

## Country: Egypt

### UNDAF Outcome(s)

UNDAF Outcome 3: By 2011, regional human development disparities are reduced, including reducing the gender gap, and environmental sustainability improved.

### Joint Programme Outcome(s):

Outcome 1: Employment especially of youth and women gainful employment in heritage arts, crafts, tourism and creative industries, increased contributing to poverty alleviation and empowerment.

Outcome 2: Enhanced institutional capacity to manage cultural heritage and natural resources.

Prog/project Title: "Mobilization of the Dahshour World Heritage Site for Community Development"

Programme/project Duration: 36 Months  
(Start/end dates): \_\_\_\_\_

Fund Management Option(s): Pass Through  
(Parallel, pooled, pass-through, combination)

Managing or Administrative Agent: MDTF  
(if/as applicable)

Total estimated prog/project budget: **3,095,086 USD**  
Out of which:

1. Planned resources:

- Government \_\_\_\_\_
- Regular/Other Resources \_\_\_\_\_
- NGO or private \_\_\_\_\_
- ILO \_\_\_\_\_
- UNESCO \_\_\_\_\_
- UNWTO \_\_\_\_\_
- UNIDO \_\_\_\_\_

2. Unfunded budget: \_\_\_\_\_

### Names and signatures of (sub) national counterparts and participating UN organizations

<sup>1</sup> UNDP will sign on behalf of UNWTO based on the formal authorization received in the email dated 22 October 2008.

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### Names and signatures of (sub) national counterparts and participating UN organizations

UN Organizations	National Partners <sup>1</sup> (including sub national partners.)
<p><b>James W. Rawley</b> Name of Agency: <u>UNDP</u> Date &amp; Seal</p>	<p><b>H.E. Minister Fayza Abounaga</b> Name of Institution: <u>Ministry of International Cooperation</u> Date &amp; Seal</p>
<p><b>Loretta De Luca</b> Name of Agency: <u>ILO</u> Date &amp; Seal</p>	<p><b>H.E Mr. Zoheir Garranah</b> Signature Name of Institution: <u>Ministry of Tourism</u> Date &amp; Seal</p>
<p><b>Dr. Tarek Shawki</b> Signature Name of Agency: <u>UNESCO</u> Date &amp; Seal</p>	<p><b>Dr. Zahy Hawas</b> Signature Name of Institution: <u>Supreme Council of Antiquities</u> Date &amp; Seal</p>
<p><b>James W. Rawley<sup>1</sup></b> Signature Name of Agency: <u>UNWTO</u> Date &amp; Seal</p>	<p><b>Mr. Hany Seif el Nasr</b> Signature Name of Institution: <u>Social Fund for Development</u> Date &amp; Seal</p>
<p><b>Paul Makin</b> Signature Name of Agency: <u>UNIDO</u> Date &amp; Seal</p>	<p><b>H.E Ambassador Menha Bakhoum</b> Name of Institution: <u>Ministry of Foreign Affairs</u> Date &amp; Seal</p>
	<p><b>Dr. Mawaheb Aboul Azm</b> Signature Name of Institution: <u>Egyptian Environmental Affairs Agency</u> Date &amp; Seal</p>
	<p><b>Adham Nadim</b> Signature Name of Institution: <u>Industrial Modernization Centre</u> Date &amp; Seal</p>

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## Acronyms and Abbreviations

AA	Administrative Agent
BD	Business Development
BDS	Business Development Services
CCA	Common Country Assessment
CHDC	Cultural Heritage Development Centre
CI	Creative Industries
CSO	Civil Society Organization
DNA	Designated National Authority
EEAA	Egyptian Environmental Affairs Agency
ETA	Egyptian Tourism Authority
ILO	International Labour Organization
IMC	Industrial Modernization Centre
JP	Joint Programme
JPD	Joint Programme Document
KAB	Know About Business
LED	Local Economic Development
M&E	Monitoring and Evaluation
MCIT	Ministry of Communication and Information Technology
MDGs	Millennium Development Goals
MDTF	Multi-Donor Trust Fund
MFI	Micro Finance Institution
MSME	Micro, Small and Medium Enterprise
MoC	Ministry of Culture
MoFA	Ministry of Foreign Affairs
MoIC	Ministry of International Cooperation
MoT	Ministry of Tourism
MoTI	Ministry of Trade and Industry
MSEA	Ministry of State for Environmental Affairs
PMC	Programme Management Committee
PMF	Programme Monitoring Framework
RC	Resident Coordinator
NSC	National Steering Committee
SCA	Supreme Council for Antiquities
SFD	Social Fund for Development
SMART	Specific – Measurable – Achievable – Relevant – Timely
SME	Small and Medium Enterprise
STEP	Sustainable Development- Eliminating Poverty
TNA	Training Needs Assessment
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNWTO	United Nations World Tourism Organization
UNS	United Nations System
UNDAF	United Nations Development Assistance Framework
V & A	Vulnerability and Adaptation
WIND	Work Improvements for Neighborhood Development
WISE	Work Improvements in Small Enterprises
WHC	World Heritage Centre
WHS	World Heritage Site

## **Executive Summary**

Egypt's archeological and cultural heritage is unique in its wealth and abundance. However, efforts must be continued to support the Government's preservation and sustainable development of the country's historical assets and antiquities. Dahshur is situated south of Saqqara on the Giza Plateau and comprises an integral section of the UNESCO World Heritage Site Memphis and Its Necropolis. Specifically, the Dahshur component of Memphis and Its Necropolis comprises three individual pyramid structures: the Bent Pyramid, the Red Pyramid, both constructed by Snefru, and the Pyramid of Amenmhat III. Given the significance of these components of a UNESCO World Heritage site to both Egypt and the world's cultural heritage, the joint programme has sought to effectively ensure that the intervention is fully amalgamated into the Memphite Necropolis Management Plan, as delineated by Egypt's Supreme Council of Antiquities in coordination with UNESCO and its World Heritage Centre. Additionally, the joint programme will target the preservation of Dahshur seasonal Lake, a unique natural asset within the surrounding community, through coordinated efforts to ensure that the seasonal lake is preserved in its natural state through community-owned conservation.

To ensure effective national ownership and participation at the community level, the area surrounding the Dahshur component of Memphis and its Necropolis has been incorporated into the intervention. This component of the joint programme focuses on improving the livelihoods and working conditions of the local population through targeted employment-generation activities, with special focus given to women's and youth employment, as well as the development of locally driven micro and small enterprises (MSEs). The development of community-owned and operated M/SMEs will introduce micro-finance access to the Dahshur community, providing the population at large with technical expertise in small business sector development to complement access to micro-finance mechanisms. Given the increasing number of tourists visiting the area and the overall seclusion and underdevelopment of the pyramid site, the joint programme will support the Government in its efforts to protect and sustain the pristine nature of the Dahshur pyramid complex through technical training of archeological inspectors; thus, augmenting their capacity to effectually ensure the site's continued preservation and sustainable use by visiting tourists.

The Joint Programme has been structured within United Nations Development Assistance Framework (UNDAF) Outcome 3 and, as such, seeks to support the reduction of human development disparities, with special reference to the gender gap and environmental sustainability. Each component of the joint programme focuses on individual aspects of the preservation and sustainable development of the Dahshur component of Memphis and Its Necropolis and the surrounding community to ensure an effective symbiosis of the cumulative intervention. JP Outcome 1 centers on community development and employment generation, while JP Outcome 2 focuses on the effective preservation of the archaeological site and surrounding natural resources.

The annual review of a JP, will be done collectively by national partners and participating UN organizations. The Programme Management Committee will establish a reporting and monitoring arrangement, whereby a Programme Manager will be hired to oversee the overall progress of the project. The incumbent will be responsible for collecting annual narrative reports from each of the participating UN organizations, consolidating the reports and presenting the consolidated report to the PMC and the National Steering Committee for their approval. The final report will then be sent to the MDT F office in New York. Following the approval of the proposal, the PMC plans to use the remaining funds from the formulation costs of 20,000 USD to finance the inception phase of the project.

## **1. Situation Analysis**

Dahshur consists of 40,000 inhabitants and is located within an hour's travel distance from Cairo. The village of Manchiyet Dahshur provides an excellent setting for the programme because it: (1) is immediately adjacent to the pyramids of Dahshur, a part of Memphis and its Necropolis UNESCO World Heritage Site; (2) overlooks Birket Dahshur, a natural depression filled seasonally with Nile floods that is visited in autumn by myriad migratory birds, hosts papyrus marshes, and serves as the only such surviving ecosystem in Middle Egypt with unique plant and animal biodiversity; (3) is secluded, has not been overtaken by urban sprawl or negatively impacted by tourists; (4) consists of a tightly bound community with the potential to engage in organized social action; and (5) has a resident community of distinguished artists (painters) who can contribute actively to the improvement of traditional arts and crafts. Their skills can be used for income-generating purposes and to advocate for tourism.

The pyramids of Dahshur form part of the Memphis and its Necropolis World Heritage Site, inscribed by UNESCO in 1979. First opened to the public in 1996 after years of being utilized by the military, the 3.5 km long pyramid field contains 4<sup>th</sup> and 12<sup>th</sup> dynasty pyramids. The Bent Pyramid exhibits an early stage of pyramid design, representing the evolutionary stage between the Step Pyramid at Saqqara and the pyramids at Giza. The Red Pyramid is the world's oldest true pyramid and includes a 15m-high burial chamber. In size, it is second only to Cheops Pyramid in Giza. The ruins of the Black Pyramid demonstrate the internal construction techniques used for centuries.

Egypt's tourism sector has seen considerable growth in recent years, with purpose-built beach resorts helping to diversify the country's long-standing cultural heritage product. Latest figures indicate that the country is now attracting more than 9 million international tourists per annum. This level of inbound tourism is projected to more than double by 2020, increasing the requirement for a sustainable approach to the development of tourism resources throughout Egypt. In recognition of the need to promote a responsible approach to tourism development within Egypt, the Ministry of Tourism, working in partnership with UNWTO, has commissioned consultants to prepare an action-oriented, sustainable National Tourism Development Plan, with a prioritized 10-year strategy and 5-year action programme. This plan will be completed in the 4<sup>th</sup> quarter of 2008.

It is important to ensure that other emerging segments are also catered for so that Egypt's tourism sector can continue to grow and deliver the widespread community, economic and employment benefits anticipated by the Ministry of Tourism and its partners. Two such growth sectors are ecotourism and rural tourism. There is currently very little ecotourism activity in Egypt and the rural tourism product is also underdeveloped. Both segments are important in terms of the UN Millennium Development Goals as they tend to be relatively low-volume but high value activities, minimizing disturbance to host communities whilst offering higher than average rates of return as well as encouraging local sourcing and the retention of traditional craft skills.

The seasonal lake at Dahshur (Birket Dahshur) is located in a depression close to the village of Manchiyet Dahshur and attracts a wide range and large number of migratory birds. The depression hosts papyrus marshes and is the only surviving ecosystem of this type in Middle Egypt with a unique plant and animal biodiversity. The site's appeal is enhanced by its location on the fringe of attractive palm groves and at the edge of the Nile flood plain, overlooked by the pyramids of Dahshur and offering the potential to attract both experienced ornithologists as well as tourists with a general interest in natural heritage.

Chronic unemployment remains a national challenge to the Egyptian economy today. The official unemployment rate in 2006 stood at 10.6 % (24% among women). Job creation could be enhanced by faster and sustained economic growth and better education and training. Existing national employment strategies need to be operationalized to accelerate employment growth and to provide poor citizens, especially women and young job seekers, with access to decent job opportunities. To target unemployment, the *Egypt Human Development Report 2005* makes the case that change in macroeconomic policy could have a tangible impact so that sectors such as tourism, manufactured exports and rural non-agricultural activities can become engines of employment growth. It highlights formal and informal M/SMEs, which have been the major domestic employers since the 1980s as a particularly attractive candidate for future employment growth, especially if problems such as overly burdensome regulations and deficiencies in training, skills and access to financial and business support services are addressed.

