alteration	2	0: N/A 1: Low 2: Medium 3: High
11.2 Droughts	2	0: N/A 1: Low 2: Medium 3: High
11.3 Temperature extremes	1	0: N/A 1: Low 2: Medium 3: High
11.4 Storms and flooding	1	0: N/A 1: Low 2: Medium 3: High
12. Specific cultural and social threats		
12.1 Loss of cultural links, traditional knowledge and/or management practices	3	0: N/A 1: Low 2: Medium 3: High
12.2 Natural deterioration of important cultural site values	3	0: N/A 1: Low 2: Medium 3: High
12.3 Destruction of cultural heritage buildings, gardens, sites etc	3	0: N/A 1: Low 2: Medium 3: High

Assessment Form

1. Legal status: Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)?	3	<p>0: The protected area is not gazetted/covenanted</p> <p>1: There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun</p> <p>2: The protected area is in the process of being gazetted/covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant)</p> <p>3: The protected area has been formally gazetted/covenanted</p>
Comments and Next Steps	<p>Prime Ministerial decree no. 1912 at 2002.</p> <p>Preparation to be declared as a biosphere reserve</p>	
2. Protected area regulations: Are appropriate regulations in place to control land use and activities (e.g. hunting)?	2	<p>0: There are no regulations for controlling land use and activities in the protected area</p> <p>1: Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses</p> <p>2: Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps</p> <p>3: Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management</p>
Comments and Next Steps	<p>There are some laws existing but they are not well applied. The existing regulations rely heavily upon enforcement by the PA management and not participation with the tourism sector</p>	

	Develop a Visitor Management Plan and regulations through a participatory process	
3. Law Enforcement: Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?	1	<p>0: The staff have no effective capacity/resources to enforce protected area legislation and regulations</p> <p>1: There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support)</p> <p>2: The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain</p> <p>3: The staff have excellent capacity/resources to enforce protected area legislation and regulations</p>
Comments and Next Steps	<p>There is a lack in the staff number; also they are not fully qualified for applying the laws, in addition to lack of the functional structure. PA staff have never been trained in visitor management</p> <p>Working on updating the law and increasing the team work and making the administrative control. Visitor Management Plan development and staff and stakeholder training</p>	
4. Protected area objectives: Is management undertaken according to agreed objectives?	2	<p>0: No firm objectives have been agreed for the protected area</p> <p>1: The protected area has agreed objectives, but is not managed according to these objectives</p> <p>2: The protected area has agreed objectives, but is only partially managed according to these objectives</p> <p>3: The protected area has agreed objectives and is managed to meet these objectives</p>

Comments and Next Steps	<p>The aim of the protected area is well specified, but there is no vision for the area management in order to reach the main goal.</p> <p>Add qualified team to the management who can work on planning and implementation processes. Develop a Management Plan through a participatory and capacity building process</p>	
<p>5. Protected area design: Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?</p>	1	<p>0: Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult</p> <p>1: Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management)</p> <p>2: Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes)</p> <p>3: Protected area design helps achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc</p>
Comments and Next Steps	<p>The shape of the area doesn't fit with its aim, which is protecting of the natural & cultural heritage</p> <p>Adding important places to the protected area boundaries.</p>	

6. Protected area boundary demarcation: Is the boundary known and demarcated?	3	<p>0: The boundary of the protected area is not known by the management authority or local residents/neighbouring land users</p> <p>1: The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users</p> <p>2: The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated</p> <p>3: The boundary of the protected area is known by the management authority and local residents/neighbouring land users and is appropriately demarcated</p>
Comments and Next Steps	The boundaries are defined in PA decree and is plotted on the national land use map	
7. Management plan: Is there a management plan and is it being implemented?	0	<p>0: There is no management plan for the protected area</p> <p>1: A management plan is being prepared or has been prepared but is not being implemented</p> <p>2: A management plan exists but it is only being partially implemented because of funding constraints or other problems</p> <p>3: A management plan exists and is being implemented</p>
Comments and Next Steps	<p>There is no management plan existing</p> <p>Prepare a management plan for the PA and set an action plan for implementation</p>	
7.a Planning process: The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
7.b Planning process: There is an established schedule and process for periodic review and updating of the management plan	1	<p>0: No</p> <p>1: Yes</p>

Comments and Next Steps		
7.c Planning process: The results of monitoring, research and evaluation are routinely incorporated into planning	1	0: No 1: Yes
Comments and Next Steps		
8. Regular work plan: Is there a regular work plan and is it being implemented	2	0: No regular work plan exists 1: A regular work plan exists but few of the activities are implemented 2: A regular work plan exists and many activities are implemented 3: A regular work plan exists and all activities are implemented
Comments and Next Steps	However, these activities are not part of a considered management plan Develop a management plan to guide the operational planning	
9. Resource inventory: Do you have enough information to manage the area?	1	0: There is little or no information available on the critical habitats, species and cultural values of the protected area 1: Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making 2: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making 3: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making
Comments and Next Steps	There is no information about supporting the plans or the decisions due lack of staff. Build capacity of existing staff and increase participation (of research institutions in the planning process).	

<p>10. Protection systems: Are systems in place to control access/resource use in the protected area?</p>	<p>1</p>	<p>0: Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use 1: Protection systems are only partially effective in controlling access/resource use 2: Protection systems are moderately effective in controlling access/resource use 3: Protection systems are largely or wholly effective in controlling access/ resource use</p>
<p>Comments and Next Steps</p>	<p>The existing system is partly applied. A permit for entrance and exit should be applied for Siwa protected area. And protecting of PA borders through empowering the capacities of community guards of Siwa.</p>	
<p>11. Research: Is there a programme of management-orientated survey and research work?</p>	<p>2</p>	<p>0: There is no survey or research work taking place in the protected area 1: There is a small amount of survey and research work but it is not directed towards the needs of protected area management 2: There is considerable survey and research work but it is not directed towards the needs of protected area management 3: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs</p>
<p>Comments and Next Steps</p>	<p>There is some monitoring and research programs but it is not perfectly working and with no results Establish a scientific unit for research and monitoring at PA level. Participation of research institutions in the management planning and development of an associated monitoring programme within the management plan</p>	

12. Resource management: Is active resource management being undertaken?	1	<p>0: Active resource management is not being undertaken</p> <p>1: Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented</p> <p>2: Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed</p> <p>3: Requirements for active management of critical habitats, species, ecological processes and, cultural values are being substantially or fully implemented</p>
Comments and Next Steps	Next steps: Develop a management plan and Visitor Management Plan	
13. Staff numbers: Are there enough people employed to manage the protected area?	1	<p>0: There are no staff</p> <p>1: Staff numbers are inadequate for critical management activities</p> <p>2: Staff numbers are below optimum level for critical management activities</p> <p>3: Staff numbers are adequate for the management needs of the protected area</p>
Comments and Next Steps	<p>Lack of staff</p> <p>Define the appropriate staffing levels through the MP and support these levels with improved financial management planning and revenue collection</p>	
14. Staff training: Are staff adequately trained to fulfill management objectives?	1	<p>0: Staff lack the skills needed for protected area management</p> <p>1: Staff training and skills are low relative to the needs of the protected area</p> <p>2: Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management</p>

		3: Staff training and skills are aligned with the management needs of the protected area
Comments and Next Steps	PA staff need a lot of training as they have not received any training related to PA or resource management Capacity building especially through participating in baseline surveys, management and tourism planning facilitated by external technical assistance	
15. Current budget: Is the current budget sufficient?	2	0: There is no budget for management of the protected area 1: The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage 2: The available budget is acceptable but could be further improved to fully achieve effective management 3: The available budget is sufficient and meets the full management needs of the protected area
Comments and Next Steps	There is a UNDP-GEF project addressing the financial sustainability of the protected areas system Approaches and methodologies from the PA financing project need to be transferred to Siwa PA	

