

**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.

<p>Prog/project Title: "Mobilization of the Dahshour World Heritage Site for Community Development"</p> <p>Programme/project Duration: 36 Months (Start/end dates): _____</p> <p>Fund Management Option(s): Pass Through (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: MDTF (if/as applicable)</p>	<p>Total estimated prog/project budget: <b>3,095,086 USD</b> Out of which:</p> <p>1. Planned resources:</p> <ul style="list-style-type: none"> <li>• Government _____</li> <li>• Regular/Other Resources _____</li> <li>• NGO or private _____</li> <li>• ILO _____</li> <li>• UNESCO _____</li> <li>• UNWTO _____</li> <li>• UNIDO _____</li> </ul> <p>2. Unfunded budget: _____</p>
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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 Aboulnaga</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</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 Bakhom</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>

<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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## 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

## **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.

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.

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

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

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



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.

<p>finance resources</p> <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 • 1i: 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</li> <li>1.2: 0</li> <li>• 1.3: 0</li> <li>• 1.4: 0</li> <li>• 1.5a: 0 1.5b: 0</li> </ul>			<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)</p>	<p>x</p> <p>x</p> <p>x</p>	<p>60,000</p>
<p><b>Output Sub-Total</b></p>	<p>I</p>	<p>SFD</p>	<p>1.2 Sensitization to entrepreneurship and capacity building on decent work conditions conducted</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>• 1.2: Number of staff trained for skills upgrading</li> </ul>	<p>x</p> <p>x</p> <p>x</p>	<p>191,000</p> <p>55,000</p> <p>75,000</p> <p>70,000</p>
<p><b>Output Sub-Total</b></p>	<p>III</p>	<p>MoT</p>	<p>1.3 Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshur tourism M/SMEs (UNWTO)</p> <p>Indicator:</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>229,900</p> <p>35,000</p> <p>30,000</p> <p>96,000</p>
			<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)</p> <p>1.2.1 Recruit national trainers/coaches on entrepreneurship and decent working conditions (ILO)</p> <p>1.2.2 Conduct sensitization workshops and coaching on entrepreneurship for Dahshur and Memphis and its Necropolis (3000 persons) (ILO)</p> <p>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)</p> <p>1.2.4 Basic Occupational Safety and Health material produced and distributed to Dahshur and surrounding communities (ILO).</p> <p>1.3.1 Prepare and Conduct Training Needs Analysis (TNA) (UNWTO)</p> <p>1.3.2 Conduct ToT for Tourism Training Courses</p> <p>1.3.3 Implement Training Courses using TNA for Dahshur and Memphis and its Necropolis (3000 persons). (UNWTO)</p> <p>1.3.4 Support development of local guide association (UNWTO)</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>28,000</p>

<p>Indicator</p> <ul style="list-style-type: none"> <li>1.4: Number of persons trained in entrepreneurial and/or technical subjects.</li> </ul>				<p>1.4.3 Carry out entrepreneurship development programmes (basic accounting, marketing, enterprise management, business planning) for Memphis and its Neoropolis (1500 persons) (UNIDO)</p> <p>1.4.5 Assist in the formation of self-help entrepreneurial groups (UNIDO)</p> <p>1.4.6 Conduct awareness seminars to stimulate BDS demand (UNIDO)</p> <p>1.4.7 Provide enterprise level technical advice in product development, design and quality for Memphis and its Neoropolis (UNIDO)</p> <p>1.4.8 Organize participation of local MSEs in Trade Fairs (UNIDO)</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>50,000</p> <p>25,000</p> <p>20,000</p> <p>80,450</p> <p>8,000</p> <p><b>318,450</b></p>
<p><b>Output Sub-Total</b></p> <p>1.5 BDS and micro-finance facilities provided to Dahshur and the surrounding communities (UNDP)</p> <p>Indicators:</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>I</p>	<p>SFD</p>	<p>1.5.1 Survey Business Development Service (BDS) providers and MFI/NGO to receive revolving loan fund to avail to local community (UNDP)</p> <p>1.5.2 BDS provider granted fund to provide non-financial services to local community SMEs (UNDP)</p> <p>1.5.3 MFI/NGO to receive revolving loan fund to avail to Dahshur and the surrounding communities of credit services (UNDP)</p> <p>1.5.4 Assess needs of local administrative units (UNDP)</p> <p>1.5.5 National Majager (UNDP)</p> <p>1.5.6 National Community Development/SME Coordinator (UNDP)</p> <p>1.5.7 Mid term evaluation (UNDP)</p> <p>1.5.8 Final evaluation (UNDP)</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>10,000</p> <p>150,000</p> <p>250,000</p> <p>10,000</p> <p>120,250</p> <p>46,250</p> <p>15,000</p> <p>15,000</p>	





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*

### *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.

<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>in entrepreneurial and/or technical subjects.</p> <ul style="list-style-type: none"> <li>1.5a: Number of loans dispersed 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</li> <li>1.1b: No existent LED Forum</li> <li>1.2: 0</li> <li>1.3: 0</li> <li>1.4: 0</li> <li>1.5a: 0</li> <li>1.5b: 0</li> </ul> <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.</li> <li>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>
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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 contracts signed, including multi-year commitments which may be disbursed in future years).<sup>1</sup> 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.

- 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:

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

	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: Description of activities, inputs and outputs, including any specific work conditions considered

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			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			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			ILO	SFD	MDG-F	Printing and Publication	8,000
<b>Annual Output Total</b>										
<b>66,000</b>										
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		UNWTO	MoT	MDG-F	Trainings	30,000
	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			UNWTO	MoT	MDG-F	Local Consultants	13,000
1.3b 500 people from Dahshur and the communities surrounding Memphis and its Necropolis trained on SME tourism development and basic tourism skills	1.3.9 Audit existing skills in the tourist sector (UNWTO)			x		UNWTO	MoT	MDG-F	Local Consultants	12,000

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		UNDP	SFD	MDG-F	Local Consultants	10,000	
	1.5b Needs of local administrative unit assessed	1.5.2 BDS provider granted fund to provide non-financial services to local community SMEs (UNDP)			x		UNDP	SFD	MDG-F	Local Consultants	25,000
		1.5.4 Assess needs of local administrative units (UNDP)	x	x	x		UNDP	SFD	MDG-F	Local Consultants	10,000
	1.5c BDS provider actively supporting enterprises in Dahshur and the communities surrounding Memphis and its Necropolis	1.5.5 National Manager (UNDP)	x	x	x		UNDP	SFD	MDG-F	Local Consultants	30,000
		1.5.6 National Community Development/SME Coordinator (UNDP)	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		UNDP	SFD	MDG-F	Office Machinery/Transportation	12,000
	<b>UNDP Output Total</b>										
	<b>12,000</b>										
	<b>2.1a Master Plan/Site Management Plan completed and incorporated into Master Plan for Memphis and its Necropolis</b>										
2.1b Capacity Development of 100	2.1.1 Develop master plan/site management plan, including programming and feasibility studies for the Dahshur archaeological area (UNESCO)	x	x	x		UNESCO	SCA	MDG-F	Local Consultants	120,000	
	2.1.2 Studies and designs developed for the CHDC Includes architect's 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		UNESCO	SCA	MDG-F	Local Consultants	80,000	

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>Amount (Original/Total)</b>										<b>22,500</b>
										836,750
										366,675
										298,775
										396,300

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.