Poverty in Dahshur can be attributed to the predominance of low-income agricultural activities (70%). This proposal aims to provide training to enable rural communities to find employment outside agriculture, open job opportunities in heritage/cultural creative industries, and enhance the ability of the community to engage in organized social action to improve their condition. Emphasis will be placed on the training and employment of unemployed young graduates (reportedly 50%) and women, especially those who head households (190 households). Given Dahshur's proximity to Cairo, existent data has indicated that literacy levels in the community are at or above the national average of 89%.

## **2. Strategies, Lessons Learned and the Joint Programme**

### 2.1 Background/context

Egypt has taken important steps towards attaining the MDGs. Despite the country's progress, the Common Country Assessment (CCA) 2005 points out that reaching the MDGs and ensuring economic growth, poverty reduction and social protection will be undermined unless the environment and natural resources are persevered from the increased pressure induced by the growing population. In response, the Joint Programme will centre on UNDAF Outcome 3, in Egypt's UNDAF (2007-2011), which addressed the promotion of sustainable development concepts and unemployment. The Joint Programme will ensure national ownership through the effective cohesion of national capacities and agreed on sustainable development targets encapsulated in the above-cited strategies. Project is structured around the overall MDG framework, with Outcome One contributing to MDGs 1 and 3, through targeted support to women and poverty alleviation activities. Outcome Two is structured around MDGs 7 and 8, in its support to ensuring the long-term viability of environmental assets in Dahshur and the Memphis and its Necropolis, as well as improve the use of Official Development Assistance (ODA) by implementing this model of improved collaboration between government entities and donor agencies.

Each of the Joint Programme's Outcomes has been developed around the overarching framework of the Millennium Development Goals (MDGs). Outcome One falls under MDGs 1 and 3. Outcome One's results oriented approach, locally correlating to MDG 1 targets 1a and 1b, will improve livelihoods of marginalized segments of Dahshur and its surrounding communities through an integrated approach to community engagement, centering on capacity development, job creation and support to the development and sustainable operation of small, locally existent industries. Furthermore, through actively supporting enhanced participation of and support to women, Outcome One will locally reinforce Egypt's commitment to MDG 3 by targeting the capacity development of women in Dahshur and in the communities surrounding the Memphis and its Necropolis. Moreover, women will be given priority support for the provision of both

financial and non-financial services in starting their own enterprises. Women will, moreover be empowered through the Local Economic Development Forum, which will have specialized components for female views, aspirations and needs to be integrated into all stages of the Joint Programme.

Outcome 2 will actively support MDGs 7 and 8 through its stated activities relating to the ecological assessment and preservation of the Birket Dahshur and the global partnership for development encapsulated within Spanish Government's commitment to supporting and funding the Spanish MDG Fund. Outcome 2's environmental component falls under MDG 7 target 7a, as activities in the outcome will seek to integrate the principles of sustainable development into Egypt's existent commitments to preserving and reversing the loss of ecological assets.

## 2.2 Lessons learned

There are a number of significant lessons learned from past experiences, opportunities and risks considered in the design of this joint programme. These lessons are:

- Through its programme STEP (Sustainable Tourism – Eliminating Poverty), the UNWTO has drawn on the experience of more than 50 pro-poor tourism projects across the developing world. Recent experience includes the Kartong community-based and ecotourism project in Zambia and other community-based tourism projects in Madagascar, Ghana and Colombia. Key issues arising from these and other STEP projects include the need for the development of a high quality tourism product that respects local traditions whilst celebrating local identity and uniqueness. The requirements for community involvement at all stages of the planning and implementation process have been linked to the need to involve all members of the community in the process, including those not normally given a voice. Lastly, the benefits of introducing local sourcing during the construction process and, once tourism projects are complete, for hospitality, catering and retail functions, ensures that leakages from the local economy are minimized wherever possible. The STEP process will complement ILO's work in Local Economic Development (LED) experience in over 25 countries, in which the local development strategy and activities are fully based on broad community participation at all stages.
- Sustainable access to finance is key; training and capacity building are important but business development services have to be provided on a sustainable basis. SMEs need more than just credit – leasing to small entrepreneurs can be very useful. Working with financial institutions with local experience is very important; using credit officers from the community is key since they know the needs of the community and the reputation of its people.
- M/SMEs development is increasingly the focus of the Government as it is directly related to job creation and poverty reduction. In 2005, the Government launched, with the support of UNDP, the national strategy for micro-finance calling for an inclusive financial sector encouraging access to finance to women and men who wish to start small businesses or expand existing ones. In Egypt, a major challenge is access to finance because formal financial institutions focus on funding large enterprises. Another major challenge is access to business development services and training to entrepreneurs in areas of project development, feasibility studies, marketing strategies, pricing of goods and services, packaging and presentations and so many other barriers to growth and competitiveness. The funding GAP is estimated at 85%. There are many SMEs that could develop around tourism and tourist activities and thereby be able to provide jobs and income to the population.



- UNDP has substantive experience in providing financial and non-financial services at the national level with experience in BDS in Giza through establishing a Business and Enterprise Development Foundation. Additionally, UNDP has number of projects and initiatives in the governorate in partnership with SFD and a number of NGOs.

### 2.3 The Joint Programme

The aim of the joint programme is to protect the area of the Dahshur pyramids and its ecosystem while fostering sustainable development, cultural and ecological management and revenue generation in the surrounding community. This cultural heritage component of the JP is a pilot based on the Supreme Council of Antiquities (SCA) master plan, which is currently being developed to preserve cultural heritage in Memphis and its Necropolis. Therefore the JP has the potential to be replicated in other regions of the country. The JP has addressed the importance of community development and the identification of informal leaders within the community to spearhead the project and has, as a consequence delineated an inclusive approach to community mobilization and stakeholder involvement. The commitment, participation and contribution of both the local and national authorities in all aspects of the project is reflected in the implementation strategy outlined in the Results and Resource Framework (RRF) of the JP document, as the involvement of Government and the community are essential for sustainability and to allow replication of the Joint Programme.

Joint Programme Outcome 1: Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and empowerment.

Outcome One reflects an integrated approach to community engagement and development, with each national counterpart and their partner UN agency's providing components of inter-dependent intervention. Broadly, SFD and ILO will provide for continual community engagement through the establishment of a Local Economic Development Forum. Moreover, SFD and ILO will focus on capacity development for decent working conditions, and sensitization towards the creation of culture of entrepreneurship, with targeted trainings for Dahshur and the surrounding communities. Within Outcome One UNWTO will work on fostering the development of sustainable tourism SMEs, including but not limited to, the creation of local guide association, training on tourism awareness, capacity development for existent tourism SMEs, fostering enhanced local investment in tourism capacity and supporting the community's utilization of its tourist assets in a sustainable and culturally sensitive manner. The Industrialization Modernization Centre (IMC) and UNIDO, within Output 1.4, will provide technical services and training for entrepreneurship development and support of creative and traditionally present industries with a view towards addressing poverty alleviation and creating self-employment. The Social Fund for Development (SFD) and UNDP will, turn provide resources to the local community to start and maintain businesses, including the establishment of revolving credit facility for Dahshur and the surrounding communities, and the provision of Business Development Services (BDS) to existent and newly established enterprises. Utilizing SFD's substantive experience in this sector, the revolving credit facility will remain in Dahshur past the project's life, as a sustainable source of financing in the local community, helping them address poverty, unemployment and improve their living standards, which local entrepreneurs will have access to. As such, each national partner and their respective UN agency will be providing a linked component to the overall community intervention, with each partner's activities directly linked to each other, providing a homogenous approach to community development. During the inception phase the Joint Programme document will be translated into Arabic to facilitate enhanced national ownership and participation of national partners.

Under Output 1.1, the Joint Programme will commence with the undertaking of a socio-economic community profile survey of Dahshur and its satellite communities, to be implemented by SFD, with ILO's technical support. Each participating UN agency and their respective government counterparts will provide the Joint Programme Manager (JPM), SFD and ILO with their respective inputs to ensure that the survey is comprehensive, providing national partners and UN Agencies with baseline data, and information on the capacity of Dahshur and its surrounding communities, to absorb and benefit from the programme's intervention. This survey will, furthermore, facilitate an integrated approach to the intervention, in turn mitigating duplication risks and ensuring the viability of each component of the Joint Programme's activities. Following the conclusion of the survey, the JPM will lead a workshop among UN agencies, their government counterparts, and local community representatives to refine the intervention in light of the survey's results. Modifications to the intervention's overall strategy, will then be carried out, where necessary, to incorporate data obtained through the survey to further hone indicators and correlating baseline data and to create a plan of action. To ensure full and substantive community engagement in the refinement and implementation of the JP, SFD and ILO will establish a Local Economic Development (LED) Forum, which will serve the JP as a whole, acting as key source of community input to the JP. The LED Forum will be composed of local stakeholders, community leaders, and representatives from disadvantaged segments of the Dahshur community (i.e. women and youth). LED is a territorial approach, which stresses high levels of local participation and consultation, ensuring that there is consensus among the community as it relates to the JP's overall sustainability and ability of Dahshur and the surrounding communities to absorb and benefit from the JP's intervention. The LED Forum will be existent throughout the project's lifetime, guaranteeing that the local community will be continually consulted, and integrated within the implementation process. Moreover, efforts will be made to ensure the LED Forum's existence, through targeted donor support, following the conclusion of the JP. In order to ensure the participation engagement and ownership of local councils, the project will conduct a workshop during which, the project will be introduced to the local council before implementation plans are finalized, the needs of the council will be addressed, a capacity development plan to provide some staff with training, technical assistance and capacity building will take place. This is very important to make sure that plans are aligned with the project plans.

Output 1.2 will focus on capacity development for Dahshur and the surrounding communities, which could, if necessary be scaled up to communities surrounding Memphis and its Necropolis. Within this output it is envisioned that SFD and ILO will partake in the capacity development of roughly 6,000 individuals on areas of vital importance such as the establishment of decent working conditions within SMEs operating in and around Dahshur. Moreover, they will provide substantive support to individuals who have already established their own enterprises, as well as to those who plan to in the future through training and continuous coaching on entrepreneurship. Trainings will not be one off activities, as there are substantive follow-up mechanisms through coaching and mentorship, to ensure absorption within Dahshur and the Memphis Necropolis as a whole.

Output 1.3 will see the Ministry of Tourism (MoT) and UNWTO collaborate on fostering sustainable rural tourism activities, as well as conducting capacity development for existent and newly established tourism SMEs servicing Dahshur and Memphis and its Necropolis as a whole. The capacity development segments of the input will be linked to the Egyptian Tourism Federation's, under the auspice of MoT, activities as they relate to developing small, eco-friendly tourism enterprises. It is envisaged that over 3000 individuals from Dahshur and the communities surrounding Memphis and its Necropolis will be supported within this output. Training activities undertaken with community members will increase local skill levels and allow the development

of an entrepreneurial culture that can build on the commercial opportunities that will be delivered by the creation of a new ecotourism destination, supporting more general community development and empowerment objectives. Finally, the establishment of a cadre of local tourist guides should ensure that the increase in tourism activity in Dahshur can be managed in a way that avoids disturbance to those parts of the community that do not wish any intrusion into their traditional way of life . All such interventions will be agreed in advance with participants and community leaders.