16. Security of budget: Is the budget secure?	2	<p>0: There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding</p> <p>1: There is very little secure budget and the protected area could not function adequately without outside funding</p> <p>2: There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding</p> <p>3: There is a secure budget for the protected area and its management needs</p>
Comments and Next Steps	As above As above	
17. Management of budget: Is the budget managed to meet critical management needs?	2	<p>0: Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)</p> <p>1: Budget management is poor and constrains effectiveness</p> <p>2: Budget management is adequate but could be improved</p> <p>3: Budget management is excellent and meets management needs</p>
Comments and Next Steps	As above As above	
18. Equipment: Is equipment sufficient for management needs?	2	<p>0: There are little or no equipment and facilities for management needs</p> <p>1: There are some equipment and facilities but these are inadequate for most management needs</p> <p>2: There are equipment and facilities, but still some gaps that constrain management</p> <p>3: There are adequate equipment and facilities</p>

Comments and Next Steps	As above As above and increase revenues through developing NB/BFT	
19. Maintenance of equipment: Is equipment adequately maintained?	2	0: There is little or no maintenance of equipment and facilities 1: There is some ad hoc maintenance of equipment and facilities 2: There is basic maintenance of equipment and facilities 3: Equipment and facilities are well maintained
Comments and Next Steps	As above As above and increase revenues through developing NB/BFT	
20. Education and awareness: Is there a planned education programme linked to the objectives and needs?	2	0: There is no education and awareness programme 1: There is a limited and ad hoc education and awareness programme 2: There is an education and awareness programme but it only partly meets needs and could be improved 3: There is an appropriate and fully implemented education and awareness programme
Comments and Next Steps	There is a specific program for the environmental awareness. But only a part of is agreed with the services of the area and it's development.	
21. Planning for land and water use: Does land and water use planning recognise the protected area and aid the achievement of objectives?	2	0: Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area 1: Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area 2: Adjacent land and water use planning partially takes into account the long term needs of the protected area

		3: Adjacent land and water use planning fully takes into account the long term needs of the protected area
Comments and Next Steps	Until now external pressures have probably had a limited impact on the PA but these pressures are growing Develop a Strategic Environmental Assessment to identify key threats and critical habitats, corridors and pathways and place the PA within the regional planning process	
21a. Land and water planning for habitat conservation: Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	1	0: No 1: Yes
Comments and Next Steps		
21b. Land and water planning for connectivity: Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	1	0: No 1: Yes
Comments and Next Steps		
21c. Land and water planning for ecosystem services & species conservation: "Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	1	0: No 1: Yes
Comments and Next Steps		

22. State and commercial neighbours: Is there co-operation with adjacent land and water users?	3	<p>0: There is no contact between managers and neighbouring official or corporate land and water users</p> <p>1: There is contact between managers and neighbouring official or corporate land and water users but little or no cooperation</p> <p>2: There is contact between managers and neighbouring official or corporate land and water users, but only some co-operation</p> <p>3: There is regular contact between managers and neighbouring official or corporate land and water users, and substantial co-operation on management</p>
Comments and Next Steps	This still needs to be strengthened through a Strategic Environmental Assessment (SEA)	
23. Indigenous people: Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions?	0	<p>0: Indigenous and traditional peoples have no input into decisions relating to the management of the protected area</p> <p>1: Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management</p> <p>2: Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	Not applicable	

24. Local communities: Do local communities resident or near the protected area have input to management decisions?	1	<p>0: Local communities have no input into decisions relating to the management of the protected area</p> <p>1: Local communities have some input into discussions relating to management but no direct role in management</p> <p>2: Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Local communities directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	<p>Local communities have very strong perception of ownership of these resources and there are existing informal traditional frameworks for resource access and sharing</p> <p>Utilize these existing frameworks and systems in the management planning and where possible formalize them and share management responsibilities</p>	
24 a. Impact on communities: There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 b. Impact on communities: Programmes to enhance community welfare, while conserving protected area resources, are being implemented	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 c. Impact on communities: Local and/or indigenous people actively support the protected area	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		

25. Economic benefit: Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	2	<p>0: The protected area does not deliver any economic benefits to local communities</p> <p>1: Potential economic benefits are recognised and plans to realise these are being developed</p> <p>2: There is some flow of economic benefits to local communities</p> <p>3: There is a major flow of economic benefits to local communities from activities associated with the protected area</p>
Comments and Next Steps		
26. Monitoring and evaluation: Are management activities monitored against performance?	1	<p>0: There is no monitoring and evaluation in the protected area</p> <p>1: There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results</p> <p>2: There is an agreed and implemented monitoring and evaluation system but results do not feed back into management</p> <p>3: A good monitoring and evaluation system exists, is well implemented and used in adaptive management</p>
Comments and Next Steps	<p>What little monitoring takes place does not help to inform management and make it adaptive</p> <p>To develop a monitoring programme within the PA management Plan</p>	
27. Visitor facilities: Are visitor facilities adequate?	1	<p>0: There are no visitor facilities and services despite an identified need</p> <p>1: Visitor facilities and services are inappropriate for current levels of visitation</p> <p>2: Visitor facilities and services are adequate for current levels of visitation but could be improved</p> <p>3: Visitor facilities and services are excellent for current levels of visitation</p>

Comments and Next Steps	Next steps: The Visitor Management Plan will describe the visitor facilities and propose design concepts, etc.	
28. Commercial tourism operators: Do commercial tour operators contribute to protected area management?	2	<p>0: There is little or no contact between managers and tourism operators using the protected area</p> <p>1: There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters</p> <p>2: There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values</p> <p>3: There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values</p>
Comments and Next Steps	<p>There is no cooperation between the protected area`s management and the tourism agencies</p> <p>To develop participatory management and in particular to develop the Visitor Management Plans through a participatory process. Steps will be taken through this process to develop means of revenue generation from NB/BFT</p>	
29. Fees: If fees (i.e. entry fees or fines) are applied, do they help protected area management?	0	<p>0: Although fees are theoretically applied, they are not collected</p> <p>1: Fees are collected, but make no contribution to the protected area or its environs</p> <p>2: Fees are collected, and make some contribution to the protected area and its environs</p> <p>3: Fees are collected and make a substantial contribution to the protected area and its environs</p>
Comments and Next Steps	Not Applicable. Next steps: The UNDP-GEF PA Financial Sustainability project is working on this issue	

30. Condition of values: What is the condition of the important values of the protected area as compared to when it was first designated?	2	0: Many important biodiversity, ecological or cultural values are being severely degraded 1: Some biodiversity, ecological or cultural values are being severely degraded 2: Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted 3: Biodiversity, ecological and cultural values are predominantly intact
Comments and Next Steps	Some of the biological diversity and the historical heritage had been deteriorated Work on remove the reasons of this deterioration and increasing the biological diversity	
30a: Condition of values: The assessment of the condition of values is based on research and/or monitoring	1	0: No 1: Yes
Comments and Next Steps		
30b: Condition of values Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	1	0: No 1: Yes
Comments and Next Steps		
30c: Condition of values: Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	1	0: No 1: Yes
Comments and Next Steps		
TOTAL SCORE	59	Please add up numbers from assessment form (questions 1 to 30). Explain any major changes from the previous METT (baseline and/or midterm).



Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems SECTION II: Management Effectiveness Tracking Tool for Protected Areas

Note: Please complete the management effectiveness tracking tool for **EACH** protected area that is the target of the GEF intervention and create a new worksheet for each.

Structure and content of the Tracking Tool - Objective 1. Section II:

The Tracking Tool has two main sections: datasheets and assessment form. Both sections should be completed.

1. Datasheets: the data sheet comprises of two separate sections:

- ü Data sheet 1: records details of the assessment and some basic information about the site, such as name, size and location etc.
- ü Data sheet 2: provides a generic list of threats which protected areas can face. On this data sheet the assessors are asked to identify threats and rank their impact on the protected area.

