

2019

Project Implementation Review (PIR)

**Egypt PA Finance & Mgt**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 3668 |
| GEF ID | 3209 |
| Title | Strengthening protected area financing and management systems |
| Country(ies) | Egypt, Egypt |
| UNDP-GEF Technical Team | Ecosystems and Biodiversity |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

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| **Project Description** |
| The project goal is to have a comprehensive, ecologically representative and effectively managed national protected area system operating in Egypt, in-line with its commitments agreed at the CBD Conferences of Parties. |

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| **Project Contacts** | |
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| Project Implementing Partner | *(not set or not applicable)* |
| Other Partners | *(not set or not applicable)* |

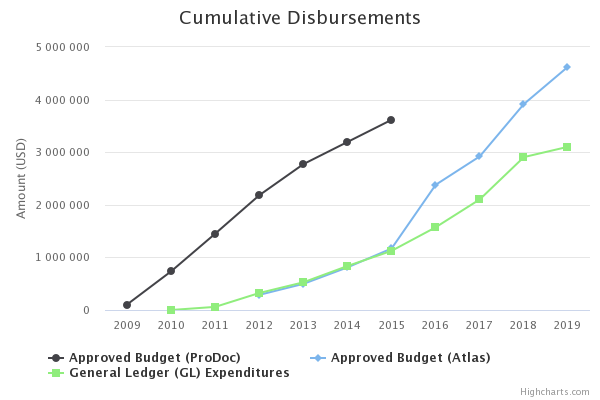
# Overall Ratings

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| Overall DO Rating | Moderately Satisfactory |
| Overall IP Rating | Moderately Unsatisfactory |
| Overall Risk Rating | Moderate |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **Objective: Establishment of a sustainable protected area financing system, with associated management structures, systems and capacities needed to ensure the effective use of generated revenues for priority biodiversity conservation needs** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Level and diversity of financing for the PA system | Financing of protected areas is below 20% of basic scenario      Only two predominant sources (government and tourism) in use | *(not set or not applicable)* | At project end, achieved levels of revenue are within 10% of projection and the trend in growth rates sets the NCS on track to meet the optimal scenario by year 10[1]      At least two new, reliable sources of funds are established | • Conducting the Willingness-to- Pay Survey to improve the fee collection system at five protected areas (Wadi Degla,Wadi El Rayan, Ras Mohamed , Wadi El Gemal and Blue Hole PAs )  • The introduction of entrance fees at Wadi El Gemal NP  • The Development of Wadi Degla & Petrified Forest Sustainable Financing and Management Model  • The Development of Blue Hole Diving site Sustainable Financing and Management plan  • Review and update Wadi Degla Camping fees  • Review and update PAs concession pricing system | The project in coordination with NCS set a comprehensive plan for new permits system as well as a new package of entrance fees for targeted PAs in South Sinai and Red Sea regions.    Regarding the permits system, the project provides technical and financial support to NCS to develop the comprehensive Permits system plan including the definitions of permitted economic activities, general conditions for all types of permits, specific conditions for each types of permits, templates for different types of permits and finally the template for the permit itself. Additionally, the project help NCS to develop the basic equations that will help NCS to calculate the fees associated with each type of permitted economic activities. In addition, the implementation of this new permits system will increase the level and diversity of financing of targeted PAs as it concentrates to include all types of allowed economic activities within this new system and the expected amount of fees will be collected after the full implementation of the new permits system is USD 12 Million/annually.    Regarding the entrance fees for the targeted PAs, the project provides technical supports (through several plans and reports which listed below) that raise the entrance fees as follows:    Item Old entrance fees New entrance fees  Foreigners L.E. 40 USD 5  Small car/foreigners L.E 20 USD 5  Big car/foreigners L.E 40 USD 10  Egyptians L.E. 5 L.E. 25  Small car/Egyptians L.E 5 L.E. 25  Big car/Egyptians L.E 20 L.E 50  Boats (17 - 20 m) 0 USD 10  Boats (20 - 25 m) 0 USD 20  Boats (25 - 30 m) 0 USD 40  Boats (> 30 m) 0 USD 60  Glass boats (foreigners/Egyptians) 0 USD 1/person  Erk and Fanous (dolphin house) in Red Sea 0 USD 10/person with max. 300 person/day  Blue hole (Abu Galum PA) 0 USD 10  This fees apply for all PAs in Sinai and Red Sea regions (first phase of the new permits system)    The above new set of entrance fees will be effective at the fist of November 2019 except for Erk and Fanous as well as Blue hole where the new entrance fees applied from the 8th of August 2019. After one month of implementation of the new entrance fees at the blue hole a total amount of L.E 30 million/month (USD 1.28 million/month) were collected. The expected entrance fees after full implementation of the new entrance fees will be at least USD 5 million/annually.    All efforts described above were previously approved by the Board of Directors of EEAA and preliminary approved from the Prime Minister himself. The new developed plan for both the permits systems and the new entrance fees with it is electronic gate for online collection of the fees are now subject to revision by the Board of Directors of EEAA for final approval and full implementation before the 1st November 2019.    The following plans and reports play vital role in developing both the new permits system and new entrance fees described above:    A. Plans & reports:  • A plan for Wadi El-Gemal PA was developed to identify the financial requirements to meet basic management and financing scenarios.  • Overall Management Strategy and individual System Management Plans for South Sinai PAs (Ras Mohamed, Abu Galum, Nabq, Taba and St. Katherine) were developed, to pilot integrated financial and performance management systems aimed at facilitating their financing needs under the optimal management scenario.  • PAs financing strategy was prepared at national level and was discussed and approved at a stakeholder’s workshop attended by high-level H.E. Minister of Environment.  • A report was developed to assess the NCS institutional capacities and measures to be taken in order to establish of the General Administration of Financial Affairs at NCS HQ, Administrative and Financial Units at PAs regions, in addition to the Economics and Finance Unit.  • An effective program for raising the capacity of PAs infrastructures was initiated to increase the number of visitors and consequently the PAs’ revenues. This program was initiated in the following PAs: (1) Wadi El-Gemal; (2) Ras Mohamed; (3) Nabq; (4) Abu Galum; (5) Taba; (6) Saint Katherine; (7) Wadi Degla; (8) Petrified Forest; and (9) Wadi El-Rayan.  • Nine investment packages were prepared inside 4 targeted PAs and RFPs were officially submitted to EEAA for bidding, these packages were designed to approximately generate revenues of $12 million over 10 years.  • Six sustainable sources of funds have been developed inside targeted PAs. This include; Wadi El Gemal National Park Visitors Center concession, Wadi El Rayan Climate Change Museum concession, Satayeh Dolphin House revenue generation scheme, Tiwal Island Eco-cafeteria, Om El Sheikh Island Eco-cafeteria, Utopia Island environmental restaurant.  • Provided support to NCS to start the implementation of entrance fees collection system for Wadi El Gemal NP.  • Development of Wadi Degla & Petrified Forest Sustainable Financing and Management Model  • Development of Blue Hole Diving Site Sustainable Financing and Management plan  • Review and update Wadi Degla Camping fees  • Provided technical and financial support to NCS to start a comprehensive strategic permits system for users of natural resources with PAs (the first phase will be at South Sinai and Red Sea PAs). The permits system framework was approved by the Steering Committee of EEAA.    B. Sources of funds:  The following sources of fund were developed during the course of the project:  Year/Total amount of funds (in million US$)  2012 8.19  2013 6.78  2014 7.78  2015 8.47  2016 8.42  2017 9.2  2018 8.84  2019    Note:  A major challenge toward fulfilling the gap is the Rise in the Inflation Rate since Egypt started its economic reform program which included floating the currency and removing subsidies. On November 3, 2016 the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD = 18 EGP where it was 1 USD = 8 EGP). Therefore the protected area revenues may seem to be lower than its actual value after being converted to USD. |
| Levels of live coral coverage in dive sites and non-dive sites | Most Red Sea dive sites are being degraded by heavy and careless diving | *(not set or not applicable)* | No significant degradation measured in new dive sites to be opened to special seasonal tourists    Degradation in old dive sites does not increase | • The development of Conservation and sustainable management plan for Sharm El Sheikh marine environment and Ras Mohamed NP  • The development of The Natural resources damage assessment study’  • Conducting Baseline survey and sensitivity map and preparing site level management plan for Blue Hole Diving site  • Supporting the procurement process to supply patrolling boats for Ras Mohamed NP, Wadi El Gemal NP and Northern Islands Marine Parks | The project provides technical and financial support for NCS in its efforts to minimize the impacts of tourism on coral reef at the diving sites and non-diving sites where a comprehensive study titled “SENSITIVITY AND ZONING PLAN OF THE SHARM EL-SHIEKH CORAL REEFS THROUGH SPATIAL MULTIPLE-CRITERIA ANALYSIS” was developed aiming to document the current status and threats to Egyptian marine resources of the area of Ras Mohammed National Park and the city of Sharm El Shiekh, especially coral reefs, and describe initiatives to mitigate these threats and highlighted actions needed for sustainable long term use. The study concluded the followings: (1) Total of 189 sites were covered during the survey covering a total area of 125 km of coast line; (2) Total of 47 coral genera were recorded in the study area, of which 29 reef building corals; 5 non-reef building corals; 3 solitary corals and 11 soft coral genera; (3) There are differences in coral diversity between different areas of the study area with the highest number of coral genera recorded in Ras Mohammed National Park 47 genera, while the lowest were recorded in Sharm El Shiekh area with 13 coral genera; (4) Coral diversity were much higher in Ras Mohammed national park comparing to other sites along the Egyptian coast of the Red Sea including (Hurghada; Marsa Alam and Shalatien); (5) The Egyptian coast alone supports about 200 species of reef building corals belonging to almost 50 genera which represents about four times the hard coral diversity found on Caribbean reefs, and is comparable to the coral diversity found in the Maldives and Seychelles in the Indian Ocean; (6) a total of 185 coral reef fish species were recorded belonging to 44 different families with a total number of 35 endemic fish species were recorded in the study area; (7) The highest fish diversity were recorded within Ras Mohammed national Park while the lowest were recorded in Sharm El- Shiekh area; (8) Highest coral recruitment and survival rate were recorded in Ras Mohamed National Park- protected area while lowest survival rate were found in Sharm El Shiekh area; and (9) Broken corals and coral fragments are main categories of coral resilience factors where the average number of broken colonies and coral fragments with the highest number recorded in Sharm area while the lowest recorded in Ras Mohammed National Park. The results of this study indicates that the conservation efforts within Ras Mohamed National Park are doing well in a way that allow the Egyptian Government to submit a nomination file about Ras Mohamed to be on the Green List of PAs according to the IUCN. Based on the outcomes of this study the following actions have been achieved: (1) Ras Mohamed National Park declared on the Global Green List of PAs and get its certification during the IUCN Green List Celebration at Ras Mohamed as a parallel event during COP14 at Sharm El-Sheikh; and (2) an updated management plan for organizing the human activities impacting marine natural resources at both Ras Mohamed and Sharm El-Sheikh have been developed and approved by all stakeholders in South Sinai Governorate and waiting for the final adoption of this plan by both the Governor of South Sinai and the Minister of Environment.    