In Output 1.4, UNIDO, through IMC, will provide direct support to Dahshur and the surrounding communities, in the areas of entrepreneurship development and enterprise based training e.g. training on marketing, basic accounting, marketing, enterprise management, and business planning, as indicated in the project activities. Creative industries/entrepreneurship development, the viability of which will be supported with a baseline/market assessment on creative industries sub-sectors to identify priorities for training and capacity building in the MSME sector. Available evidence shows that the development of SME- based cultural industries can be considered as a cost-effective mechanism for income and employment generation, especially when it comes to adding value to basic cultural goods available in developing countries. Egypt carries a rich historical, social and cultural heritage that is reflected especially in Handicrafts, therefore the initial focus will be mainly, but not limited to, crafts and traditional/cultural-specific agro-based products (textiles, wood, leather, food items). As a matter of fact these sectors present low entry barriers, requiring relatively small capital in comparison to other manufacturing sectors, simple tools and a relatively short period of apprenticeship or training depending on the intricacy of the craft. This sector is closely linked to tourism industry and also adds a social dimension because the creation of demand for rural crafts and the establishment of rural craft clusters encourage rural populations to remain in their original communities which could help reduce their influx to urban centers. The enhancement of the community based tourism project of Dahshur envisaged by the Joint Programme proposal could be used as a vehicle to introduce products of Egyptian identity and therefore preserve cultural heritage while in parallel promoting income and employment generation activities.

In that respect, ILO will focus on the capacity development components of the joint programme to increase gainful employment, especially of youth and women, in heritage arts, crafts, tourism and creative industries contributing to poverty alleviation and empowerment. It will apply an integrated approach called Local Economic Development (LED), which is used to develop the livelihoods of the inhabitants of a certain territory based on the full participation and ownership of the process. It will develop an enabling environment for all other components of the project in the Dahshour area. Policy researches, feasibility studies and capacity development programmes will be undertaken for the area. The main activities to be undertaken would include (but are not limited to) the following:

- 1- Presenting the LED approach to the community, developing and facilitating a LED Forum constituted of representatives of stakeholders in the community;*
- 2- Analyzing, in close collaboration with the local community, women's and men's heritage-related activities in Dahshour and in other neighboring communities;*
- 3- Carrying out an inventory of existing tourist attractions, resources and services;*
- 4- Creating an enabling environment for the burgeoning of cultural, heritage and touristic businesses by the development of an entrepreneurship culture among youth (in schools, universities and training centers) and adults;*
- 5- Improving the productivity/performance of micro and small businesses in heritage arts, crafts and tourism to increase the attractiveness of such business to new entrepreneurs through better occupational safety and health and working conditions*

UNDP and the Social Fund for Development (SFD) will build upon the previous components of the overall intervention to provide resources to the individuals and enterprises, in Dahshur and the communities surrounding Memphis and its Necropolis who received: awareness capacity development and mentoring in Outputs 1.1 and 1.2; practical rural and eco-friendly tourism training and coaching in Output 1.3; and skills upgrading and technical training for entrepreneurship development in Output 1.4. SFD technical expertise in BDS and microfinance will support the identification of suitable national NGOs to implement, with SFD, the BDS and microfinance revolving facility. The revolving credit facility will support individuals and micro enterprises in Dahshur and the communities surrounding Memphis and its Necropolis past the project's lifetime, remaining within the beneficiary communities as a source of affordable credit to entrepreneurs. Moreover, BDS will support agribusiness skills upgrading to help local project beneficiaries' better market and utilize their agricultural output. SFD will contract a national Community Development/ SME Coordinator from Dahshur and the satellite communities of Memphis and its Necropolis to support the implementation of activities in Output 1.5. In order to ensure the participation engagement and ownership of local councils, the project will conduct a workshop where the project will be introduced to the local council before implementation plans are finalized, the needs of the council will be addressed, a capacity development plan to provide some staff with training, technical assistance and capacity building will take place. This is very important to make sure that plans are aligned with the project plans. As lead agency UNDP will undertake mid-term and final evaluations. Additionally, SFD will carryout a before and after documentary of the Dahshur JP for communication and cultural awareness of the community's natural and cultural heritage.

#### Joint Programme Outcome 2: Enhanced institutional capacity to manage cultural heritage and natural resources

The central point of collaboration between UNESCO and SCA in Output 2.1 is the protection and promotion of the World Heritage site of Memphis and its Necropolis. UNESCO and SCA are already working closely together in a series of projects related to the said World Heritage Site. UNESCO provides international expertise and training for staff, and equipment, but also sometimes initiates new projects and activities, which are carried out jointly, such as the cooperation agreement between Egypt and Sudan for the preservation and promotion of cultural heritage or the protection of the site of Qasr Ibrim on Lake Nasser. UNESCO and SCA are already collaborating in Giza and Sakkarah in the upgrading and preservation of the World Heritage site of the Memphis and its Necropolis. This includes undergoing master-planning and site management, on site facilities for the Sakkarah pyramids field, as well as Abu Sir. Dahshur has until now remained the missing component in this cooperation. The project will allow for the linking of the four major sites of the Memphis Necropolis from the Giza plateau to Dahshur, including Saqqarah and Abu Sir (UNESCO has also already started a community development project in Abu Sir, centered on the safeguarding of handicrafts), the ultimate objective being to have the whole area declared a protectorate (Historic National Park). The cooperation between UNESCO and SCA will be an extension of the common work already carried out. The master and site management plans, which will include feasibility studies for the Dahshur archaeological area will be developed jointly, as well as the study and design for the Community Heritage Development Centre (CHDC) and the constitution of the visitors centre and SCA technical staff facility. UNESCO will support the enhancement of the SCA site technical office for the Dahshur component, the creation of a visitors' centre and survey of the natural resources of the site with a view to the preparation of a request dossier for the enlargement of the World Heritage site to the seasonal lake and palm grove and its inscription in the UNESCO WHC and Man and Biosphere lists respectively. UNESCO and SCA will also develop a conservation programme for the

Dahshur component of the WH site and purchase collections management software for artifacts' management. UNESCO will organize training workshops on site management and the use of collections' management software for SCA staff. It will contribute to the acquisition of topographical maps of the site and its further mapping, using Geographic Information Systems (GIS) and will disseminate collected data to concerned national partners and UN agencies.

Building upon the master planning and GIS mapping for the Dahshur component of Memphis and its Necropolis completed by SCA, with UNESCO technical support, in Output 2.1 in the first year of the project's lifetime, MoT and UNWTO will prepare in consultation with the community a sustainable spatial tourism development strategy for Dahshur. The draft strategy will be presented at a meeting of all relevant stakeholders (community representatives, national counterparts, local administration and all UN partners) and a refined plan prepared that reflects all feedback received. This strategy will not have legal status but will provide the framework for the preparation of management plans for the Pyramids and for the seasonal lake (Birket Dahshur or Birket Al Malik) and its surrounding area. Evidence from sustainable tourism projects around the world confirms that the development of successful ecotourism destinations can only be achieved if there is a robust understanding of the ecological significance of the site or area in question. It is therefore essential to prepare an ecotourism management plan for Birket Dahshur and its surroundings. Such a plan will build upon the spatial tourism development strategy and will provide guidelines for all future visitor management, facility development, land management and resource protection activities. It will also link closely with the management plan prepared for the Pyramid fields to ensure an integrated approach to tourism development and visitor management.

EEAA and UNDP will, within Output 2.3, focus on assessing the environmental value of the Birket Dahshur to better understand the intricacies of the existent eco-system. EEAA will technically support efforts to have Birket Dahshur be declared a Protected Area, based upon its proximity to the WHS Memphis and its Necropolis. Utilizing the expertise of EEAA and UNDP, and the GIS data obtained by UNESCO and SCA, the EEAA will proceed to, in coordination with UNDP experts, develop an environmentally sustainable strategy for Birket Dahshur, working with UNESCO, who will be lobbying to expand the WHS to include Birket Dahshur, to ensure that the fragile ecosystem is preserved in the long-term. Additionally, to promote sustainable, eco-friendly tourism around Birket Dahshur, a series of advocacy materials about Birket Dahshur and the migratory birds that seasonally inhabit will be developed for the local community, eco-tourists, and local guides.

#### *National partners*

Key national partners in the joint programme will collaboratively reinforce local capacities in coordination with their respective UN agency counterparts, enhancing existent skill sets at the community level, and ensuring the effectual implementation of the joint programme.

The Supreme Council of Antiquities, operating under the auspices of the Ministry of Culture, is the governmental body in Egypt responsible for archaeological heritage. SCA will host the programme coordination unit of the Joint Programme (further clarified in the Management Arrangements Section). It will, moreover, be the counterpart of UNESCO in the joint programme, focusing its efforts on preservation of the Dahshur component of the Memphis and Its Necropolis World Heritage Site. It will be the executing body of the joint programme, oversee implementation of activities and, in line with the project document, produce regular technical reports. The Joint Programme manager and supporting staff will be housed in SCA premises. SCA has allocated 3 million USD for the development of activities related to the Dahshur component of the WHS, Memphis and its Necropolis, which will complement the JP activities as

they relate to the WHS. SCA will, additionally, designate a task manager for the JP, who will coordinate activities with the Joint Programme Manager and UNESCO.

The Ministry of Tourism's mandate is to promote and organize the tourism industry in Egypt. The Ministry's work overlaps with several other ministries and government agencies, most notably the Ministry of Culture and the Supreme Council of Antiquities by virtue of the central role Egypt's antiquities play in the promotion of tourism. The MoT tourism will provide technical expertise, delineating a task manager for the JP, who will coordinate the implementation of all activities with UNWTO, providing technical backstopping for tourism components of the JP, and facilitating the organization of capacity development initiatives for Dahshur and Memphis and its Necropolis.

The Industrial Modernization Centre was established by presidential decree number 477/2000 as an independent body to implement and coordinate the modernisation of Egyptian industry. IMC's mission is to provide business development support to Egyptian industrial enterprises to position them competitively in global markets in order to increase job creation and prosperity for all. UNIDO will liaise with IMC and other relevant entities engaged in the development of skills and clusters of M/SMEs, particularly in the craft sector. IMC will designate a task manager who will liaise with UNIDO in the implementation of its skill enhancement activities for the JP. The task manager for the JP will liaise with UNIDO and the Joint Programme Manager to ensure effective implementation of the activities.

The Social Fund for Development (SFD) was established in 1991 as a social safety net to mitigate the negative impacts of the economic reform and structural adjustment programs on low – income groups. Its aim is to contribute to combating unemployment, alleviating poverty, creating job opportunities, attaining sustainable development and supporting the national economy. In recognition of the accumulated experience gained during many years of its operation, SFD succeeded in repositioning itself as the State's principle organ entrusted with sponsoring of small/micro enterprises; thus, shifting from a mere social safety net into a permanent, full-fledged socio-economic development organization which adopts new orientations to cope with the challenges and requirements of each new phase. Since its inception and up to end 2007, SFD injected over L.E. 11 billion into the national economy creating a total of more than 2 million employment opportunities. It directed around L.E. 7.9 billion to about 884,000 small/micro enterprises that generate 1.7 million job opportunities. Moreover, SFD allocated more than L.E. 3.1 billion for human/community development enterprises creating up to 485,00 job opportunities. SFD will designate a task manager charged with the implementation of the components they are supporting; the task manager will work directly with the Joint Programme Manager and UNDP's designated staff for the JP to ensure an effective coordination implementation.