2. Assessment Form: the assessment is structured around 30 questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

Data Sheet 1: Reporting Progress at Protected Area Sites	Please indicate your answer here	Notes
Name, affiliation and contact details for person responsible for completing the METT (email etc.)	Adel Soliman - adelnbu@yahoo.com, Project Manager, Egyptian Environmental Affairs Agency.	
Date assessment carried out	February 23, 2014	Month DD, YYYY (e.g., May 12, 2010)
Name of protected area	Omayed Biosphere Reserve	
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)		

Designations (please choose 1-3) It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several	3	APPLICABLE: 1, 2 (IUCN Category IV: Habitat/Species Management Area), 3 (WHS Cultural & UNESCO Man and the Biosphere) 1: National 2: IUCN Category 3: International (please complete lines 35-69 as necessary)
Country	Egypt	
Location of protected area (province and if possible map reference)	Matrouh Governorate Long.: 29 00 : 29 18 Lat.: 30 38 : 30 52	
Date of establishment	June 5, 1986	
Ownership details (please choose 1-4)	1	1: State 2: Private 3: Community 4: Other
Management Authority	Egyptian Environmental Affairs Agency - Nature Conservation Sector	
Size of protected area (ha)	70,000	
Number of Permanent staff	13	
Number of Temporary staff	2	and 7 from local communities
Annual budget (US\$) for recurrent (operational) funds - excluding staff salary costs	10,000	
Annual budget (US\$) for project or other supplementary funds - excluding staff salary costs	-	
What are the main values for which the area is designated	Conserve unique habitat diversity and its associated biodiversity	
List the two primary protected area management objectives in below:		

Management objective 1	Protection of natural ecosystem and Biodiversity including Flora and Fauna Diversity. This includes mitigating the effects of tourism and industrial developments.	
Management objective 2	Support local community livelihood and preservation of the cultural areas (Romanian wells)	
No. of people involved in completing assessment	7	Developed under Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt. (GEF/UNDP)
Including: (please choose 1-8) It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several		CONTRIBUTED: 1, 2, 5, 6, 7 1: PA manager 2: PA staff 3: Other PA agency staff 4: Donors 5: NGOs 6: External experts 7: Local community 8: Other

Information on International Designations	Please indicate your answer here	
UNESCO World Heritage site (see: http://whc.unesco.org/en/list)		
Date Listed		
Site name		

Site area		
Geographical co-ordinates		
Criteria for designation		(i.e. criteria i to x)
Statement of Outstanding Universal Value		
Ramsar site (see: http://ramsar.wetlands.org)		
Date Listed		
Site name		
Site area		
Geographical number		
Reason for Designation (see Ramsar Information Sheet)		
UNESCO Man and Biosphere Reserves (see: http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/)		
Date Listed	December 15, 1981	Extended 1998
Site name	Omayed	
Site area	Total: 700 km ² Core: 7 km ² Buffer: 15 * 10 km Transition: 550 km ²	Total, Core, Buffer, and Transition
Geographical co-ordinates	Long.: 29 00 : 29 18 Lat.: 30 38 : 30 52	
Criteria for designation		
Fulfilment of three functions of MAB	Habitat conservation and community development	conservation, development and logistic support
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below		
		Name
		Detail
		Name
		Detail

		Name
		Detail

Data Sheet 2: Protected Areas Threats (please complete a Data Sheet of threats and assessment for each protected area of the project).

Please choose all relevant existing threats as either of high, medium or low significance. Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterised as low are threats which are present but not seriously impacting values or N/A where the threat is not present or not applicable in the protected area.

1. Residential and commercial development within a protected area

Threats from human settlements or other non-agricultural land uses with a substantial footprint

1.1 Housing and settlement	1	0: N/A 1: Low 2: Medium 3: High
1.2 Commercial and industrial areas	1	0: N/A 1: Low 2: Medium 3: High
1.3 Tourism and recreation infrastructure	3	0: N/A 1: Low 2: Medium 3: High

2. Agriculture and aquaculture within a protected area

Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture

2.1 Annual and perennial non-timber crop cultivation	3	0: N/A 1: Low 2: Medium 3: High
2.1a Drug cultivation	-	0: N/A 1: Low 2: Medium 3: High

2.2 Wood and pulp plantations	-	0: N/A 1: Low 2: Medium 3: High
2.3 Livestock farming and grazing	2	0: N/A 1: Low 2: Medium 3: High
2.4 Marine and freshwater aquaculture	-	0: N/A 1: Low 2: Medium 3: High
3. Energy production and mining within a protected area		
Threats from production of non-biological resources		
3.1 Oil and gas drilling	-	0: N/A 1: Low 2: Medium 3: High
3.2 Mining and quarrying	1	0: N/A 1: Low 2: Medium 3: High
3.3 Energy generation, including from hydropower dams	-	0: N/A 1: Low 2: Medium 3: High
4. Transportation and service corridors within a protected area		
Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality		
4.1 Roads and railroads (include road-killed animals)	1	0: N/A 1: Low 2: Medium 3: High

4.2 Utility and service lines (e.g. electricity cables, telephone lines,)	1	0: N/A 1: Low 2: Medium 3: High
4.3 Shipping lanes and canals	3	0: N/A 1: Low 2: Medium 3: High
4.4 Flight paths	-	0: N/A 1: Low 2: Medium 3: High
5. Biological resource use and harm within a protected area		
Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)		
5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)	2	0: N/A 1: Low 2: Medium 3: High
5.2 Gathering terrestrial plants or plant products (non-timber)	1	0: N/A 1: Low 2: Medium 3: High
5.3 Logging and wood harvesting	1	0: N/A 1: Low 2: Medium 3: High
5.4 Fishing, killing and harvesting aquatic resources	-	0: N/A 1: Low 2: Medium 3: High
6. Human intrusions and disturbance within a protected area		
Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources		

6.1 Recreational activities and tourism	3	0: N/A 1: Low 2: Medium 3: High
6.2 War, civil unrest and military exercises	2	0: N/A 1: Low 2: Medium 3: High
6.3 Research, education and other work-related activities in protected areas	2	0: N/A 1: Low 2: Medium 3: High
6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams)	-	0: N/A 1: Low 2: Medium 3: High
6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors	-	0: N/A 1: Low 2: Medium 3: High
7. Natural system modifications		
Threats from other actions that convert or degrade habitat or change the way the ecosystem functions		
7.1 Fire and fire suppression (including arson)	-	0: N/A 1: Low 2: Medium 3: High
7.2 Dams, hydrological modification and water management/use	-	0: N/A 1: Low 2: Medium 3: High
7.3a Increased fragmentation within protected area	-	0: N/A 1: Low 2: Medium 3: High

7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages)	3	0: N/A 1: Low 2: Medium 3: High
7.3c Other 'edge effects' on park values	3	0: N/A 1: Low 2: Medium 3: High
7.3d Loss of keystone species (e.g. top predators, pollinators etc)	3	0: N/A 1: Low 2: Medium 3: High
8. Invasive and other problematic species and genes		
Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase		
8.1 Invasive non-native/alien plants (weeds)	1	0: N/A 1: Low 2: Medium 3: High
8.1a Invasive non-native/alien animals	2	0: N/A 1: Low 2: Medium 3: High
8.1b Pathogens (non-native or native but creating new/increased problems)	1	0: N/A 1: Low 2: Medium 3: High
8.2 Introduced genetic material (e.g. genetically modified organisms)	-	0: N/A 1: Low 2: Medium 3: High
9. Pollution entering or generated within protected area		
Threats from introduction of exotic and/or excess materials or energy from point and non-point sources		

9.1 Household sewage and urban waste water	1	0: N/A 1: Low 2: Medium 3: High
9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)	3	0: N/A 1: Low 2: Medium 3: High
9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution)	1	0: N/A 1: Low 2: Medium 3: High
9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)	3	0: N/A 1: Low 2: Medium 3: High
9.4 Garbage and solid waste	2	0: N/A 1: Low 2: Medium 3: High
9.5 Air-borne pollutants	-	0: N/A 1: Low 2: Medium 3: High
9.6 Excess energy (e.g. heat pollution, lights etc)	-	0: N/A 1: Low 2: Medium 3: High
10. Geological events		
Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.		
10.1 Volcanoes	-	0: N/A 1: Low 2: Medium 3: High

10.2 Earthquakes/Tsunamis	-	0: N/A 1: Low 2: Medium 3: High
10.3 Avalanches/ Landslides	-	0: N/A 1: Low 2: Medium 3: High
10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)	3	0: N/A 1: Low 2: Medium 3: High
11. Climate change and severe weather		
Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation		
11.1 Habitat shifting and alteration	1	0: N/A 1: Low 2: Medium 3: High
11.2 Droughts	3	0: N/A 1: Low 2: Medium 3: High
11.3 Temperature extremes	2	0: N/A 1: Low 2: Medium 3: High
11.4 Storms and flooding	1	0: N/A 1: Low 2: Medium 3: High
12. Specific cultural and social threats		