In addition to the above, the following activities have been done by the project to support the NCS efforts to conserve coral reef and marine resources:      • Visitor management training was organized at South Sinai PAs where a visitor satisfactions questionnaire was applied to measure visitor satisfactions on perceived value and quality, visitor expectations and actual experience, which can be used as indicator on the ecosystem health (coral reef) at the dive sites.  • A monitoring workshop was organized to identify indicator species for ecosystems inside PAs. A monitoring manual and action plans for each indicator species were prepared.  • A monitoring program for living coral coverage in diving sites was carried out in Red Sea and South Sinai.  • A monitoring program for marine natural resources (including the coral reefs) and dive sites has been established for Wadi El Gemal National Park in cooperation with the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA).  • The program has been successfully implemented in 2016, 2017 and 2018. The results of the program are being used to inform the park management decisions related to marine life and corals conservation. Recent analyses indicate that human impact on dive sites and the associated coral communities has been decreased by at least 40% since the start of the program. Clear scientific indicators from the program report confirm that the coral reefs health has improved as a direct result of the project interventions.  • Development of zoning and assessment study for Sharm El Sheikh and Ras Mohamed NP marine resources. This study indicated that the quality of coral reef coverage is more than 80% which considered one of the highest areas in terms of abundance and diversity of coral reefs at the global level.  • The project provided technical and financial support to South Sinai PAs region to develop a strategic plan for managing and regulating developmental activities for marine resources at both Ras Mohamed and Sharm El-Sheikh areas.  • Development of marine natural resources damage assessment study to be used by EEAA for economic values of degraded marine resources as a penalty for violators to decrease pressures on coral reefs and initiate a source of fund for rehabilitation of degraded marine resources.  • Conducted a comprehensive management plan for Blue Hole area inside Abu Gallum PAs. This plan included the following documents: (1) Rapid Ecological Assessment of Coral Biodiversity and Reef Health in the Blue Hole Area, Dahab; (2) Guide to stony corals of the blue hole reefs; (3) Environmental study to select the most suitable locations for marine jetties in the southern coastal sector of Abu Gallum PA; (4) Blue Hole diving sites carrying capacity assessment; (5) Blue Hole site zooning plan; and (6) Blue Hole reef monitoring plan.  • The project provided technical and financial support to NCS in the procurement process to supply patrolling boats for Ras Mohamed NP, Wadi El Gemal NP and Northern Islands Marine Parks. This new boats are currently used by the PA’s management for patrolling and law enforcement.  • Provision and maintenance of tools and equipment for the monitoring programs for targeted PAs. |
| Flagship species at priority PAs | Flagship species at several priority PAs have been declining, including: (species to be defined):        Ras Mohamed PA: corals (Acropora, Pocillipora and Millipora ), Reptiles (Green turtle, Logger head), Mammals (Dugong dugong and Dorcas gazelle), | *(not set or not applicable)* | Flagship species in PAs of terrestrial biomes recover or maintained, including: | • Developing the Zoning Plan for Ras Mohamed National Park  • Developing the Zoning Plan for Wadi Degla  • Conducting monitoring for natural resources focusing on four Flagship species at Wadi El Gemal NP  • Development of Threatened Plants Management Plan in Saint Katherine PA  • Conducting Technical Training on Dealing with Sharks within Marine PAs | • A list of suitable flagship indicator species was prepared by the management unit at three priority PAs (Wadi El-Gemal, Ras Mohamed, and Wadi El-Rayan)  • A comprehensive training on using the integrated monitoring program for flagship species at PAs was designed for both marine and terrestrial species starting from August till December 2014. The training aimed to assist in building the capacities of PAs team on biodiversity conservation and the sustainable use of Egypt’s natural resources.  • As a major outcome of the integrated monitoring program, eight monitoring action plans were developed to monitor 5 groups of target species, including reptiles (Nile crocodile), plants (Typha domingensis, Capparis spinosa, Avicennia marina), birds, mammals (Cape hare, Swamp cat, Egyptian mongoose, Dorcas gazelle, Nubian ibex, Barbary sheep), coral reef (including bio-indicator fishes and coral, sea turtles, mangroves, sea grass, sea cucumber, algae, dolphins, shark, dugong).  • Additionally, an integrated monitoring program key flagship plant species was developed where 185 species were monitored, 2 flagship species (plants (Typha domingensis, Capparis spinosa) were monitored and action plan for recovery of Avicennia marina in Red sea was prepared.  • A monitoring program for groups of target flagship species was implemented in Red Sea where species of fish, coral, sea turtles, sea cucumber, algae, dolphins, shark and dugong were reported with current conservation status.  • A site-level assessment of protected areas plants and vegetation coverage has been conducted at Taba, Wadi El Rayan, Saint Katherine, Siwa and Omayed protected areas. The flagship plant species have been identified and monitored from 2015 to 2017. Results indicate that the plants degradation levels have decreased by around 35%. |
| *(not set or not applicable)* | *(not set or not applicable)* | *(not set or not applicable)* | *(not set or not applicable)* | *(not set or not applicable)* | *(not set or not applicable)* |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 1**  **Outcome 1: Policy, regulatory and institutional frameworks that facilitate revenue generation, revenue retention and other aspects of sustainable PA financing and management are established and operational** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| National PA financing strategy | No strategy | *(not set or not applicable)* | Comprehensive 5-year financing strategy, including a financial needs assessment defining targets, standards, procedures and criteria for resource allocation, is approved at ministerial level by end of year 2 | • A long-term system-level financing strategy has been developed, approved and is currently under implementation | A comprehensive 5-year PAs financing strategy was prepared at national level and was discussed and approved at a stakeholder’s workshop attended by high-level H.E. Minister of Environment, in presence of 80 participants, representing the Ministries of Environment, Tourism, Petroleum, Finance, Agriculture, International Cooperation, Foreign Affairs, and Planning, in addition to universities, research centers, representatives of Private sector, NGOs and the local community. The strategy considered as an important part of NCS overall strategy. It presents a framework for Protected Areas financing policy and strategy with diverse funding resources, effective financial administration, enabling environment, mainstreaming and capacity building programs. Based on the outcomes of this strategy, 7.9 million LE (USD 480K) were allocated from the government for the implementation process of the first year of this strategy. The strategy includes an integrated plan for all financial needs over the next four years. Additionally, according to PAs financing strategy another 10 million L.E (USD 600K) were allocated to support the implementation of 5 PAs management systems which has been approved by the minister of Environment. Moreover, another USD 1.2 million were allocated as a co-sharing to support the upgrade the visitors and PAs infrastructure at: (1) Ras Mohamed PA; (2) Saint Katherine PA; and Nabq PA. Finally, an institutional reform plan has been prepared and submitted to the Ministry of Environment to provide the enabling conditions to ensure the successful realization of the strategy goals. |
| Institutional arrangements | Ad-hoc arrangements | *(not set or not applicable)* | Explicit policies and procedures to negotiate, monitor and implement institutional arrangements with business and social actors | • The development of "Institutional Reform Proposal" to upgrade NCS to an independent agency that has the suitable managerial structures to enable the national PAs systems to be more financially sustainable.  • The new PAs Agency Proposal sent to Parliament, discussed and currently awaiting endorsement | A new draft structure and framework for NCS was prepared that contains explicit policies and procedures to implement institutional arrangements with business and social actors. The draft structure was submitted to the Cabinet of Ministers by the Minister of Environment, to amend Law 102/1983 on Egypt’s protected areas; one of the key aims of the amendment is the separation of NCS with its funds from EEAA to achieve autonomy. The new NCS structure will be submitted to the Cabinet of Ministers once the amendments of Law 102/1983 are approved by the Parliament. In addition, two articles (18 and 20) were successfully included in the country’s new constitution on "Conservation of Natural Resources" and "Protected areas" for the first time. Also, new articles (18, 20, 32, 45 and 46) were drafted and were successfully included in the country’s new constitution. These articles regulate protection of Natural Resources, effective management of Protected areas, and sustainable use of natural resources towards sustainable development. Moreover, NCS’s Strategic Plan of 2014-2019 was developed and implemented and all PA documents were changed accordingly (e.g. Management Systems). In line with, Support and institutional development Programme the project organized training course for strategic planning and policies to link operational plans with strategic plans. The training address the national vision and sectoral strategic plans, and the preparation and implementation of the budget for the implementation of programs, projects and approved activities. It also focuses on developing performance measurement indicators as well as strategic planning and formulating policies |