The Social Fund for Development will also partner with ILO to implement its components of the JP. With experience in similar projects; SFD has access to national and international experts and has led many capacity development projects. SFD will designate a task manager for ILO components of the JP, who will liaise with ILO and the Joint Programme manager to ensure effective coordination and implementation of activities under its auspice

The Egyptian Environmental Affairs Agency represents the executive arm of the Ministry of the Environment and is the national authority in charge of formulating environmental policies, preparing the necessary plans for environmental protection and environmental development projects, following up their implementation, and undertaking pilot projects. The Egyptian Environmental Affairs Agency (EEAA) was established in 1982 and restructured in 1992 to

address environmental issues in Egypt. Law 4/1994 for Environment and its Executive Regulations were issued not only to define the mandate of EEAA, specifying its role and responsibilities in environmental management, but also to represent the national legislative framework for environmental protection. EEAA, in part through its National Conservation Sector, will partner with UNDP in the Joint Programme's environmental component, designating a task manager for the JP, providing technical expertise on environmental management, and the sustainable preservation of the eco-system surrounding Birket Dahshur.

### *UN agencies*

Each of the government partners will, in coordination with UN agencies, utilize and augment national capacities by incorporating their respective experiences into a cohesive, effective joint programme. The Supreme Council of Antiquities, with the support of UNESCO, will focus on the conservation and preservation of cultural heritage activities associated with Dahshur and replicate best practices of similar projects in nearby areas close to Dahshur.

ILO, partnering with SFD and local NGOs, ILO will focus on the LED approach, that will ensure community's full participation, from its natural leaders to its disadvantaged groups, as well as integration among project components; the sensitization of the community to entrepreneurship as a valid income-generation option; and the introduction of techniques to improve the productivity of MSMEs in the selected sectors through better working conditions. It will apply an integrated approach, encapsulated through LED that will be used to develop the livelihoods of the Dahshur community. This will include feasibility studies and capacity-building programmes will be undertaken for the area.

UNDP will focus on poverty alleviation activities, such as provision of BDS and the provision of Micro-credit to Dahshur and the surrounding communities, in line with the microfinance national strategy. UNDP's support will target three thematic areas: job creation and development of capabilities, business development support, the provision of micro-finance to Dahshur and the communities surrounding Memphis and its Necropolis and environmental management. UNDP will be the lead UN agency responsible for the implementation of the project.

UNWTO is the UN agency responsible for the implementation of the tourism components of the joint programme. UNWTO will support the Ministry of Tourism and work hand in hand with other UN agencies; in particular UNDP and UNESCO, in order to integrate poverty alleviation aspects in the tourism component, jointly plan training activities with ILO and ensure that a combined product for culture and tourism will be developed. UNWTO will select experts from its network of national and international consultants and tourism institutes, backstop all programme activities with a tourism component and bring in experiences and best practices from its technical cooperation activities and STEP programme.

UNIDO will contribute to the joint programme by promoting a complimentary business environment and by building human capacities to encourage entrepreneurial initiatives in the Dahshur community, thereby fostering generation of wealth and income. It has been clearly demonstrated that an ample, rich cultural heritage is not enough to produce the hoped-for effects on socio-economic development. UNIDO and UNESCO are already cooperating in the design of policies (and are proposing to support the implementation of these) to promote the growth of creative productive activities for revitalizing rural and depressed urban communities. To this end, UNIDO will introduce and apply within this joint programme the concept of Creative Industries (CI) and its approach, methodologies and tools to enhance the growth of MSEs in these sectors and in traditional agro-based products. CI can be described as those industries that produce

tangible or intangible artistic and creative output, and which have a clear potential for sustainable income generation, through the use of cultural assets (both tradition/heritage and contemporary), and the production of knowledge/skills-based goods or services.

### **3. Results Framework**

#### 3.1 Summary of the Results Framework

The Joint Programme will operate under the aegis of UNDAF Outcome 3 and MDGs 1,3, 7 and 8, in support of Egypt's attainment of the MDGs with respect to the preservation of cultural and natural heritage, as well as human development as it relates to poverty alleviation and reduction of the gender gap. Given that the existing data to support identification of accurate indicators and accompanying baseline data for JP Outcome 1 is sparse, SFD and ILO will jointly conduct a comprehensive community socio-economic profile survey. Where applicable and available, targets and available baseline data have been indicated in the Results and Resource Framework and Project Monitoring Framework. The indicators that will be used to measure the attainment of JP Outcome 1 include, but are not limited to: (a) the number of active jobs created; (b) the number of enterprises created; (c) the number of women trained; (d) the number of women who receive micro-finance loans; (e) the employment to population ratio; (f) the portion of people living below \$1 (PPP) a day; (g) the proportion of own-account and contributing family workers in total employment; (k) the share of women in wage employment in the non-agricultural sector; (l) the number of youths receiving training in capacity development programmes; and (m) the number of youths accessing micro-finance resources. The Output indicators that will be used to measure the attainment of each Output shall include, but not be limited to: (1.1a) the successful completion of the socio-economic profile of Dahshur; (1.1b) Number of active beneficiaries participating in the LED Forum; (1.2) number of persons trained on decent working conditions and entrepreneurship; (1.3a) number of new tourism SMEs established; (1.3b) Number of jobs created in the local tourism sector; (1.4) number of persons trained in entrepreneurial and/or technical subjects; (1.5a) number of loans dispersed; and (1.5b) Number of M/SMEs receiving BDS

JP Outcome 2 pertains to institutional capacity development for the long-term preservation and sustainable development of cultural heritage assets in and surrounding the Dahshur community. The general outcome indicator for JP Outcome 2 is (a) government line ministries capacity to effectively preserve and maintain the Dahshur component of the UNESCO World Heritage Site. Accompanying Output indicators for JP Outcome 2 include, but are not limited to: (2.1a) the development and approval the SCA master plan/site management plan for the Dahshur component of the UNESCO World Heritage Site; (2.1B) the number of SCA technical staff who receive technical training (2.2) the development and implementation of a spatial tourism plan for Dahshur; and (2,3) the assessment and implementation of conservation and preservation strategies for the Dahshur seasonal Lake area and palm grove.



## Results and Resource Framework

UNDAF Outcome: By 2011, regional human development disparities are reduced, including reducing the gender gap, and environmental sustainability improved								
Outcome 1 Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and empowerment	SMART Outputs and Responsible  UN Organization	Reference to Agency priority	Implementing Partners	Indicative activities for each Output	Resource allocation and indicative time frame*			
					Y1	Y2	Y3	Total USD
<p>Outcome 1: Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and empowerment.</p> <p><b>Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>• 1a: Number of active jobs created.</li> <li>• 1b: Number of newly created enterprises.</li> <li>• 1c: Number of women trained</li> <li>• 1d: Number of women who receive loans</li> <li>• 1e: Employment-to-population ratio</li> <li>• 1f: Proportion of employed people living below \$1 (PPP) per day</li> <li>• 1g: Proportion of own-account and contributing family workers in total employment</li> <li>• 1k: Share of women in wage employment in the non-agricultural sector</li> <li>• 1l: Number of youths receiving training in capacity development programmes</li> <li>• 1m: Number of youths accessing micro-</li> </ul>	<p>1.1 Socio-economic community profile surveyed and LED forum operational to facilitate full community participation. (ILO)</p> <p>Indicators: 1.1a: Detailed socio-economic profile integrated into community intervention 1.1b: Active beneficiary participation in LED Forum</p>	Priority Area II	SFD	1.1.1 Conduct field survey for baseline data on Dahshur and surrounding communities (ILO)	x			50,000
				1.1.2 JP Manager will disseminate report to UN agencies and national partners and lead a workshop to refine intervention strategy and create plan of action (ILO)	x			5,000
				1.1.3 Recruit National Local Economic Development Coordinator (National Coordinator for ILO subcomponent) (ILO)	x	x	x	36,000
				1.1.4 Awareness sessions to the local community to promote their understanding of the touristic value of the area, and prepare for the formation of the LED Forum (ILO)	x	x	x	40,000

<p>finance resources</p> <p><b>Baselines</b>  Outcome Baselines:  • 1a: 0  • 1b: 0 • 1c: 0 • 1d: 0 • 1e: To be determined in Survey • 1f: To be determined in Survey • 1g: To be determined in Survey • 1k: To be determined in Survey • 1l: 0 • 1m: 0  Output Baselines:  • 1.1a: No detailed socio-economic profile 1.1b: No existent LED Forum •  1.2: 0  • 1.3: 0  • 1.4: 0  • 1.5a: 0 1.5b: 0</p>				1.1.4 Creation and facilitation of the LED Forum of local stakeholders, natural leaders, trade unions, employers, local authorities and representatives of disadvantaged groups. (ILO)	x	x	x	60,000	
	<b>Output Sub-Total</b>								<b>191,000</b>
	1.2 Sensitization to entrepreneurship and capacity building on decent work conditions conducted	I	SFD	1.2.1 Recruit national trainers/coaches on entrepreneurship and decent working conditions (ILO)	x	x	x	55,000	
	Indicator • 1.2: Number of staff trained for skills upgrading.			1.2.2 Conduct sensitization workshops and coaching on entrepreneurship for Dahshur and Memphis and its Necropolis (3000 persons) (ILO)	x	x	x	75,000	
				1.2.3 Conduct workshops on developing decent working conditions , respect for environment and gender equality and issues of child labour for Dahshur and Memphis and its Necropolis (3000 persons). (ILO)	x	x	x	70,000	
				1.2.4 Basic Occupational Safety and Health material produced and distributed to Dahshur and surrounding communities (ILO).	x	x	x	29,900	
				<b>Output Sub-Total</b>					
	1.3 Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshur tourism M/SMEs (UNWTO)	III	MoT	1.3.1 Prepare and Conduct Training Needs Analysis (TNA) (UNWTO)	x			35,000	
	Indicator:			1.3.2 Conduct ToT for Tourism Training Courses	x			30,000	
				1.3.3 Implement Training Courses using TNA for Dahshur and Memphis and its Necropolis (3000 persons). (UNWTO)	x	x	x	96,000	
1.3.4 Support development of local guide association (UNWTO)					x	x	28,000		

	• 1.3: Number of new tourism oriented M/SMEs established			1.3.5 Hold tourism awareness sessions with each community in Dahshur and the surrounding area (UNWTO)	x	x	x	39,000
				1.3.6 Prepare inventory of existing tourist attractions, resources and services for Dahshur and Memphis and its Necropolis(UNWTO)		x		20,000
				1.3.7 Prepare website detailing tourism products in the Memphis Necropolis with booking mechanism (UNWTO)		x		22,000
				1.3.8 Identify and train community partner to run website (UNWTO)		x		8,200
				1.3.9 Audit existing skills in the tourist sector (UNWTO)	x			12,000
				1.3.10 Train local community members on M/SME development in tourism sector (UNWTO)	x	x	x	48,600
				1.3.11 Development of small souq/ retail area for sale of local products (UNWTO)		x		30,000
				1.3.12 Prepare feasibility study for ecolodge development at Birket Dahshur (UNWTO)			x	15,000
				1.3.13 Prepare feasibility study for provision of high quality tourism signposting around Dahshur (UNWTO)			x	10,000
				<b>Output Sub-Total</b>				<b>393,800</b>
1.4 Creative industries supported, building upon existent local capacities within the Dahshur community (UNIDO)	II (human capabilities)	IMC	1.4.1 Recruit National Consultant for technical training (UNIDO)	x	x	x	36,000	
			1.4.2 Conduct training and in-house training on technical subjects (production processes, productivity enhancement, packaging, quality) with focus on crafts and agro-industries for Memphis and its Necropolis (1500 persons) (UNIDO)	x	x	x	99,000	

