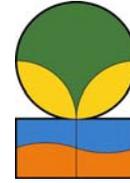




Egyptian Environmental Policy Program
Egyptian Environmental Affairs Agency
Tourism Development Authority
Red Sea Governorate
U.S. Agency for International Development



Red Sea Sustainable Development

D E L I V E R A B L E N o . 1 6

**SCOPE OF WORK FOR THE DEVELOPMENT OF A SUCCESSFUL
PROTECTED AREA BUSINESS PLAN FOR WADI EL GEMAL
NATIONAL PARK AND TEMPLATE DESIGN FOR BROADER USE**



International Resources Group and partners:

Winrock International
PA Government Services, Inc.
Development Alternatives, Inc.
Environmental Quality International
Capacity Building International

September 2004

Egyptian Environmental Policy Program

**RED SEA SUSTAINABLE DEVELOPMENT AND IMPROVED WATER RESOURCES
MANAGEMENT**

**SCOPE OF WORK FOR THE DEVELOPMENT OF A SUCCESSFUL
PROTECTED AREA BUSINESS PLAN FOR WADI EL GEMAL
NATIONAL PARK AND TEMPLATE DESIGN FOR BROADER USE**

for

U.S. Agency for International Development - Cairo
Ministry of Water Resources and Irrigation
Ministry of State for the Environment
Tourism Development Authority
Red Sea Governorate

By

CENTER FOR PARK MANAGEMENT
NATIONAL PARKS CONSERVATION ASSOCIATION

for



International Resources Group and partners:

Winrock International
PA Government Services, Inc.
Development Alternatives, Inc.
Environmental Quality International
Capacity Building International
August 2004

CENTER FOR PARK MANAGEMENT

NATIONAL PARKS CONSERVATION ASSOCIATION

MEMORANDUM

TO: Dr. Moustafa Fouda, Director, Nature Conservation Sector, EEAA
Jim Tarrant, Chief of Party, International Resources Group
Holly Ferrette, Environment Officer, USAID

FROM: Phil Voorhees, Vice President and Director, CPM/NPCA

DATE: August 15, 2004

SUBJ: Scope of work for the development of a successful protected area business plan for Wadi el Gemal National Park and template design for broader use

On August 1, 2004, I was contracted by IRG to prepare a detailed term-of-reference and draft schedule for a Red Sea Protectorates Business Planning Initiative. This memorandum and attachments serve as the primary deliverable for this assignment, together with the three presentations developed to lead the week's discussions. Additional material and refinements to the attachments may follow, pending further discussions with IRG and EEAA.

On August 9, 2004, discussions began in Cairo and subsequently Hurghada to identify the needs and priorities of EEAA and the Red Sea Rangers as they relate to the development of a protected area business plan for Wadi el Gemal National Park and a template for broader use. During the course of four days, discussions were conducted with Dr. Moustafa Fouda of EEAA, IRG staff and consultants, USAID staff, various officials representing the Red Sea Rangers within EEAA, representatives of the Red Sea Governorate, representatives of the Hurghada Environmental Protection Association and representatives of the Red Sea Association for Diving and Watersports. The focus of discussions was two-fold: 1) to introduce parties to the concept, design, timeframe and substance of protected area business plans; 2) to solicit feedback on the needs and priorities of interested parties. Through these discussions it became clear that all parties found value in the concept of protected area business planning and believed it could benefit WGNP specifically and the Red Sea Protectorate more generally.