| Financial arrangements for revenue re-injection | Generated revenues are co-mingled with revenues from other sources and allocations to NCS are ad-hoc and minimal | *(not set or not applicable)* | Internal registry system (accounting system) for NCS established within EPF, accounting for revenues generated and disbursements, by end of project inception period. | • The Project managed to allocate Governmental Cost sharing funds USD 1.8 M  • The allocated revenues have been re-injected into the PAs system focusing on infrastructure and visitors' facilities development. | The project provides technical and financial support for NCS regarding the enhancement of the existing financial arrangements as well as revenue re-injection through the following actions:    • Several programs were initiated to investigate possible alternatives regarding re-injection such as development of financial policy for training center at Sharm El-Sheikh and upgrade concession agreements and terms of contracts with private sector and NGOs. This will support achieving at least basic financing scenario through re-injected revenues. This was done because the process of establishment of a new Agency for Nature Conservation with its own separate Fund will take long time due to political situation after the revolution.  • Financial arrangements for revenue re-injection were done through Ministerial approval on allocation for PAs based on the management systems of targeted PAs which have been conducted by the project.  • The establishment of an independent agency for PAs (The Nature Conservation Authority) which, in its final stages, used as an alternative solution to enable PAs to be self-managed where the financial planning and revenue distribution process will respond to the PAs management needs and conservation priorities.  • The allocated revenues have been re-injected into the PAs system focusing on infrastructure and visitors' facilities development at the following PAs: (1) Wadi El-Gemal; (2) Wadi Degla; (3) Petrified Forest; (4) Ras Mohamed; (5) Nabq; (6) Abu Gallum; (7) Saint Katherine; and (8) Taba. |
| Policy regarding re-injection | No policies to guide level of re-injection | *(not set or not applicable)* | Revenue re-injection: A Ministerial Decree establishing a 10-year policy of achieving an optimal financing scenario largely through re-injected revenues. | • A new Financial Management System has been developed by the Project to facilitate Governmental spending and revenue re-injection policy  • According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation  • This new policy has proven to be very successful and efficient where the spending rate surpasses 95% last year | A committee was formed between national project consultants and NCS experts, to review and amend Law 102/1983 on Protected Areas, mainly aimed at creating a new Agency for Nature Conservation with its own separate fund. The Minister of Environment has presented the amendment to the Cabinet of Ministers for its submission to Parliament where the updated law is still under revision from the Parliament. The project management has investigated different alternatives available with the NCS to ensure the retention until the establishment of new Agency, the most important was what has been reached is to activate the organizational structure of the public administrations under the NCS that need issuance of ministerial decrees and development of efficient job descriptions in order to achieve financial re-injection policy at the level of protected areas. In addition, the project assist NCS to have a clear financial plans for each targeted PA and even more, this plans now automatically integrated into the main financial plan for the whole PAs network.    A new Financial Management System has been developed by the Project to facilitate Governmental spending and revenue re-injection policy. According to this new system the revenues are transferred from Ministry of Environment to a special PAs account at an independent third party "OUDA" of Ministry of International Cooperation for re-injection into the management of PAs as an alternative approach until the new autonomy agency established. |
| Institutional structure and human capacities | Minimal human capacities or institutional structure to address issues of financial sustainability | *(not set or not applicable)* | Financial sustainability unit established at Headquarters level | • Target achieved: A financial sustainability and economics unit was established within the NCS  • The project is working closely with this unit and other department at Ministry of Environment to increase human capacities related to financial sustainability issues  • Three pilot projects focusing on financial sustainability are currently been implemented at Wadi Degla, Petrified Forest and Blue Hole PAs | The project in coordination with NCS agreed on several activities to enhance the existing capacity of NCS staff. These activities can be summarizing as follows:  • A technical study on establishment of a Financial sustainability unit at NCS was prepared and approved by NCS. The study described the required staff and an action plan to create the unit, implementation procedures and job descriptions for required staff.  • A ministerial decree was issued to form a committee under NCS to study proposals of the investment projects to generate revenue of PAs and to submit approved projects to the Ministry of Investment to start the application procedures, the PMU in coordination with the Committee agreed on number of projects that will be implemented at WGNP, Ras Mohamed NP and Wadi Rayan PA.  • The project (through government co-finance) contracted 6 financial specialists to work for WGNP.  • An integrated training program was organized for all PAs financial officers (30 specialist) & PA managers on financial aspects on the following subjects: (1) Financial planning and budgeting; (2) Audit systems; (3) Financial Reporting; and (4) Management of environmental fund and account.  • Another series of trainings took place for PA financial and managerial staff on the following subjects: (1) PAs Financial Affairs; (2) Economic Valuation of Ecosystem Services; (3) Organizational development, Recruitment & Selection process; (4) Training on the conservation and maintenance of natural resources; (5) PAs Visitor management; (6) Training on professional photography of wildlife at PAs; (7) Legal affairs; and (8) Financial management and auditing system  • A practical guide was also prepared on PAs Financial Affairs for PA financial and managerial staff.  • The project is working closely with NCS on the final stage for the establishment of financial sustainability and economics unit inside PAs to be in charge of the permits system within PAs seeking for sustainability at the end of the project. |
| Legal and regulatory framework | 41% - 39 out of 95 | *(not set or not applicable)* | 76% - 72 out of 95 | • A set of actions has been taken to develop enabling legal and regulatory framework for NCS financial sustainability.  • This includes development of : The PA financing strategy, Institutional framework for the financial strategy resource mobilization strategy, economic valuation studies, concession management framework and the establishment of an independent agency for PAs (The Nature Conservation Authority). | The project, in close consultation with NCS, has developed a set of actions to enabling legal and regulatory framework for NCS financial sustainability. This includes the development of followings: (1) The PA financing strategy; (2) Institutional framework for the financial strategy; (3) resource mobilization strategy; (4) economic valuation studies; (5) concession management framework; and (6) study for the establishment of an independent agency for PAs (The Nature Conservation Authority).    The progress toward legal and regulatory framework can be described as indicated in the following table:  Year Score Remarks  - 2012 41% (39 out of 95) The project prepared gap analysis study for a legal and regulatory framework  - 2013 44% (42 out 95) This is due to ministerial decrees have been issued to enhance the legal frame work for PAs management such as (Revenue generation committee, PA management system endorsement).  - 2014 53% (50 out 95) PAs Financial strategy developed and approved.  - Apply bidding system within NCS.  - PA staff capacities on sustainable finance for PAs was built.  - 2015 65% (62 out of 95) Economic valuation studies were developed for Desert ecosystem at WRPA and for marine ecosystem at Ras Mohamed.  - A comprehensive guide of the different types of permits within PAs and their value was prepared and accredited by NCS.  - A concession committee was founded and managed to develop the RFPs for new concession activities within Wadi El Rayan and Wadi Degla PAs.  - 2016 67% (64 out of 95) A resource mobilization strategy was developed and integrated with the Economic valuation studies to support the sustainable finance of PAs under the new updated NBSAP.  - Upgrade of concession fees was done for economic activities inside targeted PAs and officially approved by EEAA.  - 2017 - 2018 71.5% (68 out of 95) The draft law for establishment of an independent agency for PAs (The Nature Conservation Authority) was developed and submitted to the Parliament for approval.  - 2019 73.5% (70 out of 95) Provided technical and financial support to NCS to start a comprehensive strategic permits system for users of natural resources with PAs (the first phase will be at South Sinai and Red Sea PAs). The permits system framework was approved by the Steering Committee of EEAA. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 2**  **Outcome 2: Levels of financial resource mobilization are adequate to ensure effective conservation-oriented management of Egypt's PA system** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Improved financial sustainability for PAs, as measured by the Financial Sustainability Scorecard        Business planning        Tools for revenue generation | 41% - 25 out of 61    43% - 31 out of 57    Total 42% - 95 out of 227 | *(not set or not applicable)* | 82% - 50 out of 61    88% - 50 out of 57    Total 76% - 172 out of 227 | 80% - 49 out of 61    88% - 50 out of 57 | - The progress toward financial sustainability for PAs through the life span of the project can be described as indicated in the following table:  Tools Financial Sustainability Scorecard Business Planning Total score & percentage  Year % % %  2012 0 0 0  2013 0 0 0  2014 56 67 54  2015 62 75 63  2016 69 79 66.5  2017 77 86 0  2018 80 88 0  2019 0 0 0 |