	Indicator • 1.4: Number of persons trained in entrepreneurial and/or technical subjects.			1.4.3 Carry out entrepreneurship development programmes (basic accounting, marketing, enterprise management, business planning) for Memphis and its Necropolis (1500 persons) (UNIDO)	x	x	x	50,000
				1.4.5 Assist in the formation of self-help entrepreneurial groups (UNIDO)	x	x		25,000
				1.4.6 Conduct awareness seminars to stimulate BDS demand (UNIDO)	x	x		20,000
				1.4.7 Provide enterprise level technical advice in product development, design and quality for Memphis and its Necropolis (UNIDO)	x	x	x	80,450
				1.4.8 Organize participation of local MSEs in Trade Fairs (UNIDO)	x	x	x	8,000
	<b>Output Sub-Total</b>							<b>318,450</b>
	1.5 BDS and micro-finance facilities provided to Dahshur and the surrounding communities (UNDP)  Indicators: • 1.5a: Number of loans dispersed 1.5b: Number of M/SMEs receiving BDS	I	SFD	1.5.1 Survey Business Development Service (BDS) providers and MFI/NGO to receive revolving loan fund to avail to local community (UNDP)	x			10,000
				1.5.2 BDS provider granted fund to provide non-financial services to local community SMEs (UNDP)	x	x	x	150,000
				1.5.3 MFI/NGO to receive revolving loan fund to avail to Dahshur and the surrounding communities of credit services (UNDP)		x	x	250,000
				1.5.4 Assess needs of local administrative units (UNDP)	x			10,000
1.5.5 National Manager (UNDP)				x	x	x	120,250	
1.5.6 National Community Development/SME Coordinator (UNDP)				x	x	x	46,250	
1.5.7 Mid term evaluation (UNDP)					x		15,000	
1.5.8 Final evaluation (UNDP)						x	15,000	

				1.5.9 Documentary film with before and after footage for awareness, appreciation and documentation purposes (UNDP)	x		x	20,000
				1.5.10 Project Management equipment and transportation to and from Dahshur (UNDP)	x	x	x	36,000
				1.5.11 Joint Programme inception phase (UNDP)	x			20,000
				<b>Output Sub-Total</b>				<b>692,500</b>
				<b>Outcome Sub-Total</b>				<b>1,825,650</b>
<p><b>Outcome 2:</b> Enhanced institutional capacity to manage cultural heritage and natural resources Indicators: Action Plan for the Dahshur Site produced and disseminated.</p> <p><b>Indicators</b> Outcome Indicator: • GoE line ministries capacity to effectively preserve and maintain the Dahshur component of the UNESCO WH site</p> <p><b>Baselines</b> Outcome Baseline: • GoE approved strategies and intervention plans in approved Output Baselines: • 2.1a Master plan not fully developed. 2.1b 0 • 2.2 No existent Spatial Tourism Plan existent. • 2.3 No assessment conducted.</p>	<p>2.1 The development and implementation of SCA's action plan for the Dahshur component of the UNESCO WHC and its environs is supported. (UNESCO)</p> <p>Indicator • 2.1a SCA master plan/site management plan for Dahshour finalized. 2.1b Number of SCA staff who receive technical training</p>	I	SCA	2.1.1 Develop master plan/ site management plan, including programming and feasibility studies for the Dahshur archaeological area (UNESCO)	x			120,000
				2.1.2 Studies and designs developed for the CHDC Includes architects fees for design and development of visitors center and technical office + the design for interior spaces and the display for visitors (UNESCO)	x	x		160,000
				2.1.3 Support the constitution of a visitor center in the CHDC. Equipment and furnish administrative center for the visitors' center including the administrative unit (UNESCO)	x	x		18,000
				2.1.4 Support the enhancement of the SCA site technical office, equipments and furnish (UNESCO)		x	x	70,000
				2.1.4 Training of visitors center staff (UNESCO)		x	x	20,000
				2.1.6 Training workshops for the management of the archaeological site involving SCA staff involved in the preservation of the heritage of the area. (UNESCO)		x	x	75,000

				2.1.7 Training for technical staff in artifact management (UNESCO)		x	x	60,000
				2.1.8 Acquisition of topographical maps (UNESCO)	x	x		1,500
				2.1.9 Survey on the management of the natural resources of the Dahshur WH site (UNESCO)		x	x	18,000
				2.1.10 Production of site information and signage of the UNESCO WH site (UNESCO)			x	30,000
				2.1.11 Production of public booklet and visitors guidebook, to be disseminated to visitors, on the Dahshur WH site (UNESCO)			x	20,000
				2.1.12 Assessment of the surrounding area of the archeological site, in particular the Lake area and the Palm Grove. Assistance in the preparation, by local authorities of a file for a tentative inclusion of these two areas in the WHC and MAB lists (UNESCO)	x	x	x	36,000
				2.1.13 Development of a conservation programme for the Dahshur WH site (UNESCO)		x	x	60,000
				2.1.14 Mapping of the Dahshur area using Geographic Information Systems (GIS) and disseminate data to national and UN partners (UNESCO)	x	x		33,000
				<b>Output Sub-Total</b>				<b>721,500</b>
	2.2 Rural tourism and eco-tourism activities are supported through	II	MoT	2.2.1 Fieldwork and community consultation programme to identify local stakeholder aspirations (UNWTO)		x		25,000

	the development of a government corroborated and locally driven Spatial Tourism Development Plan (UNWTO)			2.2.2 Prepare with community pilot draft spatial tourism development strategy in line with the national sustainable tourism development strategy and master plan project (UNWTO)	x			50,000
	Indicator • 2.2 Spatial Tourism Plan for Dahshour finalized.			2.2.3 Refine and publish approved spatial tourism development plan/strategy (UNWTO)	x			25,000
				2.2.4 Prepare and present draft tourism management plan at community meetings and receive feedback (UNWTO)		x		25,000
				2.2.5 Prepare final management plan in consultation with SCA and MoT (UNWTO)		x		10,000
		<b>Output Sub-Total</b>						
	2.3 Environmental support to the Dahshur Lake provided through assessment and development of a GoE approved sustainable strategy (UNDP)	III	EEAA	2.3.1 Assess ecological value of seasonal lake (UNDP)	x			20,000
	Indicator: • 2.3 Dahshour lake area and palm grove ecologically assessed.			2.3.2 Review legal position of land tenure/ownership (UNDP)	x			5,000
				2.3.3 Review existing protected area boundaries and identify opportunities for creating new Protected Areas and buffer zones (UNDP)	x	x		45,000
				2.3.4 Develop environmentally sustainable strategy for seasonal lake zone (UNDP)		x	x	35,000
				2.3.5 Production of advocacy and publicity materials about the Dahshur area and its touristic value.(UNDP)		x	x	20,000
			2.3.6 Prepare illustrated A4 interpretive leaflet (Arabic and English language) on the Lake Area and Palm Grove for sale to tourists (UNDP)		x	x	12,000	

			2.3.7 Prepare information pack (Arabic and English language) on the Lake Area and Palm Grove that can be used to support local education and guide training initiatives (UNDP)		x	x	10,000
			2.3.8 Conduct baseline study of the lake, including water analysis.		x	x	50,000
	<b>Output Sub-Total</b>						<b>197,000</b>
	<b>Outcome Sub-Total</b>						<b>1,053,500</b>
<b>JP Sub-Total</b>							<b>2,879,150</b>
<b>F&amp;A (7%)</b>							201540.5
<b>Support to the NSC (0.5%)</b>							14395.75
<b>GRAND TOTAL</b>							<b>3,095,086</b>

<b>Budget Breakdown by Agency</b>	<b>Total USD</b>	<b>F&amp;A</b>	<b>Grand Total USD</b>
ILO	420,900	29,463	450,363
UNDP	889,500	62,265	951,765
UNESCO	721,500	50,505	772,005
UNIDO	318,450	22,292	340,742
UNWTO	528,800	37,016	565,816
Support to the NSC (0.5%)			14,396
<b>GRAND TOTAL</b>	<b>2,879,150</b>	<b>201,541</b>	<b>3,095,086</b>



### 3.2 Work Plan and Budget

See Annex 1.

In case of shortage in funds for the PMU, agencies will contribute 5% of the total budget before F&A towards the cost of the PMU.

### 3.3 Annual Reviews

The annual review of a JP, will be done collectively by national partners and participating UN organization. The JP will produce one single annual consolidated progress report (narrative) that the Programme Manager will compile. The inputs from the different agencies are the basis for the report. Inputs will be a common reporting format using the results based annual programme targets. The participating UN Organizations will produce the consolidated narrative report and will submit them to the PMC for approval. Each participating UN Organization will submit a financial progress report to the MDTF Office individually, stating expenditures incurred by each programme during the reporting period. On receipt of the consolidated report, the RC will convene at least one annual steering committee meeting to review progress and conduct annual planning for all activities covered in the results framework, monitoring and evaluation plans covered by this joint programme. Based on the lessons learnt from a review of the risks and assumptions and implementation progress achieved, JP management will elaborate a detailed, new work plan and budget with the necessary adjustments made. The SC will approve in writing the new work plan and budget. For the implementation of the programme, the PMC will establish a reporting and monitoring arrangement, whereby a programme manager will be hired to oversee the overall progress of the project. The incumbent will be responsible for collecting the said annual narrative reports from each of the participating UN organizations, consolidating the reports and presenting the consolidated report to the PMC and the National Steering Committee for their approval. The final report will then be sent to the MDTF office in New York.

## **4. Management and Coordination Arrangements**

### 4.1 Coordination

#### *Role of the Resident Coordinator*

The Fund will rely on UN Resident Coordinator (RC) to facilitate collaboration between participating UN organizations to ensure that the programme is on track and that promised results are being delivered. The Resident Coordinator will exercise his authority over the programme by taking leadership of the overall programme design, ongoing programmatic oversight of the Fund's activities by chairing the National Steering Committee meetings. To ensure proper checks and balances, the RC will establish committees at two levels:

- National Steering Committee
- Programme Management Committee

#### *Role of the National Steering Committee*

The National Steering Committee (NSC) for the JP will consist of the RC (co-chair), a representative from the embassy of Spain, representatives from MOIC (co-chair) and MOFA (co-chair) as non-implementing parties. The Committee shall meet semi-annually and is responsible for providing oversight of the fund-supported activities, overall coordination of the JP and be

responsible for making arrangements for assurance function. The responsibilities of SC shall include, but not limited to:

- a. Reviewing and adopting the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary (Generic Terms of Reference can be found on the MDTF website)
- b. Approving the Joint Programme Document before submission to the Fund Steering Committee. Minutes of meeting to be sent to MDG-F Secretariat with final programme submission.
- c. Approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee.
- d. Approving the documented arrangements for management and coordination
- e. Establishing programme baselines to enable sound monitoring and evaluation
- f. Approving the annual work plans and budgets as well as making necessary adjustments to attain the anticipated outcomes.
- g. Reviewing the Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations.
- h. Suggesting corrective action to emerging strategic and implementation problems.
- i. Creating synergies and seeking agreement on similar programmes and projects by other donors.
- j. Approving the communication and public information plans prepared by the PMCs.

The SC will meet normally twice a year to review accomplishments and future activities, investigate bottlenecks and barriers in order to reach a decision on expected actions. The SC will also serve as a channel for inter-partner exchange of communication and decision-making is done by consensus. Support to the NSC (0.5%) will include, but not be limited, to oversight of the PMC, field visits to Dahshur, and the provision of technical support, when requested, by the lead agency (UNDP) during the JP's lifetime.

#### Role of the Supreme Council of Antiquities

- SCA will provide the following in kind contributions:
  - 1) Access to communication, for example, internet – telephone – fax – etc.
  - 2) Access to furnished space, for example, office space for manager and admin and access to a meeting room.
  - 3) Access to common support services, for example messengers.