12.1 Loss of cultural links, traditional knowledge and/or management practices	3	0: N/A 1: Low 2: Medium 3: High
12.2 Natural deterioration of important cultural site values	3	0: N/A 1: Low 2: Medium 3: High
12.3 Destruction of cultural heritage buildings, gardens, sites etc	2	0: N/A 1: Low 2: Medium 3: High

Assessment Form		
1. Legal status: Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)?	3	0: The protected area is not gazetted/covenanted 1: There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun 2: The protected area is in the process of being gazetted/covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant) 3: The protected area has been formally gazetted/covenanted
Comments and Next Steps	Prime Ministerial decree no. 671/ 1986, published in the official gazette and modified by the Prime Ministerial decree no. 3276/ 1996	

<p>2. Protected area regulations: Are appropriate regulations in place to control land use and activities (e.g. hunting)?</p>	<p>1</p>	<p>0: There are no regulations for controlling land use and activities in the protected area 1: Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses 2: Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps 3: Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management</p>
<p>Comments and Next Steps</p>	<p>Lack of adequate mechanism for the application of the current law and the lack of sufficient security to apply. Next steps: To increase staff and equipment and strengthening regulations through management planning</p>	
<p>3. Law Enforcement: Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?</p>	<p>2</p>	<p>0: The staff have no effective capacity/resources to enforce protected area legislation and regulations 1: There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support) 2: The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain 3: The staff have excellent capacity/resources to enforce protected area legislation and regulations</p>

Comments and Next Steps	The number of the researcher's employees is not enough in the Protected Area, only one worker in 700 km ² , the community guards employees are not enough (2 guards only), staff are poorly trained, the infrastructure is unavailable. Next steps: Build capacity through training	
4. Protected area objectives: Is management undertaken according to agreed objectives?	2	<p>0: No firm objectives have been agreed for the protected area</p> <p>1: The protected area has agreed objectives, but is not managed according to these objectives</p> <p>2: The protected area has agreed objectives, but is only partially managed according to these objectives</p> <p>3: The protected area has agreed objectives and is managed to meet these objectives</p>
Comments and Next Steps	These are broad objectives and have not been fully developed through a site planning process. Next steps: To develop strategic management objectives through a planning process	
5. Protected area design: Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?	2	<p>0: Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult</p> <p>1: Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management)</p> <p>2: Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes)</p> <p>3: Protected area design helps</p>

		achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc
Comments and Next Steps	The ability of modifying the borders of the protected area by expanding to the North including new important environmental places, with the ability of making central regions for bordering the area (vital region). PA management asked for an amendment for the area borders and taking into concerns the places that are mostly sensitive or vulnerable at north Omayed , most of its borders is quite well known but the signs is preferable to be exist. Next steps: To identify spatial deficiencies and adjust boundaries to include valuable and vulnerable species and habitats within the PA	
6. Protected area boundary demarcation: Is the boundary known and demarcated?	2	<p>0: The boundary of the protected area is not known by the management authority or local residents/neighbouring land users</p> <p>1: The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users</p> <p>2: The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated</p> <p>3: The boundary of the protected area is known by the management authority and local</p>

		residents/neighbouring land users and is appropriately demarcated
Comments and Next Steps	The Protected Area needs a clear signs and protection from the Violations. Next steps: To carry out a boundary demarcation exercise through a participatory process	
7. Management plan: Is there a management plan and is it being implemented?	2	0: There is no management plan for the protected area 1: A management plan is being prepared or has been prepared but is not being implemented 2: A management plan exists but it is only being partially implemented because of funding constraints or other problems 3: A management plan exists and is being implemented
Comments and Next Steps	There is a management plan for Matrouh governorate at 2006, but the plan is applied partially and that because of the poorness of the material and human resources. The multiplicity of the decision makers disrupts the implementation of the management plan. Next steps: The MP is now outdated and needs to be reviewed to strengthen the governance and to address issues arising from tourism development	
7.a Planning process: The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	0: No 1: Yes
Comments and Next Steps		
7.b Planning process: There is an established schedule and process for periodic review and updating of the management plan	1	0: No 1: Yes
Comments and Next Steps		

7.c Planning process: The results of monitoring, research and evaluation are routinely incorporated into planning	1	0: No 1: Yes
Comments and Next Steps		
8. Regular work plan: Is there a regular work plan and is it being implemented	2	0: No regular work plan exists 1: A regular work plan exists but few of the activities are implemented 2: A regular work plan exists and many activities are implemented 3: A regular work plan exists and all activities are implemented
Comments and Next Steps	However, the work plan is related to the 2006 MP and is often constrained by lack of financing. Next steps: Review the MP and ensure it is operational through work plans. Strengthen the PA financing, in particular by development of NB/BFT.	
9. Resource inventory: Do you have enough information to manage the area?	2	0: There is little or no information available on the critical habitats, species and cultural values of the protected area 1: Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making 2: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making 3: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making
Comments and Next Steps	This is the basis for doing baselines surveys and the SEA to determine where the key areas are, what are the threats and vulnerabilities. Next steps: Address knowledge gaps with baselines surveys and a broader , SEA	

<p>10. Protection systems: Are systems in place to control access/resource use in the protected area?</p>	1	<p>0: Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use 1: Protection systems are only partially effective in controlling access/resource use 2: Protection systems are moderately effective in controlling access/resource use 3: Protection systems are largely or wholly effective in controlling access/ resource use</p>
Comments and Next Steps	<p>These are desert systems with many and easy points of access which make it hard to control . Next steps: Strategic planning through the MP process to determine the most effective use of resources to ensure access to the PA is controlled</p>	
<p>11. Research: Is there a programme of management-orientated survey and research work?</p>	1	<p>0: There is no survey or research work taking place in the protected area 1: There is a small amount of survey and research work but it is not directed towards the needs of protected area management 2: There is considerable survey and research work but it is not directed towards the needs of protected area management 3: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs</p>
Comments and Next Steps	<p>There is a plenty of researches of university students but we don't receive much of them. Next steps: Create a framework for research and monitoring through the MP in participation with research institutions to ensure that data is captured by the PA and when necessary research can be management oriented</p>	

12. Resource management: Is active resource management being undertaken?	1	<p>0: Active resource management is not being undertaken</p> <p>1: Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented</p> <p>2: Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed</p> <p>3: Requirements for active management of critical habitats, species, ecological processes and, cultural values are being substantially or fully implemented</p>
Comments and Next Steps	<p>The existing MP needs to be revised to improve resource management. Next steps: Management planning; develop a Visitor Management Plan</p>	
13. Staff numbers: Are there enough people employed to manage the protected area?	1	<p>0: There are no staff</p> <p>1: Staff numbers are inadequate for critical management activities</p> <p>2: Staff numbers are below optimum level for critical management activities</p> <p>3: Staff numbers are adequate for the management needs of the protected area</p>
Comments and Next Steps	<p>The lack of the employees, training courses, complication in the material and law issues, the Budget management is not effective enough. 7 environmental researches and 6 environmental guards are needed. Next steps: Upgrade the human resources and improve the PAs financial sustainability with particular attention to financial planning and revenue generation from NB/BFT</p>	

14. Staff training: Are staff adequately trained to fulfill management objectives?	1	<p>0: Staff lack the skills needed for protected area management</p> <p>1: Staff training and skills are low relative to the needs of the protected area</p> <p>2: Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management</p> <p>3: Staff training and skills are aligned with the management needs of the protected area</p>
Comments and Next Steps	Specialized training programs on Biodiversity monitoring are required. Staff need specific training on management planning, PA tourism management and financial planning and management. Next steps: Build the capacity of staff	
15. Current budget: Is the current budget sufficient?	1	<p>0: There is no budget for management of the protected area</p> <p>1: The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage</p> <p>2: The available budget is acceptable but could be further improved to fully achieve effective management</p> <p>3: The available budget is sufficient and meets the full management needs of the protected area</p>
Comments and Next Steps	The methods of the budget transfer are so complex. Next steps: Improve the financial management and sustainability of the PA through existing GEF PA financing project. Increase revenue generation through NB/BFT development	

16. Security of budget: Is the budget secure?	1	<p>0: There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding</p> <p>1: There is very little secure budget and the protected area could not function adequately without outside funding</p> <p>2: There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding</p> <p>3: There is a secure budget for the protected area and its management needs</p>
Comments and Next Steps	Next steps: As above	
17. Management of budget: Is the budget managed to meet critical management needs?	1	<p>0: Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)</p> <p>1: Budget management is poor and constrains effectiveness</p> <p>2: Budget management is adequate but could be improved</p> <p>3: Budget management is excellent and meets management needs</p>
Comments and Next Steps	The budget transfer items are unsuitable. Next steps: As above.	
18. Equipment: Is equipment sufficient for management needs?	1	<p>0: There are little or no equipment and facilities for management needs</p> <p>1: There are some equipment and facilities but these are inadequate for most management needs</p> <p>2: There are equipment and facilities, but still some gaps that constrain management</p> <p>3: There are adequate equipment and facilities</p>
Comments and Next Steps	Many stationary, field, and laboratory tools are needed. Next steps: As above.	