| Revenues generated | 2005-2008 annual average of $3.7 million USD | *(not set or not applicable)* | Revenues generated by PA system over 6-year project duration total approximately $74 milllion with final exact figures depending on final financial needs assessments and basic and optimal scenarios | • The total revenues generated by PAs system in 2012-2017 is approximately $26 million.  • During this reporting period:  o USD 4.5 M has been allocated from Ministry of Environment to PAs system and injected into the PAs Special Account  o Around USD 75000 of revenues has been generated from the newly introduced visitors entrance fees at Wadi El Gemal NP during the past six months | - The revenues generated by PAs system during the FSP operation can be summarized in the following table:Revenues generated from PAs  Years  2012 4  2013 7  2014 11  2015 19  2016 24  2017 28  2018 31  2019 0  Note:  On November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD = 18 EGP where it was 1 USD = 8 EGP). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD. |
| Revenues re-injected | 2005-2008 annual average of $595,000 | *(not set or not applicable)* | Revenues re-injected into PA system over 6-year project duration total approximately $53 million, with final exact figures depending on final financial needs assessments and basic and optimal scenarios | • During this reporting period:  o USD 1.8 M has been re-injected and spent for the PAs infrastructure and visitors’ facilities  o Additional amount of USD 4.5 M has been re-injected and workplan has been prepared for the activities | The collectively total revenues re-injected into PAs system during the 6-year project duration can be summarized in the following table (in LE million):  Year Cumulative total  2012 3.24  2013 8.14  2014 13.24  2015 17.94  2016 24.44  2017 26.44  2018 32.74  2019 40.3 |
| Diversified revenues | 95% of revenues generated by fees; Entrance fees at Ras Mohamed generating 53% of total system revenues | *(not set or not applicable)* | At least 25 % of revenues are being generated by sources other than user fees    No single site generating more than 40% of PA system revenues | • Review and update Wadi Degla Camping fees which contributed increasing revenues  • Review and update PAs concession pricing system fees which contributed increasing revenues from concessions  • Initiating partnerships with private sectors under CSR | The project in cooperation with NCS take several actions toward enhancing the diversification of revenues generated by PAs. The following actions summarize these efforts:  • Coordination with Private sector was done to promote implementing eco-tourism activities at WGPA and to promote the investment opportunities at the PA. This generated more revenues to the PA and improved its operational, infrastructure and human capacities and contributed to the development of WGPA economically, environmentally and culturally as well.  • Commercial services plans had developed for 4 PA (WGNP - RMNP – WRNP - WDPA) which determined other sources of revenues with approximately revenues of $12 million over 10 years in addition to $10 million as new assets and 420 Job opportunities.  • Eleven concession projects have been approved by EEAA CEO to be implemented within 3 PAs (Wadi Rayan, Wadi Degla and Wadi El Gemal) which to increase generated revenues from different sources such as (Partnership with private sector, touristic and agricultural projects).  • The WGPA Visitor’s Center has been opened for bidding.  • Completion of field visits accompanied by a technical Committee of governmental services Authority in the Ministry of finance to develop the estimated values for all investment portfolios within targeted PAs.  • A remarkable improvement has been achieved in revenue generation from non-traditional sources. Revenue from concessions increased by 30% during the past 5 years.  • Special events and activities such as camping, sports, filming and rappelling are providing additional streams of revenues for NCS.    The diversification of revenues in PAs system during the 6-year project duration can be summarized in the following table (in %):  Year Entrance fees Other sources  2012 3.02 0.40  2013 1.73 0.18  2014 3.1 020  2015 1.61 0.30  2016 2.05 0.27  2017 1 0.28  2018 2.5 0.35    Note:  On November 2016, the Central Bank of Egypt made a decision to free-float the Egyptian Pound, consequently the value of the local currency has been depreciated against the USD (1 USD = 18 EGP where it was 1 USD = 8 EGP). Therefore, the protected area revenues may seem to be lower than their actual Egyptian value due to the conversion to USD. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 3**  **Outcome 3: Business planning and cost-effective management systems are ensuring the effective allocation and management of mobilized resources** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| METT Scores | Baseline scores | *(not set or not applicable)* | Improved management effectiveness in eight PAs altogether covering 1.85 million ha., as follows: | • Since the project started METT Scores at the target PAs indicates improvement during this reporting period specially | - METT developed for Four targeted PAs shows Improved management effectiveness in some PAs due early intervention from the project and the remaining PAs need urgent corrective actions from the project. Therefore, the project has identified the gaps in those PAs and rapid intervention has made where the necessary financial requirements allocated, as well as the adoption of management system for those PAs to overcome these challenges.  - METT has been developed for 8 targeted PAs as the first time to cover all targets where METT for Nabq PA was also developed.  - METT Scores at the 8 target PAs indicated that there is improvement at Ras Mohamed, Wadi Degla, White desert and Wadi El Gemal NP.  - As a result of improvement Ras Mohamed was declared on the IUCN Green List of protected areas as a successful model for PA. |
| Business planning | Business plans in 2-3 sites, but not operational    Management plans in several sites, but lacking funds for implementation | *(not set or not applicable)* | By end of project, eight priority PAs are operated according to a full and consistent set of business and management planning tools    Standardized, high quality | • Conducting Site Management Plan for Bluehole area  • Conducting Management Plan for Wadi Degla PA | - Management plans for 5 PAs in South Sinai were developed by PAs staff and the relevant stakeholders and experts, using a standard format. Each plan covers the following topics: summary on the PA; landscape, biodiversity and history; PA management & stakeholders and reporting structures; PA zoning; clear work plan, targets and budget.  - A framework for Commercial Services Plan was developed for Egypt’s PAs to provide both short and long-term managerial direction for the commercial use of parkland and resources. It clarified the types and systems of management and maintenance services for the PA which are consistent with the nature and value at the short and long term in order to achieve the objectives of the PA and preserves natural resources as well as provides its visitors enjoy.  - First commercial services plan was prepared for WGNP, which shows the types and levels of commercial activities that are necessary and appropriate for the Park and define how those activities will be managed. It includes a design of the appropriate operational guidelines and documentation for commercial activities procedures in line with national laws and regulations.  - Eight management system plans for priority PAs were developed including budget data, all plans submitted to NCS for allocation of required funds for implementation.  - Two Economic valuation studies were developed for both Wadi El Rayan and Ras Mohamed PA.  - Concession committee drafted and reviewed RFPs for 9 investment packages from legal, technical and financial point of view. The project has officially submitted these RFPs to EEAA to starting bidding process.  - Four commercial service plans were developed to guide and regulate business opportunities and concessions.  - Additionally, 12 concession models of different types were developed among targeted PAs.  - A pilot revenue generation scheme is currently under implementation at Satayeh Dolphin House. |
| Alternative management | Ad-hoc arrangements | *(not set or not applicable)* | Community partnership system tested in at least one PA | • Developing Gharqana Village social survey and need assessment within Nabq PA.  • A partnership has been established with community associations in Saint Katherine PA to implement an Improving Employment and Income Opportunities for the Inhabitants. | - Three workshops were held in Cairo, Wadi El-Gemal and Sharm El-Sheikh for civil society representatives, NGOs, local communities to develop a strategy and plan to mainstream participation of local communities and all stakeholders in the management of the targeted PA.  - A coordinating committee was formed at NCS to ensure involvement of community partnership in PA management system processes.  - Coordination with Private sector was done to promote implementing eco-tourism activities at WGPA and to promote the investment opportunities at the PA. Consultation meetings with local community and relative stakeholders at the site were organized to present and discuss the implementation of the integrated development plan for WGNP.  - A capacity building program for community development was initiated where the first phase of trainings started at (WGNP and WRPA) on the following topics: (1) develop environmental traditional products; (2) marketing of traditional products that are developed.  - The project helped local communities on operation of four bazaars and forums in Cairo by selling natural and organic products using the natural carton casing and wrapping. The project was able to convince local communities in Siwa to send women to stand in the booths and sell their own products.  - Facilitate the participation of local community members from targeted PAs in international environmental events (i.e AMCEN conference and celebration of World Environmental Day). Most of developed community products were sold during these events which enhance their livelihood and reflected the collaboration with PAs management.  - Issuing the first guide to the skills and methods of environmental education and Awareness in Protected Areas.  - An action plan was prepared to support the development of the local communities within Wadi El Gemal NP and Saint Katherine PA. The implementation of the plans implemented through partnerships with community groups, local NGOs and private sector.  - A master plan for developing Gharqana Village through social survey and need assessment within Nabq PA, was developed.  - A partnership has been established with community associations in Saint Katherine PA to implement an Improving Employment and Income Opportunities for the Inhabitants. |