The Joint Program Manager within the Program Coordination Unit will be hosted by SCA and recruited by a joint decision of the PMC. The Budget will come from UNDP.

#### Reference to the already existing UN coordination groups:

The joint project document will be presented to the UNCT, the SME subgroup and the Gender Subgroup.

*Programme Management Committee*

The PMC is an element of the JP management structure consisting of representatives from the MoT, SCA, IMC, SFD, EEAA and participating UN Agencies to provide operational coordination to the Joint Programme. The RC or his/her representative will chair the PMC while the JP Manager and experts can be invited to the meetings as needed. The PMC will normally meet quarterly but may have to meet more often depending on the need to address issues related directly to management and implementation of the programme. The responsibilities of the PMC will include:

- a. Ensuring operational coordination
- b. Appointing a Programme Manager or equivalent thereof;
- c. Managing programme resources to achieve the outcomes and output defined in the programme;
- d. Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;
- e. Establishing adequate reporting mechanisms in the programme;
- f. Integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
- g. Providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;
- h. Agreeing on re-allocations and budget revisions and make recommendations to the NSC as appropriate;
- i. Addressing management and implementation problems;
- j. Identifying emerging lessons learned; and
- k. Establishing communication and public information plans.

Each participating government partner and UN agency will designate a task manager, who is not remunerated by the JP, for activities relating to the Joint Programme. UN agency task managers will liaise with and support their national counterpart task managers, providing technical expertise, and programmatic support to ensure effective implementation of the JP activities. The task managers will be members of the PMC and collectively recruit JP staff, as needed. The task managers, as members of the PMC will be responsible for guiding the strategic implementation, in coordination with the JPM, and be responsible for collectively reporting to the SC. Additionally, each task manager will coordinate all activities with the Joint Programme manager.

#### *Programme Manager*

Upon signing this JP document, the RC will recruit a full time Programme Manager. Within the first quarter of the first year, all participating UN agencies and their Egyptian partners will engage in an exercise to elaborate an inception report detailing activities, outputs, inputs, indicators and means of verification within the overall Results and Resource Framework of this JP. This report is a requisite prior to dispersing the funds for implementation and execution of planned activities.

Within the first quarter, a national full-time JP Manager will be recruited and agency task managers will be designated. The JP Manager will be responsible for daily programme management and will coordinate with designated task managers in the relevant agencies who will be collaborating with the host national counterpart for each programme component. The JP Programme will be accountable and reporting to only the PMC(s). An Advisory Board for the Programme will be established comprising renowned national experts.

### *Programmatic and Financial Accountability*

Each participating UN organization shall assume full programmatic and financial accountability for the funds disbursed to it by the UNDP as the Administrative Agent. Each participating UN Organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by UNDP MDTF. As decided by the MDG Fund Management Board, participating UN Organizations shall be entitled to deduct their indirect costs on contributions received according to their own regulations and rules, which will not exceed 7 per cent of the budget.

### *External Communications*

As for external communications that fall outside the working process of the JP given to the press or the beneficiaries of a programme will only be coordinated by UNDP as a shared statement and always acknowledge the Egyptian Government, the Spanish Government, and/or any other donor, and each UN agency involved in the JP in an equal manner. Beyond message and brand harmonization, joint external communication will focus on the benefits of the JP including, but not limited to: lower transaction costs, effective programme delivery and efficient operation.

### *Private Sector and CSOs*

The JP will mobilize private sector involvement as well as CSOs and will also coordinate with the relevant national counterparts. Furthermore, during the preparatory phase of the programme, consultations aiming collaboration or synergies with ongoing programmes will be carried out with other donor assistance agencies, for example the SME subgroup, which is attended by ILO/UNIDO and UNDP.

## Project Monitoring Framework

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>Outcome 1: Employment, especially of youth and women gainful employment in heritage arts, crafts, tourism and creative industries increased contributing to poverty alleviation and empowerment.</p> <p>1.1 Socio-economic community profile surveyed and LED forum operational to facilitate full community participation. (ILO)</p> <p>1.2 Sensitization to entrepreneurship and capacity building on decent work conditions conducted</p> <p>1.3 Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshur tourism M/SMEs (UNWTO)</p> <p>1.4 Creative industries supported, building upon existent local capacities within the Dahshur community (UNIDO)</p> <p>1.5 BDS and micro-finance facilities provided to Dahshur and the surrounding communities (UNDP)</p>	<p><b>Indicators</b>  Outcome Indicators:  • 1a: Number of active jobs created.  • 1b: Number of newly created enterprises. •1c: Number of women trained •1d: Number of women who receive loans •1e: Employment-to-population ratio  •1f: Proportion of employed people living below \$1 (PPP) per day  •1g: Proportion of own-account and contributing family workers in total employment •1k: Share of women in wage employment in the non-agricultural sector •1l: Number of youths receiving training in capacity development programmes •1m: Number of youths accessing micro-finance resources  Output Indicators:  •1.1a: Detailed socio-economic profile integrated into community intervention 1.1b: Active beneficiary participation in LED Forum • 1.2: Number of persons trained on decent working conditions and entrepreneurship.  • 1.3a: Number of new tourism oriented M/SMEs established  1.3b: Number of jobs created in the local tourism sector  • 1.4: Number of persons trained</p>	<ul style="list-style-type: none"> <li>• National census and survey reports</li> <li>• Yearly and Quarterly Project activity progress reports,</li> <li>• Mid-Term and Final M&amp;E Reports</li> <li>• Socio-economic survey</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys, Questionnaires, Interviews, Focus groups</li> <li>• Site visits</li> <li>• Direct observations</li> <li>• Training Course records</li> <li>• Follow-up survey of course participants towards end of project</li> </ul>	<p>Governmental Partners and UN Agencies</p>	<ul style="list-style-type: none"> <li>• Absorbing capacity of technical assistance of targeted community for enhancing entrepreneurial knowledge and skills</li> <li>• Continued commitment of policymakers to promote SMEs and MSME support policies</li> <li>• Lack of financial mechanisms to encourage and sponsor entrepreneurial initiatives</li> <li>• Assumes that all course participants will remain engaged with the sector they have been trained in. Does not measure quality of training received nor its individual benefit</li> <li>• Lack of suitable raw materials or shortage of participants may compromise anticipated outputs. Have assumed that the example of other initiatives (e.g. Nagada weaving project) will stimulate an interest in similar programmes in Dahshur</li> </ul>

	<p>in entrepreneurial and/or technical subjects.</p> <ul style="list-style-type: none"> <li>• 1.5a: Number of loans dispersed</li> <li>1.5b: Number of M/SMEs receiving BDS</li> </ul> <p><b>Baselines</b></p> <p>Outcome Baselines:</p> <ul style="list-style-type: none"> <li>• 1a: 0</li> <li>• 1b: 0 •1c: 0 •1d: 0 •1e: To be determined in Survey •1f: To be determined in Survey •1g: To be determined in Survey •1k: To be determined in Survey •1l: 0 •1m: 0</li> </ul> <p>Output Baselines:</p> <ul style="list-style-type: none"> <li>•1.1a: No detailed socio-economic profile 1.1b: No existent LED Forum • 1.2: 0</li> <li>• 1.3: 0</li> <li>• 1.4: 0</li> <li>• 1.5a: 0 1.5b: 0</li> </ul>				
<p>Outcome 2: Enhanced institutional capacity to manage cultural heritage and natural resources</p> <p>2.1 The development and implementation of SCA's master plan for the Dahshur component of the UNESCO WH site and its environs is supported.</p> <p>2.2 Rural tourism and eco-tourism activities are supported through the development of a government corroborated and locally driven Spatial Tourism Development Plan</p>	<p><b>Indicators</b></p> <p>Outcome Indicator:</p> <ul style="list-style-type: none"> <li>• GoE line ministries capacity to effectively preserve and maintain the Dahshur component of the UNESCO WH site</li> </ul> <p>Output Indicators:</p> <ul style="list-style-type: none"> <li>• 2.1a SCA master plan/site management plan for Dahshur finalized. 2.1b Number of SCA staff who receive technical training</li> <li>• 2.2 Spatial Tourism Plan for Dahshur finalized.</li> <li>• 2.3 Dahshur seasonal lake area and palm grove ecologically assessed.</li> </ul> <p><b>Baselines</b></p> <p>Outcome Baseline:</p>	<p>Programme manager to sign off final plan</p> <ul style="list-style-type: none"> <li>• Programme manager to sign off on final Spatial Tourism Plan</li> <li>• GoE partners and line ministries sign off on sustainable strategy and assessment</li> <li>• Progress reports</li> <li>• Evaluation Reports</li> <li>• Socio-economic survey</li> </ul>	<ul style="list-style-type: none"> <li>• One off exercise</li> <li>• Official reports, annual, bi-annual, quarterly progress reports</li> <li>• M&amp;E Reports</li> </ul>	<p>Governmental Partners and UN Agencies</p>	<ul style="list-style-type: none"> <li>• Main risk is delay in plan(s) production because of problems in collecting appropriate management data</li> <li>• Risk is that other professional activities may prevent partner agencies sending staff that have the authority to make decisions in a partnership environment.</li> </ul>

<p>2.3 Environmental support to the Dahshur seasonal Lake provided through assessment and development of a GoE approved sustainable strategy</p>	<ul style="list-style-type: none"> <li>• GoE approved strategies and intervention plans in approved Output Baselines:</li> <li>• 2.1a Master plan not fully developed. 2.1b 0</li> <li>• 2.2 No existent Spatial Tourism Plan existent.</li> <li>• 2.3 No assessment conducted.</li> </ul>				
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#### 4.2 Cash Transfer Modalities

The allocated funds from MDG-F for executing activities will be transferred through UNDP, as the AA, to the participating UN Organizations in line with provisions of the JP Guidance Note Annex 4. Upon receipt of a copy of the signed JP document, the MDTF Office will transfer the first annual installment to the Head Quarters of each participating UN organization. Each organization assumes complete programmatic and financial responsibility of the funds disbursed to it by the administrative agent and can decide on the execution process with its partners and counterparts following the organization's own regulations, which will then transfer the received cash among the other UN agencies participating in this JP. The programme will be subject to an annual audit – each agency alone (each UN organization would follow its own policies regarding audit).

Below are the specific cash transfer modalities arrangements of the UN agencies involved:

- UNDP: direct payment and advances
- ILO: Direct agency implementation.
- UNWTO: advances.
- UNESCO: direct payment modality.
- UNIDO: direct payments modality

#### **5. Fund Management Arrangements**

Each organization assumes complete programmatic and financial responsibility for the funds disbursed to it by the administrative agent and can decide on the execution process with its partners and counterparts following the organization's own regulations and rules.

Each Participating UN organization establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. Participating UN Organizations are requested to provide certified financial reporting according to the budget template.

Participating UN Organizations are entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the particular programme.

Subsequent installments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is meeting a minimum commitment threshold of 70% of the previous fund release to the Participating UN Organizations combined commitments (Commitments are defined as legally binding contacts signed, including multi-year commitments which may be disbursed in future years). □ If the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance.

On the other hand, the following year's advance can be requested at any point after the combined disbursement against the current advance has exceeded 70% and the workplan requirements have been met. If the overall expenditure of the programme reaches 70% before the end of the twelvemonths period, the participating UN Organizations may upon endorsement by the NSC request the MDTF to release the next installment ahead of schedule. The RC will make the request to the MDTF Office on the NSC's behalf.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.