19. Maintenance of equipment: Is equipment adequately maintained?	1	<p>0: There is little or no maintenance of equipment and facilities</p> <p>1: There is some ad hoc maintenance of equipment and facilities</p> <p>2: There is basic maintenance of equipment and facilities</p> <p>3: Equipment and facilities are well maintained</p>
Comments and Next Steps	Fixing spare parts of PA cars are available but the full maintenance system for equipment is not available (example : there is few maintenance for the spare parts of the printing machine but full maintenance is not available). Next steps: As above.	
20. Education and awareness: Is there a planned education programme linked to the objectives and needs?	1	<p>0: There is no education and awareness programme</p> <p>1: There is a limited and ad hoc education and awareness programme</p> <p>2: There is an education and awareness programme but it only partly meets needs and could be improved</p> <p>3: There is an appropriate and fully implemented education and awareness programme</p>
Comments and Next Steps	There is no visitor center in the PA. Also, there is no awareness materials. Next steps: Develop a Visitor Management Plan	
21. Planning for land and water use: Does land and water use planning recognise the protected area and aid the achievement of objectives?	1	<p>0: Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area</p> <p>1: Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area</p> <p>2: Adjacent land and water use planning partially takes into account the long term needs of the protected area</p>

		3: Adjacent land and water use planning fully takes into account the long term needs of the protected area
Comments and Next Steps	Until now external pressures have probably had a limited impact on the PA but these pressures are growing. Next steps: Develop a Strategic Environmental Assessment to identify key threats and critical habitats, corridors and pathways and place the PA within the regional planning process	
21a. Land and water planning for habitat conservation: Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	1	0: No 1: Yes
Comments and Next Steps		
21b. Land and water planning for connectivity: Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	1	0: No 1: Yes
Comments and Next Steps		
21c. Land and water planning for ecosystem services & species conservation: "Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	1	0: No 1: Yes
Comments and Next Steps		

22. State and commercial neighbours: Is there co-operation with adjacent land and water users?	1	<p>0: There is no contact between managers and neighbouring official or corporate land and water users</p> <p>1: There is contact between managers and neighbouring official or corporate land and water users but little or no cooperation</p> <p>2: There is contact between managers and neighbouring official or corporate land and water users, but only some co-operation</p> <p>3: There is regular contact between managers and neighbouring official or corporate land and water users, and substantial co-operation on management</p>
Comments and Next Steps	About 7 employees from the local communities share in the discussion, they work as a temporary shift in the area. There is no main center for the visitors. Next steps: Participatory management planning and strengthened PA governance	
23. Indigenous people: Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions?	0	<p>0: Indigenous and traditional peoples have no input into decisions relating to the management of the protected area</p> <p>1: Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management</p> <p>2: Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	Not applicable	

24. Local communities: Do local communities resident or near the protected area have input to management decisions?	1	<p>0: Local communities have no input into decisions relating to the management of the protected area</p> <p>1: Local communities have some input into discussions relating to management but no direct role in management</p> <p>2: Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Local communities directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	Next steps: Participatory management planning and strengthening the participation in PA governance	
24 a. Impact on communities: There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 b. Impact on communities: Programmes to enhance community welfare, while conserving protected area resources, are being implemented	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 c. Impact on communities: Local and/or indigenous people actively support the protected area	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
25. Economic benefit: Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	1	<p>0: The protected area does not deliver any economic benefits to local communities</p> <p>1: Potential economic benefits are recognised and plans to realise these are being developed</p> <p>2: There is some flow of economic benefits to local communities</p> <p>3: There is a major flow of economic benefits to local communities from</p>

		activities associated with the protected area
Comments and Next Steps	Through the local working groups, there are direct and indirect benefits by providing grazing places improving the income. There are some economical obstacles, which are taken into account and under development. Next steps: PA management planning and developing NB/BFT within the PA and through a Visitor Management Plan	
26. Monitoring and evaluation: Are management activities monitored against performance?	1	<p>0: There is no monitoring and evaluation in the protected area</p> <p>1: There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results</p> <p>2: There is an agreed and implemented monitoring and evaluation system but results do not feed back into management</p> <p>3: A good monitoring and evaluation system exists, is well implemented and used in adaptive management</p>
Comments and Next Steps	What little monitoring takes place does not help to inform management and make it adaptive. Next steps: To develop a monitoring programme within the PA management Plan	
27. Visitor facilities: Are visitor facilities adequate?	0	<p>0: There are no visitor facilities and services despite an identified need</p> <p>1: Visitor facilities and services are inappropriate for current levels of visitation</p> <p>2: Visitor facilities and services are adequate for current levels of visitation but could be improved</p> <p>3: Visitor facilities and services are excellent for current levels of visitation</p>

Comments and Next Steps	Next steps: The Visitor Management Plan will describe the visitor facilities and propose design concepts, etc.	
28. Commercial tourism operators: Do commercial tour operators contribute to protected area management?	0	<p>0: There is little or no contact between managers and tourism operators using the protected area</p> <p>1: There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters</p> <p>2: There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values</p> <p>3: There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values</p>
Comments and Next Steps	Next steps: To develop participatory management and in particular to develop the Visitor Management Plans through a participatory process. Steps will be taken through this process to develop means of revenue generation from NB/BFT	
29. Fees: If fees (i.e. entry fees or fines) are applied, do they help protected area management?	0	<p>0: Although fees are theoretically applied, they are not collected</p> <p>1: Fees are collected, but make no contribution to the protected area or its environs</p> <p>2: Fees are collected, and make some contribution to the protected area and its environs</p> <p>3: Fees are collected and make a substantial contribution to the protected area and its environs</p>
Comments and Next Steps	Not Applicable. Next steps: The UNDP-GEF PA Financial Sustainability project is working on this issue	

30. Condition of values: What is the condition of the important values of the protected area as compared to when it was first designated?	1	0: Many important biodiversity, ecological or cultural values are being severely degraded 1: Some biodiversity, ecological or cultural values are being severely degraded 2: Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted 3: Biodiversity, ecological and cultural values are predominantly intact
Comments and Next Steps	The principal causes of this are due to unregulated tourism	
30a: Condition of values: The assessment of the condition of values is based on research and/or monitoring	1	0: No 1: Yes
Comments and Next Steps		
30b: Condition of values Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	1	0: No 1: Yes
Comments and Next Steps		
30c: Condition of values: Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	1	0: No 1: Yes
Comments and Next Steps	However, there are limited material and financial resources to achieve this	
TOTAL SCORE	47	Please add up numbers from assessment form (questions 1 to 30). Explain any major changes from the previous METT (baseline and/or midterm).



Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 1: Catalyzing Sustainability of Protected Area Systems SECTION II: Management Effectiveness Tracking Tool for Protected Areas

Note: Please complete the management effectiveness tracking tool for **EACH** protected area that is the target of the GEF intervention and create a new worksheet for each.

Structure and content of the Tracking Tool - Objective 1. Section II:

The Tracking Tool has two main sections: datasheets and assessment form. Both sections should be completed.

1. Datasheets: the data sheet comprises of two separate sections:

- ü Data sheet 1: records details of the assessment and some basic information about the site, such as name, size and location etc.
- ü Data sheet 2: provides a generic list of threats which protected areas can face. On this data sheet the assessors are asked to identify threats and rank their impact on the protected area.