| Accounting, audit, reporting | Systems in place do not reach international standards | *(not set or not applicable)* | International standards systems in place by end of project | A series of technical training on standards of governmental accounting and auditing, financial planning, budgeting, and reporting was provided to NCS and target PAs accounting and administrative staff. Training on UNDP Financial Sustainability Scorecard was also provided, in addition to translating the scorecard to Arabic to encourage them to use it. | - An integrated training program was organized for all PAs financial officers, specialist & PA managers on financial aspects including: Financial planning and budgeting; Audit systems; Financial Reporting; Management of environmental funds.  - A series of trainings took place for PAs financial and managerial staff on the following: (1) PAs Financial Affairs; (2) Economic Valuation of Ecosystem Services; (3) Organizational Behavior & Recruitment & Selection; (4) A guide was also prepared on PAs Financial Affairs for PA financial and managerial staff.  - A technical training on standards of governmental accounting and auditing, financial planning, budgeting, and reporting was provided to NCS and target PAs accounting and administrative staff.  - Training on UNDP Financial Sustainability Scorecard was also provided, in addition to translating the scorecard to Arabic to encourage them to use it. |
| - | Ras Mohamed – 69 | *(not set or not applicable)* | Ras Mohamed – 85 | Ras Mohamed – 80  Ras Mohamed National Park METT score shows improvement at management effectiveness, the project provides capacity building and training for RMNP Rangers on remote sensing and monitoring.  Results from a recent study by the project indicate improvement of the marine environment in Ras Mohamed compared to other sites outside of the national park.  a visitor center and infrastructure development plan prepared and currently under implementation. | METT - Ras Mohamed (1) Ras Mohamed – 69 Ras Mohamed – 85 All scores of METT for Ras Mohamed during the 6-year project duration can be summarized in the following table:  Ras Mohamed Sources  2012 0  2013 0  2014 58  2015 64  2016 70  2017 75  2018 80    - METT score at Ras Mohamed on 2014 and 2015 show a decline from a score of 69 in 2009, this was due to the considerable reduction in the government budget from $180000 to $90 000. In addition, to lose,10 of highly qualified staff left either moved to another PAs or have another job outside Egypt. The visitor’s facilities in the PA also deteriorated reflected in huge shortage in the number of visitors. Immediately, the project took corrective action to overcome this impairment through effective coordination with EEAA, EPF and UNDP where $1.15 million released for Ras Mohamed to improve visitor facilities and support PA management.  - Visitor facilities and infrastructure development plan prepared and implemented. This includes comprehensive signage system, interpretation panels, environment-friendly toilets, shades and trails. Rangers trained on GIS and natural resources management methods. |
| - | Wadi El-Gemal/Hamata – 64 | *(not set or not applicable)* | Wadi El-Gemal/Hamata – 85 | Wadi El-Gemal/Hamata – 85  Wadi El Gemal METT score shows improvement at management effectiveness. As a result of WTP study, arrangements were made with Ministry Of Environment and the entrance fees collection system for Wadi El Gemal NP established by the project and currently operating successfully. | All scores of METT for Wadi El-Gemal during the 6-year project duration can be summarized in the following table:  Wadi El-Gemal Sources  2012 61  2013 68  2014 70  2015 76  2016 78  2017 81  2018 85  2019    - METT score at WGNP shows improvement at management effectiveness through raising the capacity of the park rangers and support them with a range of training courses in financial affairs and visitor management as well as assist in the rehabilitation of buildings and improve visitor’s facilities.  - METT score at WGNP shows improvement at management effectiveness. A number of publications has been produced to be distributed to the park visitors including park map, field guide and guide to history and archaeology. In addition to, the successful implementation of the natural resource monitoring program is informing the management decisions as well as the commercial services plan activities are under implementation.  - The entrance fees collection system for Wadi El Gemal NP established by the project and currently operating successfully. |
| - | Wadi-el Rayan – 69 | *(not set or not applicable)* | Wadi-el Rayan – 80 | Wadi El-Rayan – 77  Wadi El Rayan METT score shows improvement at management effectiveness. A WTP survey has been conducted to modify the entrance fees value. | All scores of METT for Wadi El-Rayan during the 6-year project duration can be summarized in the following table:  Wadi El-Rayan Sources  2012 69  2013 69  2014 60  2015 60  2016 68  2017 73  2018 77  2019    - METT score at WRPA showed at the first two years’ decline at PA management as the technical staff of PA moved from PA and only 3 researchers available at the PA.  - Starting from 2016, METT score at WRNP shows improvement at management effectiveness through developing PA management system and finish the preparation of commercial services plan for the PA where number of investment packages for the PA was drafted and ready for bidding.  - Another adding values for the PA was the establishment and opining the Wadi El-Hitan museum by high level segment of ministers, which will assist in marketing the PA at the international level.  - An assessment of plants of the park was completed and rangers trained on GIS and natural resource management. |
| - | St. Katherine – 63 | *(not set or not applicable)* | St. Katherine – 80 | St. Katherine – 75  METT score at SKP shows improvement in management effectiveness. a visitor facilities and infrastructure development plan prepared and currently under implementation for Mount Moses | All scores of METT for St. Katherine during the 6-year project duration can be summarized in the following table:    St. Katherine Sources  2012 63  2013 74  2014 56  2015 60  2016 68  2017 72  2018 75  2019    - On 2013, METT score at SKP shows improvement at the management of the PA, this was due to the implementation of GEF/UNDP project (Medicinal Plans Project) at the PA over last 7 years which supported the PA by additional staff and building their capacities through trainees’ program and providing the PA with sufficient type of equipment & management Tools (PCs, GPS, Cameras, etc) as well as the enhancement of the PA management plan.  - On 2014, METT score at SKP shows significant revert at PA management as many of PA staff moved from PA.  - Starting from 2017, METT score at SKP shows improvement in management effectiveness. a visitor facilities and infrastructure development plan prepared and implemented with special attention to Mount Moses. |
| - | White Desert – 60 | *(not set or not applicable)* | White Desert – 75 | Due to security reasons the White Desert PA is currently closed for visitors, No METT score cards developed this year. | All scores of METT for White Desert during the 6-year project duration can be summarized in the following table:  White Desert Sources  2012 60  2013 N/A  2014 N/A  2015 64  2016 64  2017 N/A  2018 N/A  2019    Due to political and security reasons the White Desert PA is currently closed for visitors, No METT score cards developed for few years. |
| - | Nabq – 59 | *(not set or not applicable)* | Nabq – 80 | Nabq – 69  Nabq METT score shows improvement at management effectiveness. A social and park management assessment study where prepared to inform community development and park management plans. | All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:  Nabq Sources  2012 59  2013 N/A  2014 N/A  2015 N/A  2016 60  2017 65  2018 69  2019    Due to political and security reasons in some parts of Sinai , so METT score cards developed for few years.  - Starting from 2016, METT score improved due to the following interventions by the project:  o A social and park management assessment study where prepared to inform community development and park management plans.  o The project supported the implementation of Nabq PA awareness and education program. Rangers trained on GIS and natural resources management methods.  o Improvement of the protected areas visitor’s facilities.  o Upgrade the infrastructure of Ghargana village inside the PA. |
| - | Wadi Degla – 51 | *(not set or not applicable)* | Wadi Degla – 75 | Wadi Degla – 68  Wadi El Rayan METT score shows improvement at management effectiveness. A WTP survey has been conducted to modify the entrance fees value.  Many workshops and capacity building session have been developed for the WDPA team.  Wadi Degla & Petrified Forest Sustainable Financing and Management Model currently ongoing. | All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:  Wadi Degla Sources  2012 N/A  2013 N/A  2014 N/A  2015 35  2016 56  2017 64  2018 68  2019    - Starting from 2016, METT score at WDPA shows significant improvement at management effectiveness because of the following interventions:  o A full development plan for visitor facilities and PA infrastructure was developed and implemented.  o Capacity building for rangers was enhanced on first- aid training and GIS.  o A WTP survey has been conducted to modify the entrance fees value. |
| - | Red Sea Northern Islands – 47 | *(not set or not applicable)* | Red Sea Northern Islands – 75 | Red Sea Northern Islands – 69  Red Sea Northern Islands METT score shows improvement at management effectiveness.  Rangers were trained on how to monitor Sharks and how to manage Shark attacks and accidents. The training was given to a total of 21 rangers. | All scores of METT for Nabq during the 6-year project duration can be summarized in the following table:  Red Sea Northern Islands Sources  2012 N/A  2013 N/A  2014 N/A  2015  2016  2017  2018  2019  - Starting from 2016, METT score at WDPA shows significant improvement at management effectiveness because of the following interventions:  o A management system plan for the PA and was developed.  o An official technical committee was created to develop an economic plan for some islands in a cooperation with Red Sea governorate.  o An effective cooperation between the project and PERSGA project in Red sea was done where all required equipment’s for monitoring program were provided to the PA.  o Two concession packages prepared including the environmental baseline assessment and the tender prospectus. Feasibility and economic assessments for the two packages were prepared to inform the concession tendering process.  o Rangers were trained on how to monitor Sharks and how to manage Shark attacks and accidents. The training was given to a total of 21 rangers. |
| **The progress of the objective can be described as:** | | **On track** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 85.8% |
| Cumulative GL delivery against expected delivery as of this year: | 85.8% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 3,102,670 |