The goals and priorities as expressed during the four days of discussions were generally as follows:

- Enhance public education and awareness of WGNP
- Enhance public education and awareness of the Red Sea Protectorate
- Enhance the ability of the Red Sea Rangers to identify and scope their duties and responsibilities
- Identify the costs associated with the full operation and protection of WGNP
- Communicate to stakeholders the costs associated with full operation and protection of WGNP
- Identify the costs associated with the broader protection of the Red Sea marine and terrestrial environment by the Red Sea Rangers
- Communicate to stakeholders the costs associated with the broader protection of the Red Sea marine and terrestrial environment by the Red Sea Rangers
- Identify clear targets for cost recovery for aspects of WGNP operations



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- Identify additional opportunities for cost recovery available to the Red Sea Rangers
- Enhance the marketing ability and scope of public exposure of EEAA with respect to WGNP and the Red Sea Rangers
- Identify existing or potential land use conflicts within WGNP
- Identify and communicate the existing and potential tourism value of WGNP
- Identify and communicate the linkage between the terrestrial and marine protection of WGNP and the terrestrial and marine protection of the broader Red Sea Protectorate
- Provide a training opportunity for Red Sea Rangers to think more critically as a business operation
- Provide a platform for moving toward financial sustainability of WGNP and the opportunities for sustainability for the broader Red Sea Protectorate

These goals and priorities are in line with normal expectations for protected area business planning and have been accomplished through the development of business plans at parks and protected areas thus far in the US, Brazil and Madagascar. I have full confidence that these goals can be met through the development of a business plan for WGNP and template for broader use by EEAA.

During the course of the discussions in Hurghada a central question of scope for the business plan emerged: should the initial business plan be developed for WGNP alone, or for the entire Red Sea Protectorate? There are advantages and some risks for both approaches. For limiting the plan to WGNP, there is minimal risk but also limitations on the plan itself, given the recent designation of the protected area and the current scale of staffing. There is, however, an advantage in beginning small and testing the success of the approach in a limited area before moving to a broader scale. For broadening the plan to cover the entire Protectorate, there is risk in beginning with a plan of such scale where many parties complicate the picture of protection and the physical size of the task is great. The advantage is that such a broad plan would afford a broader communications impact, though plan implementation would be potentially complicated and slower than if done on a smaller scale.

After weighing the potential advantages and risks of each approach, I recommend moving forward with a single business plan for WGNP and a template design that will allow for staged roll-out to other parks in the Red Sea Protectorate. In designing the business plan for WGNP it will be possible to show the rich interrelationships between WGNP operations and the operations of the Red Sea Rangers in protection of the broader Red Sea marine environment. In addition, starting from a more limited engagement will allow all parties within EEAA to see and understand the business plan development process and become comfortable with protected area business planning before moving to a broader commitment. The advantages for starting small and demonstrating success on a small basis before moving forward are many.

In light of this recommendation, attached you will find three documents: 1) a draft detailed term of reference for the development of a business plan for WGNP; 2) a generalized timeline for the accomplishment of a business plan for WGNP; 3) an initial list of progress toward the business plan development that can be made before the field engagement itself begins.



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As the EEAA is placing some considerable hope on the development of a successful business plan for the park, you will also find in the TOR activities that will assure appropriate implementation of the concepts developed from the business plan after the plan itself is completed. This is a critical additional step to assure success, as success itself lies not in the development of the business plan, but in its appropriate and consistent use by managers at all levels. These steps will additionally ensure that the template design is understood and appropriately oriented for broader application in the Red Sea Protectorate and potentially elsewhere.

In summary, the activities proposed in the draft TOR break-down as follows:

- Installation of two consultants on the ground on the Red Sea coast for a period of approximately 12 weeks at a location that is convenient to accessing both the EEAA office in Hurghada and Wadi el Gemal National Park
- Provision of a three-day training course for WGNP and Red Sea Protectorate managers at the beginning of the assignment at Sharm el Sheikh or similarly appropriate conference location
- Conduct meetings, focus groups and discussions as appropriate as the analysis and development of the business plan proceeds
- Conduct a two-day training and close-out session on the results of the WGNP business plan and implementation and use of the plan for WGNP, RSP and other managers
- Provide assistance in additional training, coaching and guidance on implementation strategies for WGNP, RSP and Red Sea Rangers as a second phase of the project following the delivery of the WGNP business plan and business plan template to assure success for EEAA.

I would be happy to address any and all questions as they relate to the development of a business plan at WGNP. Once I return to the United States, I can be reached by telephone at 1-202-454-3395, or via email at pvoorhees@npca.org.



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