## **6. Feasibility, Risk Management and Sustainability of Results**

### Feasibility

- The joint programme should ensure complementarities with other protected area development and management projects. Egypt's natural and cultural heritage assets are its most essential tourism assets and must be protected from unsustainable development, urban intrusion and despoliation. Interest is growing in the preparation and implementation of management plans and master plans for the country's key archaeological sites. A key aspect of this project will be to learn from recent master planning exercises so that any obstacles to the successful implementation of site management plans can be avoided in Dahshur.
- The capital required for the development and implementation of promising ideas is frequently lacking. Synergy between financial and productive inputs along the value chain determines success or failure in small businesses; the joint programme will therefore seek to enable small businesses access to appropriate financial support to cover their working capital.
- Developing a pilot eco-lodge in an area with limited existing tourism infrastructure is technically possible and the financial aspects will be tested through a feasibility study implemented during the course of the assignment. One of the strengths of this project is that it will combine national and international expertise to establish the likely success of the different areas of investment, so that resources are allocated to those aspects of the project that will deliver maximum benefit at least risk.

### Risk Management

- One of the risks associated with the joint programme would be the lack of absorbing capacity of the Dahshur community for the creation of entrepreneurial knowledge and skills. The community's principal activities were limited to agriculture (70%) and the majority of its inhabitants were not exposed to entrepreneurial tradition and experiences.
- There is a dearth of reliable data at the level of Dahshur, a lot of information about the community will have to be gathered to assess the situation in depth and develop plans in a participatory manner which is time consuming and costly.
- It is clear that the local community must be involved from the start. The risk of a lack of interest on its behalf, or of its hostility to the project is minimal, but its capacity to benefit from the trainings needs to be assessed as well as its capacity of adaptation to the requirements of the trainings.

### Sustainability of results

- It is crucial for the implementation of the project activities and their sustainability that SME and M/SME development remains high on the policy-making agenda. The Government is committed to ensuring clear, transparent and consistent public policies and reduced red tape to minimize the costs of starting, operating, expanding and closing businesses. This will encourage entrepreneurial initiatives and entrepreneurs to direct scarce resources to productive uses.
- Market testing through research and consultation will be implemented to reduce the risk of the project not achieving its outcomes. Training programmers in areas such as handicraft production and hospitality will only deliver long term community economic development if there are markets for the goods and services produced. By including market research as one of the activities in this project, the risks of raising expectations but then these not being delivered will be reduced.

- For the sustainability of the project capacity of local institutions will be an important element, their ownership of the development process is key and will need utmost attention from the project management.
- Experience from past community tourism development projects confirms the importance of partnerships between organizations at all levels. Dahshur is already benefiting from the work of a number of community-based development projects and these will be contacted early on during the assignment in order to identify gatekeepers into the local community. Working through existing channels where appropriate will enable the project team to use resources wisely and thus reduce the risk of non-delivery of any part of the project activities.
- The Triple Bottom Line – Environmental, Economic and Social sustainability - is the key to the long-term attraction of Birket Dahshur as a tourist destination. By facilitating the preparation of a Spatial Tourism Strategy for the archaeological and natural heritage sites in Dahshur, the project will ensure that the assets are protected from undesirable development that could affect their heritage, ecological and social value to current and future generations. Developing a tourism sector in Dahshur that actively supports and builds upon the natural resources in Birket Dahshur will ensure that local communities understand the reason for its protection and work together to ensure its sustainable management
- Empowering local communities is essential to ensuring that the benefits of this three-year project are sustained. A key to the long-term success of this project will be the capacity building aspects that give local people the skills to develop and manage micro-businesses, thus bringing new income into the local economy. This will be particularly important for the women and long-term unemployed who will be target recipients for training and skills transfer.
- Sensitization and involvement of all actors in the local communities (parents, schools, business, community, etc.) are also crucial for the sustainability of the programme.
- The management of the archaeological area is assisted by the fact that Dahshur is already part of the World Heritage Site, as part of the Memphis Necropolis area, ensuring continued collaboration with the Supreme Council of Antiquities. The establishment of the technical office in Dahshur and the exemplarity of its training in capacity building, which should be replicated in other areas of the Memphis Necropolis World Heritage Site, will ensure sustainability.

## **7. Accountability, Monitoring, Evaluation and Reporting**

Participating UN Organizations in receipt of the MDG-F resources are required to provide narrative reports on results achieved, lessons learned and the contributions made to the Joint Programme. The PMC will establish a reporting and monitoring arrangement, whereby a Programme Manager will be hired to oversee the overall progress of the project. The incumbent will be responsible for collecting annual narrative reports from each of the participating UN organizations, consolidating the reports and presenting the consolidated report to the PMC and the National Steering Committee for their approval. The final report will then be sent to the AA for consolidation with the financial report. UN Organizations and their partners are responsible for the following statements and reports:

- Narrative progress reports for each twelve-month period ending 31 December, to be provided no later than two months after the end of the applicable reporting period:

- Annual financial reports on 31 December each year with respect to the funds disbursed to it from the JP Account, to be provided no later than three months after the end of the applicable reporting period;
- A final narrative report and financial report, after the completion of all JP activities financed from the Fund, to be provided no later than 30 April of the year following the financial closing of Joint Programme Activities;
- A final certified financial statement, to be provided no later than 30 June of the year following the financial closing of project activities.

In addition, participating agencies will be required to provide short quarterly progress reports to the JP Programme Manager. Based on the results framework summary table and Programme Monitoring Framework (PMF), each UN agency will prepare its own quarterly progress report using an standard forms that will be agreed on during the programme inception phase. The monitoring form will focus on:

- Reporting on the number, size, kind, and quality of activities and tasks executed when the course of action started and completed;
- Reporting on the outputs both in quantitative and/or qualitative terms;
- Describing the kind and level of capacities development achieved;
- Reviewing and reporting on the achievement of the immediate objective;
- Examining the impact of the capacity development efforts.

Participating UN orgs are accountable for their implementing their own funds. The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three parts:

*AA Management Brief:* The Management Brief consists of analysis of the certified financial report and the narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.

*Narrative Joint Programme Progress Report:* This report is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 28 February of each year.

*Financial Progress Report:* Each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 31 March. Quarterly reports will be made available to the donor.

The JP will be subject to a final evaluation and if necessary to a mid-term evaluation to ensure to assess the relevance, effectiveness of the intervention, and measure the development of the results achieved, on basis of the initial analysis and indicators in the PMF. Nevertheless, activities carried by the UN Agencies shall be subject to internal and external audit as articulated in their applicable Financial Regulations and Rules. In addition, the Steering Committee will consult with the UN Agencies on any additional specific audits or reviews that maybe required, subject to the respective Financial Regulations and Rules of the UN Agencies. Participating Organizations will provide a summary of their internal audit key findings and recommendations for consolidation by the Administrative Agent and submission to the Fund Steering Committee and National Steering Committee.

A variety of means for monitoring are available for use by programme and other stakeholders in monitoring JP, including: 1) *Work Plans:* Programme or project managers must prepare annual work plans that translate this JPD into operational terms. The work plans should describe in detail the delivery of inputs, the activities to be conducted (which ones and how), and the expected

results. They should clearly indicate schedules and the persons and/or institutions responsible for providing the inputs and producing results. Preparing the inception report is a sine qua non for initiating fund transfer. The work plans should be used as the basis for monitoring the progress of programme implementation. To keep representatives of the Government and UN agencies informed of the progress of programmers, managers should also provide them with work plans that do not need to be very detailed. These work plans could simply indicate critical milestones in implementation with the corresponding timetable and responsible actors. 2) *Field Visits*: Programme managers must make field visits at regular intervals and adequate budgetary resources should be allocated for this purpose. In addition to inspecting the sites, physical outputs and services of the programme, the visits must focus on interaction with target groups to obtain their views on how the programme is affecting them (directly or indirectly, positively or negatively) and their solutions to perceived problems. The RC or his/her staff must visit each project as often as necessary but no less than once a year. In some cases, it would be useful to organize joint field visits by UNDP and other development partners involved in the same types of programme. This may be more practical in terms of logistics than visits by one agency, but, more important, it will allow a more transparent approach to the discussion of similar issues with target groups and other stakeholders. Persons undertaking the field visits must prepare their reports either at the site or immediately after the visits, focusing on relevance and performance, including early signs of potential problem or success areas

Impact, MDGs and UN reform indicators will be added to the results framework based on a consultative participatory exercise led by the project coordinator in close consultation with the PMC.

## **8. Ex-Ante Assessment of Crosscutting Issues**

By addressing issues related to entrepreneurship development and skills, the Joint Programme will tackle crosscutting issues as **education, gender and poverty**.

Entrepreneurship education stimulates, motivates and creates confidence in students for facing a future career in business. Moreover, it develops a positive attitude towards entrepreneurship, business and self-employment, teaches the process of identifying what people are interested in buying, how to turn identified opportunities to business, and how to manage, steer and expand the businesses by the time they leave school and before they enter the business

The linkage between most of the activities foreseen in the Joint Programme and poverty is clear: when entrepreneurs set up businesses, or expand existing ones, they create employment, income and wealth for themselves and for the economy as a whole, and help nations reduce poverty.

The Joint Programme will also provide a concrete opportunity to address gender issues by enabling increased participation and job opportunities for women, on an equal basis, in the economic life of the targeted community. Many of the activities of capacity building are geared to the enhancement of women entrepreneurial and business skills, and this is at the heart of allowing women to advance to more rewarding positions

The JP puts emphasis on and has specific activities dedicated to improving occupational safety and health and working conditions in general in MSMEs. It will use to that end techniques that are cost-effective and improve simultaneously workers' well being and enterprises' performance. It will thus show that "decent work is good business" and can thus play a most valuable role in

helping the country address the challenge of widespread poor working conditions in small enterprises.

In view of the low participation of females in the workforce and the fact that unemployment among women is four times higher than it is among men, the JP will have to give a priority to training and building the skills of women in the region. The JP will make sure that women have equal access to credit to start their own female owned and managed enterprises, it will also provide female entrepreneurs with the business development services needed.

Environment is a key cross cutting concern the involvement of EEAA is about protecting the seasonal lake and the whole surrounding area. It is of utmost importance that the natural beauty of the area is preserved. Ecotourism is the type of tourism to support and promote all SMEs developed should be environmentally safe and sound, awareness will be provided by EEAA and supervision shall be provided.

Human Development and Human rights are both to be taken in consideration. The people of Dahshur have the right to benefit from the site development and they have the responsibility of preserving it. The government is a duty bearer in the sense that it is responsible for the preservation of the area and its promotion and the well being of the population.

## **9. Legal Context or Basis of Arrangement**

1. Given that UNDP is the Administrative Agent for the Joint Programme, this Project Document shall be the instrument referred to as such in Articles I and IX of the Standard Basic Assistance Agreement (SBAA) between the Government of EGYPT and the United Nations Development Program. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.
2. The UNDP Resident Representative is authorized to affect in writing the following types of revision to this Project Document, provided that he/she is assured that the other signatories to the Project Document have no objection to the proposed changes:
  - a) Revision of, or addition to, any of the annexes to the Project Document;
  - b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
  - c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
  - d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

<b>Participating UN Organization</b>	<b>Agreement</b>
UNDP	This Project Document shall be the instrument referred to as

	such in Article I of the Standard Basic Assistance Agreement between the Government of Egypt and the United Nations Development Programme, signed by the parties on 19 January 1987.
UNIDO	The United Nations Industrial Development Organization and the Government of the Arab Republic of Egypt signed an agreement for the establishment of the UNIDO Regional Office in Egypt on 19 November 2002.
UNWTO	The office of the UNWTO in Egypt complies with the provisions of the Standard Basic Assistance Agreement.
ILO	The Office of the International Labour Organization based in Cairo and covering Egypt was established in 1958. Its operations were strengthened by the 1995 Agreement between the Government of the Arab Republic of Egypt and the International Labour Organization
UNESCO	The United Nations Educational, Scientific and Cultural Organization follows the Headquarters agreement signed with the Government of the Arab Republic of Egypt on 27 February 2001.