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| **Key Financing Amounts** | |
| PPG Amount | 83,000 |
| GEF Grant Amount | 3,616,000 |
| Co-financing | 15,316,200 |

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| **Key Project Dates** | |
| PIF Approval Date | Feb 4, 2008 |
| CEO Endorsement Date | May 27, 2010 |
| Project Document Signature Date (project start date): | Jun 24, 2010 |
| Date of Inception Workshop | Jun 7, 2011 |
| Expected Date of Mid-term Review | Apr 30, 2014 |
| Actual Date of Mid-term Review | Dec 9, 2014 |
| Expected Date of Terminal Evaluation | Mar 30, 2020 |
| Original Planned Closing Date | Dec 31, 2015 |
| Revised Planned Closing Date | Jun 30, 2020 |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| 2018-11-01 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| Due to the turnover of the Project manager resulted in delays of several activities especially in South Sinai, also in drafting the new Environmental Law, in addition to delay in applying e-ticketing. all in all, the project came to a complete halt for almost eight months. |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| There were major delays during the reporting period due to the change of project manager twice. The major delays were mainly in the infrastructure components in south Sinai which is essential to upgrade the protected areas with basic services in order to apply entrance fees to the protected areas.. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| To confirm and recall entries from prior PIRs: this project was GEF CEO endorsed in May 2010 and its PRODOC was signed only one month after in June 2010. However, the project only really started in January/March 2011 after the delayed recruitment of the Project Manager; the Inception Workshop took place in July 2011 and the MTR, originally scheduled for January 2013, was completed only in December 2014. These early delays can largely be attributed to the January 2011 revolution and the ensuing political turmoil in the country, in addition to the departure of the national project manager during the 2012-2013 reporting period.    The MTR in 2014 recommended a first project extension, after which a revised Planned Closing Date of 30 April 2017 was granted under RTA Doley Tshering. However, the project´s very low financial delivery already in the 2016 PIR begged the question if the project should be extended again.    In early 2017 the project team through UNDP Egypt submitted an extension request to UNDP-GEF, which was eventually approved by UNDP-GEF HQ in Nov 2017, formally setting the new closure date at 30 June 2019.    In mid-2018 however, the competent and proven Project Manager in post was suddenly dismissed by the Ministry/Government. He was replaced by an appointee with limited credentials for the position, who then caused turmoil in the project, and was in turn dismissed after about half a year. In Q1-Q2/2019 yet a new PM was then appointed who is now expected to lead the project until closure. A valuable part of the additional implementation time granted was lost, wherefore the Government insisted on yet another 1-year extension, which was now formally requested and is pending approval by UNDP HQ. While approval of the request cannot be guaranteed, it seems reasonable to expect approval of this latest extension to 30 June 2021. This new date is not yet reflected in the PIR platform. It means that also the TE will be postponed to Q1-2/2020. |

