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**Egyptian Environmental
Policy Program**

البرنامج المصري للسياسات البيئية

Program Orientation Workshop

ورشة عمل لتعريف البرنامج

15 - 17 November, 1999

Ain El Sukhna

**Egyptian Environmental
Affairs Agency**

**Tourism Development
Authority**

**Organization For Energy
Planning**

**United States Agency
For International Development**

FILE # ST1/2500

Folder: ECPP Workshop
Ain El Sukhna

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EPPP Orientation Workshop

Monday, November 15, 1999

- 15:00 Depart for Ain Sukhna.
- 17:00 Arrival of participants.
- 19:00 Dinner, welcome by EEAA, OEP, TDA, USAID, PSU.
- 20:30 General Session (introduction of workshop objectives).
- 21:30 Closing.

Tuesday, November 16, 1999

- 08:30 General Session: Overview of EPPP Structure and Mechanisms.
- 09:30 Working Group Sessions: Overview of EPPP Tranche 1 Objectives and policy measures by Workplan Group – participants meet in their primary working group (Energy Efficiency, Sustainable Tourism, Natural Resources, Industrial Pollution, Planning / Institutional / Economic).
Why . Benefits / Objectives
Impacts
- 10:45 Working Group Sessions: Review Draft workplan and discuss steps to achieve the program objectives.
How:
Who goes where
- 13:00 Lunch.
- 15:00 General Session: Presentation on cross-cutting themes such as public awareness, training, and monitoring and evaluation. *(1) Successful Practices*
(2) Mechanisms for Decision Mky
Cooperativ
managing conflict
- 15:45 Group Session on cross-cutting themes.
- 17:15 Working Group Sessions: Working Groups reconvene to apply the cross-cutting themes to the five workplans.
- 19:00 Dinner.

Wednesday, November 17, 1999

- 08:30 Executive Committee presides over General Session: short remarks from the representatives of the Executive Committee on the purpose and importance of EEPP to their agency.
- 09:00 Presentation by each working group of their workplan. Presentation will be approximately 10 minutes in length. Participants will be asked to identify linkages and / or issues that need to be addressed. *Linkage*
- 10:45 Group Session: comments from the general session are discussed and incorporated into the workplan.
- 12:30 General Session: Work Groups report back in general session on linkages and issues.
- 14:00 Lunch.
- 15:00 Participants depart for Cairo.