2. Assessment Form: the assessment is structured around 30 questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

Data Sheet 1: Reporting Progress at Protected Area Sites	Please indicate your answer here	Notes
Name, affiliation and contact details for person responsible for completing the METT (email etc.)	Adel Soliman - adelnbu@yahoo.com, Project Manager, Egyptian Environmental Affairs Agency. Francis Hurst, PPG Consultant. Yves de Soye, UNDP-GEF RTA	
Date assessment carried out	23 April 2013, updated November 2014	Month DD, YYYY (e.g., May 12, 2010)

Name of protected area	Wadi El Gemal-Hamata National Park	
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)		
Designations (please choose 1-3) It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several		APPLICABLE: 1, 2 (IUCN Cat 2 - National Park) 1: National 2: IUCN Category 3: International (please complete lines 35-69 as necessary)
Country	Egypt	
Location of protected area (province and if possible map reference)	Red Sea Governorate	
Date of establishment	January 20, 2003	
Ownership details (please choose 1-4)	1	1: State 2: Private 3: Community 4: Other
Management Authority	Egyptian Environmental Affairs Agency - Nature Conservation Sector	
Size of protected area (ha)	745,000	
Number of Permanent staff	6	
Number of Temporary staff	21	and 21 from local communities
Annual budget (US\$) for recurrent (operational) funds - excluding staff salary costs	19,000	
Annual budget (US\$) for project or other supplementary funds - excluding staff salary costs	9,600	

What are the main values for which the area is designated	WGHPA encompasses a great diversity of habitats in a uniquely compact setting, representing a complete terrestrial/marine ecosystem characteristic of the Red Sea coast. The area is inhabited by local pastorals belonging to the Ababda Tribe, who still practice their traditional life style largely in harmony with their environment.	
List the two primary protected area management objectives in below:		
Management objective 1	Conserving marine habitates (coral reef, fish, cetaceans, seagrass), coastal habitats (mangrove, wet lands, tidal and splash zone) and terrestrial habitats (desert fauna and flora). Protecting threatened species like dugong, marine turtles, gazelle, and Nubian ibex, and the migratory and resident birds.	
Management objective 2	Conserving the culture of the local people and supporting them. Protecting the old culture of the roman in the area (the old roman road, temples, and the old roman villages), In addition the park aims for sustainable development and ecotourism.	

No. of people involved in completing assessment	21	Developed under UNDP-GEF "Strengthening Protected Area Financing and Management Systems", and updated for UNDP-GEF "Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt"
<p>Including: (please choose 1-8)</p> <p>It really makes no sense to have this limited to an either/or scrolldown menu. As in old METT you should be able to list several</p>		<p>CONTRIBUTED: 1,2,3,4,5,6,7</p> <p>1: PA manager 2: PA staff 3: Other PA agency staff 4: Donors 5: NGOs 6: External experts 7: Local community 8: Other</p>

Information on International Designations	Please indicate your answer here	
UNESCO World Heritage site (see: http://whc.unesco.org/en/list)		
Date Listed		
Site name		
Site area		
Geographical co-ordinates		
Criteria for designation		(i.e. criteria i to x)
Statement of Outstanding Universal Value		
Ramsar site (see: http://ramsar.wetlands.org)		
Date Listed		

Site name		
Site area		
Geographical number		
Reason for Designation (see Ramsar Information Sheet)		
UNESCO Man and Biosphere Reserves (see: http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/)		
Date Listed		
Site name		
Site area		Total, Core, Buffer, and Transition
Geographical co-ordinates		
Criteria for designation		
Fulfilment of three functions of MAB		conservation, development and logistic support
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below		
		Name
		Detail
		Name
		Detail
		Name
		Detail

Data Sheet 2: Protected Areas Threats (please complete a Data Sheet of threats and assessment for each protected area of the project).

Please choose all relevant existing threats as either of high, medium or low significance. Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterised as low are threats which are present but not seriously impacting values or N/A where the threat is not present or not applicable in the protected area.

1. Residential and commercial development within a protected area

Threats from human settlements or other non-agricultural land uses with a substantial footprint

1.1 Housing and settlement	2	0: N/A 1: Low 2: Medium 3: High
1.2 Commercial and industrial areas	2	0: N/A 1: Low 2: Medium 3: High
1.3 Tourism and recreation infrastructure	2	0: N/A 1: Low 2: Medium 3: High
2. Agriculture and aquaculture within a protected area		
Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture		
2.1 Annual and perennial non-timber crop cultivation	-	0: N/A 1: Low 2: Medium 3: High
2.1a Drug cultivation	-	0: N/A 1: Low 2: Medium 3: High
2.2 Wood and pulp plantations	1	0: N/A 1: Low 2: Medium 3: High
2.3 Livestock farming and grazing	1	0: N/A 1: Low 2: Medium 3: High
2.4 Marine and freshwater aquaculture	-	0: N/A 1: Low 2: Medium 3: High
3. Energy production and mining within a protected area		

Threats from production of non-biological resources		
3.1 Oil and gas drilling	-	0: N/A 1: Low 2: Medium 3: High
3.2 Mining and quarrying	2	0: N/A 1: Low 2: Medium 3: High
3.3 Energy generation, including from hydropower dams	-	0: N/A 1: Low 2: Medium 3: High
4. Transportation and service corridors within a protected area		
Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality		
4.1 Roads and railroads (include road-killed animals)	1	0: N/A 1: Low 2: Medium 3: High
4.2 Utility and service lines (e.g. electricity cables, telephone lines,)	-	0: N/A 1: Low 2: Medium 3: High
4.3 Shipping lanes and canals	1	0: N/A 1: Low 2: Medium 3: High
4.4 Flight paths	1	0: N/A 1: Low 2: Medium 3: High
5. Biological resource use and harm within a protected area		
Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)		

5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)	1	0: N/A 1: Low 2: Medium 3: High
5.2 Gathering terrestrial plants or plant products (non-timber)	1	0: N/A 1: Low 2: Medium 3: High
5.3 Logging and wood harvesting	-	0: N/A 1: Low 2: Medium 3: High
5.4 Fishing, killing and harvesting aquatic resources	1	0: N/A 1: Low 2: Medium 3: High
6. Human intrusions and disturbance within a protected area		
Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources		
6.1 Recreational activities and tourism	2	0: N/A 1: Low 2: Medium 3: High
6.2 War, civil unrest and military exercises	-	0: N/A 1: Low 2: Medium 3: High
6.3 Research, education and other work-related activities in protected areas	1	0: N/A 1: Low 2: Medium 3: High
6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams)	-	0: N/A 1: Low 2: Medium 3: High

6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors	1	0: N/A 1: Low 2: Medium 3: High
7. Natural system modifications		
Threats from other actions that convert or degrade habitat or change the way the ecosystem functions		
7.1 Fire and fire suppression (including arson)		0: N/A 1: Low 2: Medium 3: High
7.2 Dams, hydrological modification and water management/use	-	0: N/A 1: Low 2: Medium 3: High
7.3a Increased fragmentation within protected area	-	0: N/A 1: Low 2: Medium 3: High
7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages)	-	0: N/A 1: Low 2: Medium 3: High
7.3c Other 'edge effects' on park values	2	0: N/A 1: Low 2: Medium 3: High
7.3d Loss of keystone species (e.g. top predators, pollinators etc)	1	0: N/A 1: Low 2: Medium 3: High
8. Invasive and other problematic species and genes		
Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase		

8.1 Invasive non-native/alien plants (weeds)	1	0: N/A 1: Low 2: Medium 3: High
8.1a Invasive non-native/alien animals	1	0: N/A 1: Low 2: Medium 3: High
8.1b Pathogens (non-native or native but creating new/increased problems)	-	0: N/A 1: Low 2: Medium 3: High
8.2 Introduced genetic material (e.g. genetically modified organisms)	-	0: N/A 1: Low 2: Medium 3: High
9. Pollution entering or generated within protected area		
Threats from introduction of exotic and/or excess materials or energy from point and non-point sources		
9.1 Household sewage and urban waste water	1	0: N/A 1: Low 2: Medium 3: High
9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)	1	0: N/A 1: Low 2: Medium 3: High
9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution)	1	0: N/A 1: Low 2: Medium 3: High
9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)	-	0: N/A 1: Low 2: Medium 3: High