# Ratings and Overall Assessments

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| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | Despite the turnover of the project manager, the team was keen to complete the activities approved in the AWP and try as much as possible to avoid delays, however, there were many challenges with the suppliers to convince them finalize all pending activities with the absence of the Project manager , UNDP supported the continuation of the project activities and supervision of the PMU in addition to hiring a new project manager to undertake the final phase of the project and ensure proper closure. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Moderately Satisfactory | Moderately Satisfactory |
| Overall Assessment | This project is considered the most important project for both UNDP and the Ministry of Environment. Unfortunately, the project faced many delays in project implementation in terms of delivering the required outputs. The large co-finance that the government chose to channel through UNDP is a very positive thing. However, most of the government co-finance/cost sharing is supporting infrastructure which means going through a tedious procurement procedure which may be the reason for the delays in reaching outputs. Another cause of delay is the frequent turnover of the project manager. There were 5 turnover of project managers and now the sixth one is holding on and doing a good job in trying to speed up project delivery. With each project manager, the project activities were put on hold and restarted from scratch. In some instance there were a lot of interference from government to add/delay already agreed upon activities that caused another delay.  The project should be credited for all the hard work put into this complex project. There is a lot to show on the ground in addition to the policy work put into this project such as the revision of the environmental law and write up of the concessions for some protected areas.  The project is rated moderately satisfactory since project activities are on track with some delay in deliverables. As stated above most delays were beyond the current’s project team. However, there are some shortcomings and another year of extension was requested. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Moderately Satisfactory | Moderately Unsatisfactory |
| Overall Assessment | This project is complex and difficult to assess, also because RTA support changed three times during the project, and because the project offers a rather extreme blend of delays and poor delivery of GEF resources on the one hand, and good results and upscaled impacts (especially surprising given the circumstances) on the other hand.    After GEF CEO Endorsement in May 2010 and PRODOC signature in June 2010, the project started with the recruitment of the Project Manager and the Inception Workshop between January and July 2011. Originally designed as a 5-year project, it has now concluded 9 years since signature including 8 years of actual implementation. Obviously, the political situation since in Egypt has caused significant turbulences, and while the situation has now calmed down in several aspects and regions, a few security and governance challenges remain that continue to affect project implementation.    Regarding IMPLEMENTATION PROGRESS over the reporting period:    Project governance and management faced significant challenges. While the Steering Committee has been effective, and the Government has been deeply committed to the project, the project during this reporting period suffered from the turmoil caused by the recurrent dismissals of Project Managers. In mid-2018, the competent and proven Project Manager in post was suddenly dismissed by the Ministry/Government. He was replaced by an appointee with limited credentials for the position, who then caused turmoil in the project, and was in turn dismissed after about half a year. In Q1-Q2/2019 a new PM was then appointed who is now expected to lead the project until closure. In consequence, the Government insisted on yet another 1-year project extension, which was now formally requested and is pending approval by UNDP HQ. While approval of the request cannot be guaranteed, it seems reasonable to expect approval of this latest extension to 30 June 2021. This new date is not yet reflected in the PIR platform. It means that also the TE will be postponed to Q1-2/2020.    As in prior years, UNDP Egypt has provided critical support to the Ministry of Environment, EEAA and the Project. Government has channelled significant domestic co-financing via UNDP to the project, using its more flexible procurement capacity. UNDP Egypt also mobilised important co-financing for the PA system such as from the Italian Govt.    The project’s cumulated financial delivery increased over the reporting period from $2,668,489 (74%) of the total GEF project grant of $3,616,000 by 30 June 2018, to $3,102,670 (86%) by 30 June 2019. The annual financial delivery was only $434,180, less than planned and leaving a balance of the GEF grant of $513,330.    No Critical Risks were identified in the last PIR. The dismissal of the proven PM in mid 2018 could not be anticipated. UNDP CO however acted forcefully when the situation deteriorated during the year and demanded yet another new PM. There are no remaining Critical Risks - even if the project would close now it would leave a legacy.    Despite the many positive implementation aspects, the turmoil caused by project manager replacements, and the consequential impact on financial delivery and need for yet another extension forces the RTA to rate IP for this reporting period MODERATELY UNSATISFACTORY.    Regarding DO PROGRESS and OVERALL ASSESSMENT over the reporting period:    With regard to OUTCOME 1, related to institutional arrangements, financial arrangements and policies viz revenue reinjection, the establishment of a sustainable finance unit, and the legal and regulatory framework, the cumulated results have been increasingly encouraging: Two articles were successfully included in the country’s new constitution on "Conservation of Natural Resources" and "Protected Areas". After a general Resource Mobilisation Strategy was developed in earlier periods, a more specific and comprehensive 5-year PA Finance Strategy was developed and presented at a high level multi-sector event; it presents a framework for PA financing policy and strategy with diverse funding resources, effective financial administration, enabling environment, mainstreaming and capacity building programs, and is at the core of the future of NCA; government allocated USD 480K for the first year of implementation. The plan to convert the NCS (Nature Conservation Sector in the Egyptian Environmental Affairs Agency) into an autonomous PA Agency (adequately structured and equipped to allow the national PA system to be financially sustainable) is still not achieved, but hopes remain that an “Institutional Reform Proposal” will be submitted to the Cabinet of Ministers and Parliament once the amendments of Law 102/1983 are approved by the latter. Complementing work from the past years (e.g. on reinjection policy and concession management framework), a new financial management system was developed to facilitate government spending and revenue re-injection (by which revenues are transferred from Ministry of Envt to a special PAs account that led to an unequalled PA budget delivery rate of >95% in 2017); this will serve as a bridge until NCA autonomy is secured. $4.5m of govt finance was reinjected into the PA system via this account; $1.8m of govt cofinance were sent for infrastructure development via UNDP; a new unit for financial sustainability and economics was set up at NCS (a significant achievement); and 3 pilot projects focusing on financial sustainability were implemented in 3 PAs. Although some elements under Outcome 1 merit a HS rating, the missing approval of NCS autonomy impedes an S or HS rating of this Outcome – the chosen rating is MS.    With regard to OUTCOME 2, progress is still mixed, with some new encouraging trends. Revenue generation from PAs now stands at a cumulative $31 million for the 8 years of implementation – 55% of the (overly ambitious) project-end target of $74m but given the drop in international tourism in Egypt this seems legitimate. Reinjection of PA revenues into the PA system stands at a cumulative $40 million for the 8 years, including c$8m from the last reporting period; the total is less than the $ 53 million project-end target, but the achievement is nevertheless impressive. However, the project has worked towards diversification of revenue, and there are good results on the concessions side from the past period and now on entrance fees from this present reporting period. FSC scores increased substantially over baseline now and are close to the project-end target. Given how ambitious these targets were, project achievement for this Outcome 2 is now rated S.    OUTCOME 3 has to some degree received the greatest attention by the project. The project continues to cover the full set of 8 PAs agreed in the PRODOC (Ras Mohamed, Wadi El-Gemal/Hamata, Wadi El-Rayan, St. Katherine, White Desert, Nabq, Wadi Degla and Red Sea Northern Islands) AND several PAs not originally included in the project (Taba, Petrified Forests, Moussa Mountain, Aswan, Wadi El-Hitan), working on PA and visitor infrastructure and PA finance and management improvements. Work with government financing has taken place in Ras Mohamed Visitor Center, Ras Mohamed Signage & Trails, Al-Gharqana Fishermen Village Development, The Blue Hole Diving Site Development, Mount Sinai Trail Development, and Electricity Supply to Petrified Forest PA. The METTs indicate improvements in PA management throughout. However, the RTA eventually visited Sharm El Sheikh and surrounding PAs on three occasions during the reporting period and was deeply concerned about some of his observations and reports that do not wholly support some of these claims: patrol boats unused, illegal and little controlled fishing activities in the PAs, poorly managed if not unhinged boat/snorkel/diving operations in the area, the new visitor centre in RMNP closed since its inauguration in Nov 2018, etc., the questionable designation of RMNP as a IUCN Green List PA, etc. The RTA rates project achievement under Outcome 3 as MS.    With regard to progress in meeting the overall PROJECT OBJECTIVE, achievement is rated MS. New ecological monitoring programme have been emplaced that have claimed evidence for recovery of marine habitats (coral, seagrass) and flagship species inside PAs and severe degradation outside PAs. Moreover, as described above, PA revenue generation and reinjection are positive and encouraging even though somewhat erratic; a key project achievement over the reporting period is the approval by Government of PA entrance fees and of a e-system for collecting fees, which are now being piloted in Wadi Gemal NP and could be upscaled to the entire PA system to generate significant new income (complementing the 30% revenue increase from concessions reported in past PIRs); in addition several PA sustainable financing plans and relevant studies (such as of Willingness to Pay in 5 PAs) were developed. Having said that, some confusion remains on the revenues generated and funding allocated to the PA system and the use of the Financial Scorecard could be improved – the RTA suggested in the past that NCS consolidate their financial tracking and planning system and that is now embedded in the new NCS structure and PA Financing Strategy.    Considering the above but also the outcome of his recent field missions to Egypt, the RTA downgrades DO Progress again to MODERATELY SATISFACTORY. The project has met or exceeded its objectives in some domains. If NCA / PA Agency autonomy is achieved and if the mobilisation of PA financing also approaches the certainly ambitious project end targets, the project could move to S. And yet, it seems that further PA management planning and enforcement need to be mobilised to make the best of these important improvements and investments in the PA system.    The RTA moreover endorses/maintains the overall MODERATELY UNSATISFACTORY rating for IP and MODERATELY SATISFACTORY rating for DO calculated by the PIR system. This overrules the S and MS DO ratings provided by PM and UNDP CO, for the reasons outlined above. | |