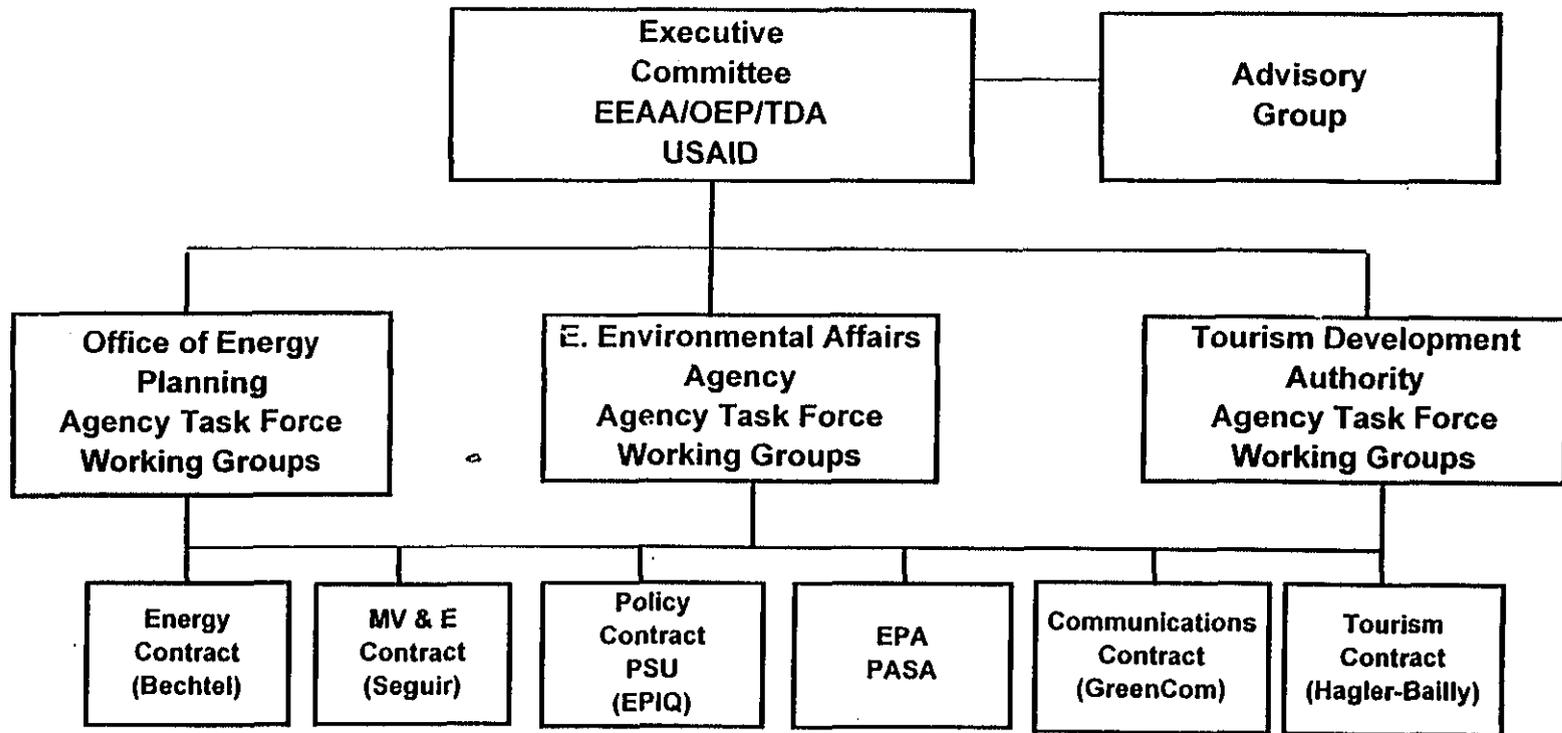
EEPP Orientation Workshop

November 15-17, 1999

Acronym Guide

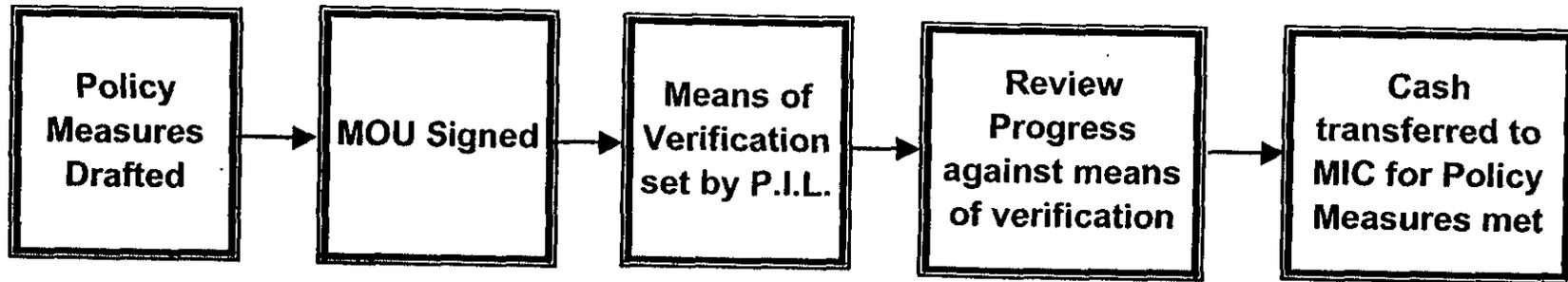
EEA	Egyptian Energy Authority
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessments
EMS	Environmental Management System
EEPP	Egyptian Environmental Policy Program
EESBA	Egyptian Energy Services and Business Association
EPF	Environmental Protection Fund
EOS	Egyptian Organization for Standardization
FEA	Federation of Egyptian Industries
GEAP	Governorate Environmental Action Plans
GOE	Government of Egypt
GOFI	General Organization for Industrialization
MIC	Ministry of International Cooperation
MOEA	Ministry of Environmental Affairs
MOU	Memorandum of Understanding
MSW	Municipal Solid Waste
NEAP	National Environmental Action Plan
NEESU	National Energy Efficiency Strategy Unit
NGO	Non Governmental Organization
NREA	New and Renewable Energy Authority
OECF	Organization for Energy Conservation and Planning : Now OEP
OEP	Organization for Energy Planning
RBO	Regional Branch Offices
TDA	Tourism Development Authority
TCOE	Technical Cooperation Office of Environment
UNIDO	Unit Nations Industrial Development Organization
USAID	United States Agency for International Development
USEPA	United States Environmental Protection Agency