9.4 Garbage and solid waste	3	0: N/A 1: Low 2: Medium 3: High
9.5 Air-borne pollutants	-	0: N/A 1: Low 2: Medium 3: High
9.6 Excess energy (e.g. heat pollution, lights etc)	-	0: N/A 1: Low 2: Medium 3: High
10. Geological events		
Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.		
10.1 Volcanoes	-	0: N/A 1: Low 2: Medium 3: High
10.2 Earthquakes/Tsunamis	-	0: N/A 1: Low 2: Medium 3: High
10.3 Avalanches/ Landslides	-	0: N/A 1: Low 2: Medium 3: High
10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)	1	0: N/A 1: Low 2: Medium 3: High
11. Climate change and severe weather		

Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation		
11.1 Habitat shifting and alteration	1	0: N/A 1: Low 2: Medium 3: High
11.2 Droughts	2	0: N/A 1: Low 2: Medium 3: High
11.3 Temperature extremes	-	0: N/A 1: Low 2: Medium 3: High
11.4 Storms and flooding	1	0: N/A 1: Low 2: Medium 3: High
12. Specific cultural and social threats		
12.1 Loss of cultural links, traditional knowledge and/or management practices	2	0: N/A 1: Low 2: Medium 3: High
12.2 Natural deterioration of important cultural site values	1	0: N/A 1: Low 2: Medium 3: High
12.3 Destruction of cultural heritage buildings, gardens, sites etc	1	0: N/A 1: Low 2: Medium 3: High

Assessment Form

1. Legal status: Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)?	3	<p>0: The protected area is not gazetted/covenanted</p> <p>1: There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun</p> <p>2: The protected area is in the process of being gazetted/covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant)</p> <p>3: The protected area has been formally gazetted/covenanted</p>
Comments and Next Steps	Prime Ministerial decree no. 143/2003, published in the official gazette. Preparation to be declared as a biosphere reserve	
2. Protected area regulations: Are appropriate regulations in place to control land use and activities (e.g. hunting)?	2	<p>0: There are no regulations for controlling land use and activities in the protected area</p> <p>1: Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses</p> <p>2: Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps</p> <p>3: Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management</p>
Comments and Next Steps	Shortage of staff, equipment and communication facilities. Interference with regulations of other authorities. To increase staff and equipment	

<p>3. Law Enforcement: Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?</p>	<p>2</p>	<p>0: The staff have no effective capacity/resources to enforce protected area legislation and regulations 1: There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support) 2: The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain 3: The staff have excellent capacity/resources to enforce protected area legislation and regulations</p>
<p>Comments and Next Steps</p>	<p>There is shortage in the Budget allocated for the PA and three of well experienced staff left the PA</p>	
<p>4. Protected area objectives: Is management undertaken according to agreed objectives?</p>	<p>2</p>	<p>0: No firm objectives have been agreed for the protected area 1: The protected area has agreed objectives, but is not managed according to these objectives 2: The protected area has agreed objectives, but is only partially managed according to these objectives 3: The protected area has agreed objectives and is managed to meet these objectives</p>
<p>Comments and Next Steps</p>	<p>Shortage of staff and resources. However, these are broad objectives and have not been fully developed through a site planning process</p>	

	To develop strategic management objectives through a planning process	
5. Protected area design: Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?	2	<p>0: Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult</p> <p>1: Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management)</p> <p>2: Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes)</p> <p>3: Protected area design helps achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc</p>
Comments and Next Steps	<p>Although the PA was declared according to extensive ecological studies but there are new factors affected on it such as Tourism and Samadi area activities which need to work on adjustment of the PA size to fit with its main objective.</p> <p>To identify spatial deficiencies and adjust boundaries to include valuable and vulnerable species and habitats within the PA</p>	

6. Protected area boundary demarcation: Is the boundary known and demarcated?	2	<p>0: The boundary of the protected area is not known by the management authority or local residents/neighbouring land users</p> <p>1: The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users</p> <p>2: The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated</p> <p>3: The boundary of the protected area is known by the management authority and local residents/neighbouring land users and is appropriately demarcated</p>
Comments and Next Steps	The boundaries are defined in PA decree and is plotted on the national land use map	
7. Management plan: Is there a management plan and is it being implemented?	2	<p>0: There is no management plan for the protected area</p> <p>1: A management plan is being prepared or has been prepared but is not being implemented</p> <p>2: A management plan exists but it is only being partially implemented because of funding constraints or other problems</p> <p>3: A management plan exists and is being implemented</p>
Comments and Next Steps	The MP needs to be updated to include issues arising from increased tourism development and to promote NB/BFT	
7.a Planning process: The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps	Stakeholders and local communities are involved	
7.b Planning process: There is an established schedule and process for periodic review and updating of the management plan	1	<p>0: No</p> <p>1: Yes</p>

Comments and Next Steps		
7.c Planning process: The results of monitoring, research and evaluation are routinely incorporated into planning	1	0: No 1: Yes
Comments and Next Steps		
8. Regular work plan: Is there a regular work plan and is it being implemented	1	0: No regular work plan exists 1: A regular work plan exists but few of the activities are implemented 2: A regular work plan exists and many activities are implemented 3: A regular work plan exists and all activities are implemented
Comments and Next Steps	Few activities of the work plan have been implemented due to low budget and staff availability	
9. Resource inventory: Do you have enough information to manage the area?	2	0: There is little or no information available on the critical habitats, species and cultural values of the protected area 1: Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making 2: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making 3: Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making
Comments and Next Steps	PA has sufficient information for most key areas Updating information according to periodical monitoring	

<p>10. Protection systems: Are systems in place to control access/resource use in the protected area?</p>	1	<p>0: Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use 1: Protection systems are only partially effective in controlling access/resource use 2: Protection systems are moderately effective in controlling access/resource use 3: Protection systems are largely or wholly effective in controlling access/ resource use</p>
Comments and Next Steps	<p>More staff are needed and increasing local community participation in management and protection of the resources Increased participation and benefit sharing through participatory management planning and developing a Visitor Management Plan</p>	
<p>11. Research: Is there a programme of management-orientated survey and research work?</p>	2	<p>0: There is no survey or research work taking place in the protected area 1: There is a small amount of survey and research work but it is not directed towards the needs of protected area management 2: There is considerable survey and research work but it is not directed towards the needs of protected area management 3: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs</p>
Comments and Next Steps	<p>There is considerable survey but it is not directed to management objectives Create a framework for research and monitoring through the MP in participation with research institutions to ensure that data is captured by the PA and when necessary research can be management oriented</p>	

12. Resource management: Is active resource management being undertaken?	2	<p>0: Active resource management is not being undertaken</p> <p>1: Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented</p> <p>2: Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed</p> <p>3: Requirements for active management of critical habitats, species, ecological processes and, cultural values are being substantially or fully implemented</p>
Comments and Next Steps	<p>Constrains of staff and resources</p> <p>More effective monitoring program is to be applied which will be developed in the management plan</p>	
13. Staff numbers: Are there enough people employed to manage the protected area?	2	<p>0: There are no staff</p> <p>1: Staff numbers are inadequate for critical management activities</p> <p>2: Staff numbers are below optimum level for critical management activities</p> <p>3: Staff numbers are adequate for the management needs of the protected area</p>
Comments and Next Steps	<p>Staff numbers are below the basic level as well as the well trained staff has left the PA either transfer to another PA or for work abroad.</p> <p>Upgrade the human resources and improve the Pas financial sustainability with particular attention to financial planning and revenue generation from NB/BFT</p>	

14. Staff training: Are staff adequately trained to fulfill management objectives?	2	<p>0: Staff lack the skills needed for protected area management</p> <p>1: Staff training and skills are low relative to the needs of the protected area</p> <p>2: Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management</p> <p>3: Staff training and skills are aligned with the management needs of the protected area</p>
Comments and Next Steps	<p>Existing PA staff are well trained in Biodiversity conservation but they have low knowledge in the field of Financial sustainability of PA as well as PA Legal and Institutional aspects.</p> <p>Capacity building and the transfer of experience from the PA Financial Sustainability project (UNDP-GEF)</p>	
15. Current budget: Is the current budget sufficient?	1	<p>0: There is no budget for management of the protected area</p> <p>1: The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage</p> <p>2: The available budget is acceptable but could be further improved to fully achieve effective management</p> <p>3: The available budget is sufficient and meets the full management needs of the protected area</p>
Comments and Next Steps	<p>Limited budget.</p> <p>As above. Apply entrance fees and retain it partially</p>	