# Gender

**Progress in Advancing Gender Equality and Women's Empowerment**

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| --- |
| **Gender Analysis and Action Plan:** *not available* |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| *(not set or not applicable)* |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: No |
| Improving the participation and decision-making of women in natural resource governance: No |
| Targeting socio-economic benefits and services for women: No |
| Not applicable: Yes |

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| **Atlas Gender Marker Rating** |
| **GEN2:** gender equality as significant objective |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| NA |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| The Project in cooperation with CARE Egypt has implemented &“Improving Employment And Income Opportunities Program” for Bedouin women in St. Katherine. The program aims to empower women by helping them to access the financial resources needed to generate income for them and improving their livelihood. A pre-assessment for their needs has been conducted to decide the appropriate intervention by the project that simultaneously improves the biodiversity conservation and women livelihood. The program was designed based on the needs assessments report that has been conducted for the local communities in the area. The program takes into consideration the Bedouins tradition and custom as well as their customary law. All steps are being taken carefully to empower women without harming the social solidarity of the society and in close cooperation with St. Katherine protected area management team and the local NGOs.  Around 350 women are engaged in the “Improving Employment and Income Opportunities Program”.  With an equal gender balance in the PMU there are no gender issues within the project’s management. On a broader project’s impact-scale there are no critical issues related to gender in as much as the project is addressing protected areas financing.  The program was designed based on needs assessments report that has been conducted for the local communities in the area. The program takes into consideration the Bedouins tradition and custom as well as their customary law. All steps are being taken carefully to empower women without harming the social solidarity of the society and in close cooperation with St. Katherine protected area management team and the local NGOs. |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| The main goal of the program is to improve biodiversity conservation and sustainable use of natural resources while improving the livelihood of the local communities in the area. Financial inclusion schemes have been integrated with biodiversity conservation which include conducting environmental public awareness sessions, supporting eco-friendly income generating projects and encouraging desisting environmental harmfully projects. |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| Yes |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| Some environmental and social risks identified mainly during the planning and implementation of the PAs visitors’ facilities and infrastructure development projects. Environmental Impact Assessment studies were prepared for all the projects and mitigation measures were applied. |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| N/A |

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| **SESP:** *not available*  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| *(not set or not applicable)* |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| No |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| N/A |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| N/A |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| *(not set or not applicable)* |

**Knowledge Management, Project Links and Social Media**

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| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
| The Project website https://epasp.org/  The Project Facebook Page https://www.facebook.com/EPASPproject  The Project YouTube channel https://www.youtube.com/channel/UCV9w9MFrf3nmE3VlR80N7bA  The Project Instagram https://www.instagram.com/epasp/ |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

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| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

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| **Does the project work with any Indigenous Peoples?** |
| Yes |

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| **Does the project work with the Private Sector?** |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| Yes |
| Yes |

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| **Does the project work with UN Volunteers?** |
| No |

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| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |
| No |

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| **CEO Endorsement Request:** [PIMS 3668 \_CEO endorsement\_for submission-Rev2 HW\_MA (2).doc](https://undpgefpims.org/attachments/3668/212786/1634578/1634873/PIMS%203668%20_CEO%20endorsement_for%20submission-Rev2%20HW_MA%20%282%29.doc) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| During the life period of the project, most of the key reports or documents (e.g. PAs Financial Strategy – PAs Resource mobilization – Institutional reform study – etc.) were pass a strong consultation process with all different stakeholders (e.g. Governmental bodies – Private Sector – NGOs – Local communities – etc.). This strong consultation process of the project in most of its activities allow the proper implementation of these activities with minimum challenges. |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

**Implementation Progress Ratings Definitions**

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.