**ORGANIZATION OF THE
EGYPTIAN ENVIRONMENTAL POLICY PROGRAM
Technical Assistance Contracts**

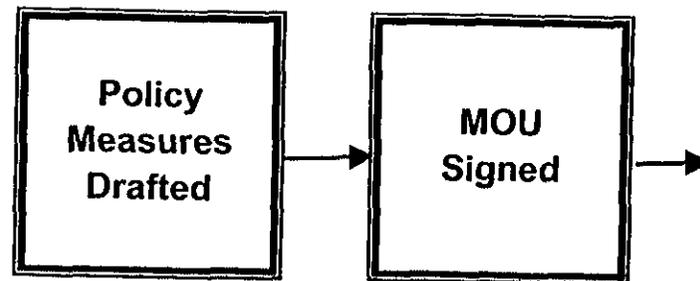


EAPP PROCESS

TRANCHE I



TRANCHE II



INTRODUCTION TO THE EEPP

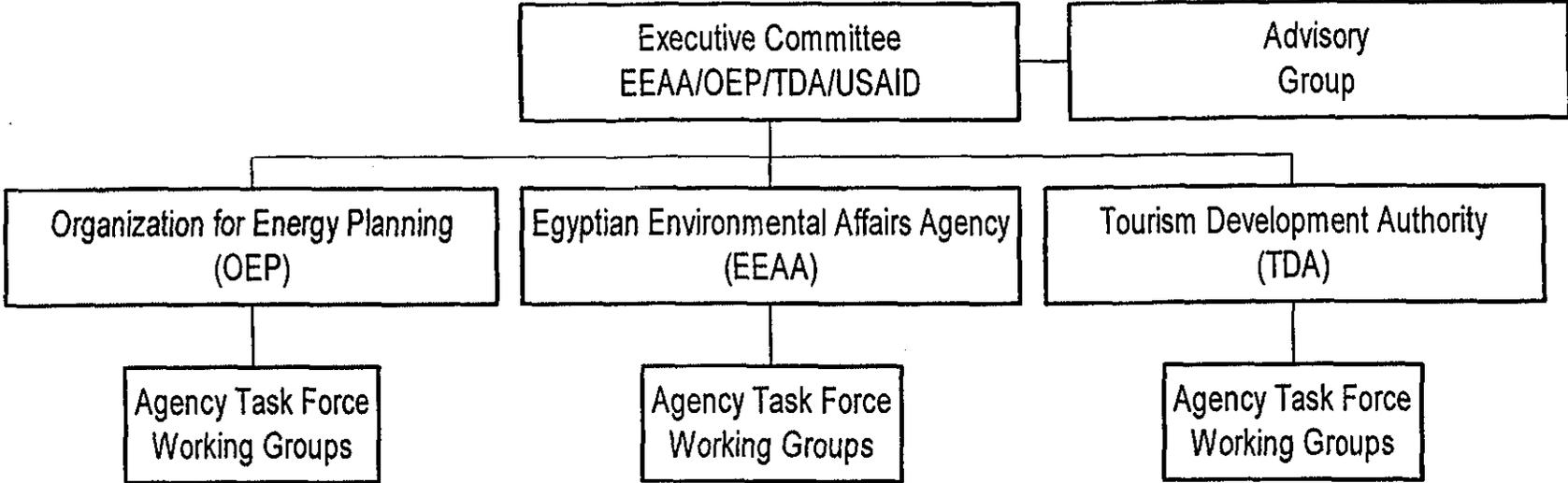
The Egyptian Environmental Policy Program (EEPP) sector policy program that utilizes both program and project assistance to facilitate the achievement of environmental goals. The EEPP has another important objective – the creation and promotion of an inclusive enabling situation for improved and enlightened natural resource and environmental stewardship for sustainable economic development in Egypt. EEPP initiatives are designed to facilitate the collaboration and active involvement of the non-government sector, comprised of for-profit and non-profit entities and organizations of all kinds and at all levels of society.

EEPP supports the U.S.-Egyptian Partnership for Economic Growth and Sustainable Development's environmental objectives, and USAID/Egypt's strategic objectives (SO) regarding environmental protection and natural resources management. The *Environmental Sector Assessment (ESA)* and the *Policy Framework for Developing an Environmentally Sustainable Tourism Strategy for the Egyptian Red Sea Coast* provided many of the analyses that are crucial to the success of this sector program assistance effort.