## Annex 1. Budget and Work Plan (Year One)

<b>Outcome 1: Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and empowerment.</b>										
<b>JP Output 1.1 Socio-economic community profile surveyed and LED forum operational to facilitate full community participation. (ILO)</b>										
Annual targets	Activities	TIME FRAME				UN AGENCY	RESPON-SIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount USD
1.1a Socioeconomic survey completed	1.1.1 Conduct field survey for baseline data on Dahshur and surrounding communities ( ILO)	x				ILO	SFD	MDG-F	Local Consultants	50,000
	1.1.2 JP Manager will disseminate report to UN agencies and national partners and lead a workshop to refine intervention strategy and create plan of action (ILO)		x			ILO	SFD	MDG-F	Local Consultants	5,000
1.1b LED Forum established and operational	1.1.3 Recruit National Local Economic Development Coordinator (National Coordinator for ILO subcomponent) (ILO)	x				ILO	SFD	MDG-F	Local Consultants	12,000
	1.1.4 Awareness sessions to the local community to promote their understanding of the touristic value of the area, and prepare for the formation of the LED Forum (ILO)		x	x	x	ILO	SFD	MDG-F	Local Consultants	10,000
	1.1.5 Creation and facilitation of the LED Forum of local stakeholders, natural leaders, trade unions, employers, local authorities and representatives of disadvantaged groups. (ILO)			x	x	ILO	SFD	MDG-F	Local Consultants	20,000
<b>Annual Output Total</b>										<b>97,000</b>

JP Output 1.2 Sensitization to entrepreneurship and capacity building on decent work conditions conducted											
1.2a 1000 individuals from Dahshur and the communities surrounding Memphis and its Necropolis coached on entrepreneurship and decent working conditions	1.2.1 Recruit national trainers/coaches on entrepreneurship and decent working conditions (ILO)		x				ILO	SFD	MDG-F	Local Consultants	18,000
	1.2.2 Conduct sensitization workshops and coaching on entrepreneurship for Dahshur and Memphis and its Necropolis (3000 persons) (ILO)		x	x	x		ILO	SFD	MDG-F	Trainings	20,000
	1.2.3 Conduct workshops on developing decent working conditions , respect for environment and gender equality and issues of child labour for Dahshur and Memphis and its Necropolis (3000 persons). (ILO)		x	x	x		ILO	SFD	MDG-F	Trainings	20,000
	1.2.4 Basic Occupational Safety and Health material produced and distributed to Dahshur and surrounding communities (ILO)			x	x		ILO	SFD	MDG-F	Printing and Publication	8,000
	<b>Annual Output Total</b>	<b>66,000</b>									
JP Output 1.3 Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshur tourism M/SMEs (UNWTO)											
1.3a TNA Conducted	1.3.1 Prepare and Conduct Training Needs Analysis (TNA) (UNWTO)	x	x				UNWTO	MoT	MDG-F	Local Consultants	35,000
	1.3.2 Conduct ToT for Tourism Training Courses			x	x		UNWTO	MoT	MDG-F	Trainings	30,000
1.3b 500 people from Dahshur and the communities surrounding Memphis and its Necropolis trained on SME tourism development and basic tourism skills	1.3.3 Implement Training Courses using TNA for Dahshur and Memphis and its Necropolis (3000 persons). (UNWTO)				x		UNWTO	MoT	MDG-F	Trainings	12,000
	1.3.5 Hold tourism awareness sessions with each community in Dahshur and the surrounding area (UNWTO)		x	x	x		UNWTO	MoT	MDG-F	Local Consultants	13,000
	1.3.9 Audit existing skills in the tourist sector (UNWTO)			x	x		UNWTO	MoT	MDG-F	Local Consultants	12,000



	1.3.10 Train local community members on M/SME development in tourism sector (UNWTO)			x	x	UNWTO	MoT	MDG-F	Trainings	18,000
<b>Annual Output Total</b>		<b>120,000</b>								
<b>JP Output 1.4 Creative industries supported, building upon existent local capacities within the Dahshur community (UNIDO)</b>										
1.4a 500 persons trained on entrepreneurship development in Dahshur and the communities surrounding Memphis and its Necropolis	1.4.1 Recruit National Consultant for technical training (UNIDO)	x	x	x	x	UNIDO	IMC	MDG-F	Local Consultants	12,000
	1.4.2 Conduct training and in-house training on technical subjects (production processes, productivity enhancement, packaging, quality) with focus on crafts and agro-industries for Memphis and its Necropolis (1500 persons) (UNIDO)		x	x	x	UNIDO	IMC	MDG-F	Trainings	30,000
1.4b Local M/SMEs participate in national trade fairs.	1.4.3 Carry out entrepreneurship development programmes (basic accounting, marketing, enterprise management, business planning) for Memphis and its Necropolis (1500 persons) (UNIDO)		x	x	x	UNIDO	IMC	MDG-F	Local Consultants	15,000
	1.4.5 Assist in the formation of self-help entrepreneurial groups (UNIDO)	x	x	x	x	UNIDO	IMC	MDG-F	Local Consultants	12,500
1.4c Enterprise level technical advice provided to M/SMEs operating in Dahshur and the communities surrounding Memphis and its Necropolis	1.4.6 Conduct awareness seminars to stimulate BDS demand (UNIDO)		x	x	x	UNIDO	IMC	MDG-F	Local Consultants	10,000
	1.4.7 Provide enterprise level technical advice in product development, design and quality for Memphis and its Necropolis (UNIDO)			x	x	UNIDO	IMC	MDG-F	Local Consultants	25,000
	1.4.8 Organize participation of local MSEs in Trade Fairs (UNIDO)			x	x	UNIDO	IMC	MDG-F	Local Consultants	2,000
<b>Annual Output Total</b>		<b>106,500</b>								
<b>JP Output 1.5 BDS and micro-finance facilities provided to Dahshur and the surrounding communities (UNDP)</b>										

1.5a BDS provider and MFI identified	1.5.1 Survey Business Development Service (BDS) providers and MFI/NGO to receive revolving loan fund to avail to local community (UNDP)	x	x	x	x	UNDP	SFD	MDG-F	Local Consultants	10,000
	1.5.2 BDS provider granted fund to provide non-financial services to local community SMEs (UNDP)			x	x	UNDP	SFD	MDG-F	Local Consultants	25,000
1.5b Needs of local administrative unit assessed	1.5.4 Assess needs of local administrative units (UNDP)	x	x	x		UNDP	SFD	MDG-F	Local Consultants	10,000
	1.5.5 National Manager (UNDP)	x	x	x	x	UNDP	SFD	MDG-F	Local Consultants	30,000
1.5c BDS provider actively supporting enterprises in Dahshur and the communities surrounding Memphis and its Necropolis	1.5.6 National Community Development/SME Coordinator (UNDP)	x	x	x	x	UNDP	SFD	MDG-F	Local Consultants	15,000
	1.5.9 Documentary film with before and after footage for awareness, appreciation and documentation purposes (UNDP)	x	x	x		UNDP	SFD	MDG-F	Audio/Visual Production	10,000
	1.5.10 Project Management equipment and transportation to and from Dahshur (UNDP)	x	x	x	x	UNDP	SFD	MDG-F	Office Machinery/Transportation	12,000
	<b>Annual Output Total</b>									
<b>Outcome 1 Annual Total</b>										<b>501,500</b>
<b>Outcome 2: Enhanced institutional capacity to manage cultural heritage and natural resources</b>										
<b>JP Output 2.1 The development and implementation of SCA's action plan for the Dahshur component of the UNESCO WHC and its environs is supported. (UNESCO)</b>										
2.1a Master Plan/Site Management Plan completed and incorporated into Master Plan for Memphis and its Necropolis	2.1.1 Develop master plan/ site management plan, including programming and feasibility studies for the Dahshur archaeological area (UNESCO)	x	x	x	x	UNESCO	SCA	MDG-F	Local Consultants	120,000
	2.1.2 Studies and designs developed for the CHDC Includes architects fees for design and development of visitors center and technical office + the design for interior spaces and the display for visitors (UNESCO)	x	x	x	x	UNESCO	SCA	MDG-F	Local Consultants	80,000

	2.1.3 Support the constitution of a visitor center in the CHDC. Equipment and furnish administrative center for the visitors' center including the administrative unit (UNESCO)				x	x	UNESCO	SCA	MDG-F	Office Machinery	9,000
	2.1.8 Acquisition of topographical maps (UNESCO)	x					UNESCO	SCA	MDG-F	Material and Goods	750
	2.1.12 Assessment of the surrounding area of the archeological site, in particular the Lake area and the Palm Grove. Assistance in the preparation, by local authorities of a file for a tentative inclusion of these two areas in the WHC and MAB lists (UNESCO)		x		x	x	UNESCO	SCA	MDG-F	Local Consultants	12,000
	2.1.14 Mapping of the Dahshur area using Geographic Information Systems (GIS) and disseminate data to national and UN partners (UNESCO)				x	x	UNESCO	SCA	MDG-F	Local Consultants	16,000
<b>Annual Output Total</b>											<b>237,750</b>
<b>JP Output 2.2 Rural tourism and eco-tourism activities are supported through the development of a government corroborated and locally driven Spatial Tourism Development Plan (UNWTO)</b>											
2.2 Spatial Tourism Development Plan/Strategy approved by Dahshur community	2.2.2 Prepare with community pilot draft spatial tourism development plan/strategy in line with the national sustainable tourism development strategy and master plan project (UNWTO)	x	x				UNWTO	MoT	MDG-F	Local Consultants	50,000
	2.2.3 Refine and publish approved spatial tourism development plan/strategy (UNWTO)				x	x	UNWTO	MoT	MDG-F	Local Consultants	25,000
<b>Annual Output Total</b>											<b>75,000</b>
<b>JP Output 2.3 Environmental support to the Dahshur Lake provided through assessment and development of a GoE approved sustainable strategy (UNDP)</b>											
2.3 Ecological value of Birket Dahshur assessed, with findings	2.3.1 Assess ecological value of lake (UNDP)	x	x	x		x	UNDP	EEAA	MDG-F	Local Consultants	10,000

disseminates to local stakeholders, and government counterparts	2.3.2 Review legal position of land tenure/ownership (UNDP)	x	x	x	x	UNDP	EEAA	MDG-F	Local Consultants	5,000
	2.3.3 Review existing Protected Area boundaries and identify opportunities for creating new Protected Areas and buffer zones (UNDP)	x	x	x	x	UNDP	EEAA	MDG-F	Local Consultants	7,500
<b>Annual Output Total</b>										<b>22,500</b>
<b>Outcome 1 Annual Total</b>										<b>335,250</b>
<b>Total</b>										<b>836,750</b>
<b>F&amp;S (7%)</b>										58572.5
<b>RC (.5%)</b>										4183.75
<b>GRAND TOTAL</b>										<b>899,506</b>
<b>Budget Breakdown by Agency</b>					<b>Total USD</b>	<b>F&amp;A</b>		<b>Grand Total USD</b>		
ILO					163,000	11,410		174,410		
UNDP					134,500	9,415		143,915		
UNESCO					237,750	16,643		254,393		
UNIDO					106,500	7,455		113,955		
UNWTO					195,000	13,650		208,650		
Support to the NSC (.5%)								4,184		
<b>GRAND TOTAL</b>					836,750	<b>58,573</b>		<b>899,506</b>		

In case of shortage in funds for the PMU, agencies will contribute 5% of the total budget before F&A towards the cost of the PMU.