16. Security of budget: Is the budget secure?	1	<p>0: There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding</p> <p>1: There is very little secure budget and the protected area could not function adequately without outside funding</p> <p>2: There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding</p> <p>3: There is a secure budget for the protected area and its management needs</p>
Comments and Next Steps	PA receive outside resources from the Red Sea Governorate As above	
17. Management of budget: Is the budget managed to meet critical management needs?	2	<p>0: Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)</p> <p>1: Budget management is poor and constrains effectiveness</p> <p>2: Budget management is adequate but could be improved</p> <p>3: Budget management is excellent and meets management needs</p>
Comments and Next Steps	State budget is allocated late As above	
18. Equipment: Is equipment sufficient for management needs?	2	<p>0: There are little or no equipment and facilities for management needs</p> <p>1: There are some equipment and facilities but these are inadequate for most management needs</p> <p>2: There are equipment and facilities, but still some gaps that constrain management</p> <p>3: There are adequate equipment and facilities</p>

Comments and Next Steps		Next steps: As above
19. Maintenance of equipment: Is equipment adequately maintained?	1	<p>0: There is little or no maintenance of equipment and facilities</p> <p>1: There is some ad hoc maintenance of equipment and facilities</p> <p>2: There is basic maintenance of equipment and facilities</p> <p>3: Equipment and facilities are well maintained</p>
Comments and Next Steps		Next steps: As above
20. Education and awareness: Is there a planned education programme linked to the objectives and needs?	1	<p>0: There is no education and awareness programme</p> <p>1: There is a limited and ad hoc education and awareness programme</p> <p>2: There is an education and awareness programme but it only partly meets needs and could be improved</p> <p>3: There is an appropriate and fully implemented education and awareness programme</p>
Comments and Next Steps		A program exist, brochures, CDs, meetings, school visits, communication with stakeholders and local communities The Visitor Management Plan will also address education
21. Planning for land and water use: Does land and water use planning recognise the protected area and aid the achievement of objectives?	2	<p>0: Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area</p> <p>1: Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area</p> <p>2: Adjacent land and water use planning partially takes into account the long term needs of the protected area</p>

		3: Adjacent land and water use planning fully takes into account the long term needs of the protected area
Comments and Next Steps	<p>Adjacent activities take in consideration the terms of PA according to laws 102/1983 and 4/1994. However, there are contradictions between the TDA NSTSP and the objectives of the PA which need to be harmonized.</p> <p>Develop a Strategic Environmental Assessment to identify key threats and critical habitats, corridors and pathways and place the PA within the regional planning process</p>	
21a. Land and water planning for habitat conservation: Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	1	0: No 1: Yes
Comments and Next Steps		
21b. Land and water planning for connectivity: Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	1	0: No 1: Yes
Comments and Next Steps		
21c. Land and water planning for ecosystem services & species conservation: "Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	1	0: No 1: Yes
Comments and Next Steps		

22. State and commercial neighbours: Is there co-operation with adjacent land and water users?	2	<p>0: There is no contact between managers and neighbouring official or corporate land and water users</p> <p>1: There is contact between managers and neighbouring official or corporate land and water users but little or no cooperation</p> <p>2: There is contact between managers and neighbouring official or corporate land and water users, but only some co-operation</p> <p>3: There is regular contact between managers and neighbouring official or corporate land and water users, and substantial co-operation on management</p>
Comments and Next Steps	<p>There is cooperation with resorts, fishermen, mining, queries,etc. However, there is no strategic and agreed plan for development. Therefore co-operations tends to be on an informal and limited basis</p> <p>As above</p>	
23. Indigenous people: Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions?	0	<p>0: Indigenous and traditional peoples have no input into decisions relating to the management of the protected area</p> <p>1: Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management</p> <p>2: Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	Not applicable	

24. Local communities: Do local communities resident or near the protected area have input to management decisions?	1	<p>0: Local communities have no input into decisions relating to the management of the protected area</p> <p>1: Local communities have some input into discussions relating to management but no direct role in management</p> <p>2: Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved</p> <p>3: Local communities directly participate in all relevant decisions relating to management, e.g. co-management</p>
Comments and Next Steps	<p>There are 23 local people recruited in PA as community guards</p> <p>Participatory management planning and strengthening the participation in PA governance</p>	
24 a. Impact on communities: There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 b. Impact on communities: Programmes to enhance community welfare, while conserving protected area resources, are being implemented	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
24 c. Impact on communities: Local and/or indigenous people actively support the protected area	1	<p>0: No</p> <p>1: Yes</p>
Comments and Next Steps		
25. Economic benefit: Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	2	<p>0: The protected area does not deliver any economic benefits to local communities</p> <p>1: Potential economic benefits are recognised and plans to realise these are being developed</p> <p>2: There is some flow of economic benefits to local communities</p> <p>3: There is a major flow of economic benefits to local communities from</p>

		activities associated with the protected area
Comments and Next Steps	Hand craft production and training. Providing them with some houses and job opportunities PA management planning and developing NB/BFT within the PA and through a Visitor Management Plan and access to the NB/BFT certification programme and capacity building	
26. Monitoring and evaluation: Are management activities monitored against performance?	1	0: There is no monitoring and evaluation in the protected area 1: There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results 2: There is an agreed and implemented monitoring and evaluation system but results do not feed back into management 3: A good monitoring and evaluation system exists, is well implemented and used in adaptive management
Comments and Next Steps	Monitoring program for key Marine species and terrestrial areas as well as geological features, which feed management To develop a monitoring programme within the PA management Plan	
27. Visitor facilities: Are visitor facilities adequate?	1	0: There are no visitor facilities and services despite an identified need 1: Visitor facilities and services are inappropriate for current levels of visitation 2: Visitor facilities and services are adequate for current levels of visitation but could be improved 3: Visitor facilities and services are excellent for current levels of visitation

Comments and Next Steps	Visitor center was established but not in use Develop a Visitor Management Plan. Allocate resources to provide needed facilities to operate the center	
28. Commercial tourism operators: Do commercial tour operators contribute to protected area management?	1	0: There is little or no contact between managers and tourism operators using the protected area 1: There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters 2: There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values 3: There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values
Comments and Next Steps	Next steps: To develop participatory management and in particular to develop the Visitor Management Plans through a participatory process. Steps will be taken through this process to develop means of revenue generation from NB/BFT	
29. Fees: If fees (i.e. entry fees or fines) are applied, do they help protected area management?	0	0: Although fees are theoretically applied, they are not collected 1: Fees are collected, but make no contribution to the protected area or its environs 2: Fees are collected, and make some contribution to the protected area and its environs 3: Fees are collected and make a substantial contribution to the protected area and its environs
Comments and Next Steps	Although a ministerial decree for fee collection was declared, the PA management cannot collect the fees as the governor stopped it, Fees are planned to be applied by the end of 2013	

30. Condition of values: What is the condition of the important values of the protected area as compared to when it was first designated?	2	0: Many important biodiversity, ecological or cultural values are being severely degraded 1: Some biodiversity, ecological or cultural values are being severely degraded 2: Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted 3: Biodiversity, ecological and cultural values are predominantly intact
Comments and Next Steps	Loss of biodiversity components has been decreased. However there is a considerable risk that further unplanned development within the tourism sector could pose significant impacts upon these natural and cultural values. Many of these threats are external in nature. Develop a Strategic Environmental Assessment (SEA) and recommendations	
30a: Condition of values: The assessment of the condition of values is based on research and/or monitoring	1	0: No 1: Yes
Comments and Next Steps		
30b: Condition of values Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	1	0: No 1: Yes
Comments and Next Steps	Programs for coral reefs, sea turtles, gazelle, ...etc.	
30c: Condition of values: Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	1	0: No 1: Yes
Comments and Next Steps		
TOTAL SCORE	59	Please add up numbers from assessment form (questions 1 to 30). Explain any major changes from the previous METT (baseline and/or midterm).