Taking into consideration Egypt's national environmental policy objectives and USAID's experience to date in its environmental portfolio, the EEPP is designed to address regulatory, policy, and institutional steps needed to promote environmental quality and protect natural resources. EEPP will focus local currency resources on the environment, emphasize the improvement of the environmental management system and related institutional capabilities, focus more on environmental incentives, and complement policy measures with related technical assistance to assist the Government of Egypt in carrying out policy objectives.

EEPP is USAID/Egypt's environmental policy centerpiece initiative and is consistent with the goals and objectives of its new strategic framework. It supports the introduction of policies and best practices that: (a) creates private-public sector environmental partnerships that lead to greater economic competitiveness and investment while simultaneously protecting the environment and health of citizens of Egypt; (b) fosters closer interaction between the regulators and the regulated to achieve environmental improvements and greater compliance; (c) promotes the role of the private sector in providing community and environmental assessment services and environmentally friendly products, thereby generating employment, preventing pollution, protecting public health; and (d) increases participation and transparency through the promotion of public awareness, strengthened environmental advocacy skills, increased access to information, and the ability of civil society and community groups to contribute to the environmental decision making processes. The organizational structure of the EEPP is shown in the following diagram. This structure provides a rational hierarchy that places the MOEA/EEAA in the lead role while allowing each agency to pursue their environmental policy agendas within the overall context of EEAA. Each agency will be able to coordinate and collaborate on policies of mutual interest through its presentation on the Executive Committee and Program Support Unit.

Organizational Structure of the EEPP



EXECUTIVE COMMITTEE

The Executive Committee (EC) is the governing body for the EEPP and is responsible for its implementation. The Executive Committee is composed of a Chairman, from EEAA, and one representative from each counterpart agency (EEAA, TDA, OEP) and USAID. It will meet quarterly, reaching decisions by consensus. To further facilitate coordination, the Ministry of International Cooperation (MIC) and local administrations are invited to appoint representatives to the Committee. USAID is a non-voting member of the committee. The EC has the following responsibilities: provide overall guidance to the program, set program priorities, approve tranche measures, approve annual work plans, and approve monitoring, verification, and evaluation tranche status reports.

Executive Committee

Dr. Ibrahim Abdel Gelil	Chief Executive Officer, EEAA
Mr. Hany Alnakeeb	Chairman, OEP
Dr. Adel Rady	Executive Chairman, TDA
Eng. Dahlia Lotayef	Director, TCOE
Mr. Alan Davis	Chief, Environment Division, USAID
Mr. Mohamed El Tarey	Ministry of International Cooperation

ADVISORY GROUP

The Advisory Group will be composed of pro-bono, specialized and independent experts drawn from the public and private sectors and identified by the Executive Committee, to provide guidance on specific issues as the need arises. The Executive Committee will identify a preliminary list of members at the start of the EEPP, and may add or delete from this list as the program develops. The Advisory Group will meet only at the request of the Executive Committee. The Advisory Group has not yet been appointed.

AGENCY TASK FORCES

Each participating agency is to form a task force in to order to organize activities and working groups for achievement of relevant policy objectives. Each task force is to be empowered to develop agency work plans and identify technical assistance needs, relevant to the goals and benchmarks of EEPP. The Agency Task Forces (ATFs) will be held accountable for achievement of policy measures and regular progress reporting to the EC, the PSU, and a Monitoring, Verification & Evaluation (MVE) unit. Each task force will be composed of an ATF Head, one or more USAID ex-officio representatives, key agency staff (to be appointed by each agency) and long- and short-term technical advisors as required. These task forces are expected to be organized along current agency management units. Each ATF will be responsible for: liaison with EC, USAID, the PSU, and other government institutions; approval of agency work plans; approval of agency progress reports; and creation and monitoring of working group activities.

EEAA Agency Task Force

Eng. Dahlia Lotayef	Director, TCOE
Dr. Ahmed Hamza	Special Advisor to the Minister
Mr. Ibrahim Hamza	Supervisor, Industrial Development
Dr. Mostafa Fouda	Director, Department for Nature Protection
Dr. Nefisa Abou el Seoud	Director, Hazardous and Solid Waste Department
Dr. Moussa Ibrahim Moussa	Director, Department for Information
Ms. Mona Abdallah	Program Officer, Public Awareness
Eng. Ahmed Abd El Rabou	Climate Change Specialist

OEP Agency Task Force

Eng. Hamed Korkor Tawfik	Head of Team
Mr. Adel Mahmoud Ibrahim	Sector Manager
chubby Mr. Mohamed Ali Khafagy	Economist, Department Manager
Mr. Osama Kanal El Din Mohamed	Economist, Department Manager
♀ Eng. Aml Hussein Moustafa	Engineer, Division Head

TDA Agency Task Force

Mr. Mohamed Ahmed Ali	Manager, Executive Technical Office
Mr. Samy Abdel Megid	Director, Environmental Development
Mrs. Nesrien Samir Youssef	Planning Department
Mr. Bassem Moustafa	Planning Department
Eng. Mahmoud El Gamal	Consultant to TDA

AD HOC WORKING GROUPS

Ad Hoc Working Groups are to be formed by each ATF, with the objective of handling specific policy-related task areas. These groups will be small, focused and time-limited, with well-defined policy objectives. Working Group members are to be appointed by the relevant ATF, report directly to it, and are to be responsible for ensuring that measures are met according to schedule. In addition to being composed of representatives of relevant agency departments and any long and short technical advisors required, working groups may also include representatives of other GOE ministries, agencies, institutions, or NGOs. Each working group is to develop schedules for fulfillment of measures, identification of specific technical assistance needs in support of policy objectives and fulfillment of measures, development of work plans, timetable, quarterly progress reports, etc. for the working group and, approval of deliverables submitted by the technical assistance teams. Items developed by working groups, such as schedules, technical assistance needs, timetables, etc., will be approved by the relevant ATF for coordination and planning purposes. Approval of deliverables submitted by the working groups should be endorsed by the relevant ATF.

EAAA Ad Hoc Working Group Members

Ms. Hoda Sabry	Manager, Environmental Protection Fund
Gen. Sayed el Sharkawy	Director, Branches Affairs
Gen. Ahmed Shehata	Officer, Department for Nature Protection
Dr. Ahmed Abou Alazm	Director, Environmental Management Sector
Dr. Ahmed Gamal	Director, Environmental Quality Sector
Mr. Ahmed Ismail	Enforcement Strategy
Mr. Ayman Afifi	Head Ranger, Red Sea Protectorate Office
Mr. Abdullah Elwah	Senior Ranger, Red Sea Protectorate Office

TDA Ad Hoc Working Group Members

Ms. Magda Samy	PIU Coordinator General
Eng. Khaled Maklouf	Technical Unit Director
Mr. Ayman Morsi	TDA Red Sea Office

PROGRAM SUPPORT UNIT

The PSU will have three key responsibilities: 1) to provide overall coordination for EEPP program technical assistance; 2) provide limited cross-cutting expertise and technical assistance to each Agency Task Force and Working Group as directed by the EC and USAID; 3) to provide most of the technical assistance for the EEAA Agency Task force and related Working Groups. The PSU is expected to foster collaboration, information sharing, and coordinated approaches by USAID, its Egyptian Partners (GOE, NGO/PVO community, and the private sector), and the technical assistance mechanisms, and NGO grants used to accomplish the EEPP. The PSU will have the following key functions under the EEPP:

- Provide overall technical assistance coordination for the EEPP, including close collaboration with the other technical assistance components, such as the Monitoring, Verification & Evaluation, and the Environmental Awareness activities;
- Provide specialized technical assistance to the EEAA Agency Task Force and Working Groups;
- Take actions to foster information sharing, liaison, collaboration, and coordination among the Agency Task Forces and Working Groups;
- Provide technical assistance to each GOE partner in cross-cutting areas such as economic analysis, institutional strengthening and capacity building, and policy analysis and formulation;
- Track and work with all EEPP implementing mechanisms to coordinate overall EEPP technical assistance activities;
- Review quarterly Agency Task Force reports for content and consistency with a focus on management for results;
- Develop the overall quarterly EEPP progress report for the Executive Committee;
- Provide the primary technical assistance needed to develop and coordinate the EEPP Tranche II and III policy benchmarks and means of verification;
- Provide information and technical support as requested and approved by USAID to the MVE, and Environmental Awareness & Education Programs;
- Provide secretarial support to subcommittee III of the Gore-Mubarak Partnership for Economic Growth and Development, and;

- Help coordinate training plans within EEPP and with other training programs, such as DTII.

Program Support Unit

to be determined

Mr. T.H. van Kempen

Mr. David Colbert

Mr. Ian Fitzsimmons

Mr. Nicholas Winer

Mr. Lane Krahl

Mr. John McEachern

Program Coordinator, GOE

Chief of Party, EEAA

Deputy Chief of Party, EEAA

Administrative Officer, EEAA

Natural Resources Policy Advisor, EEAA

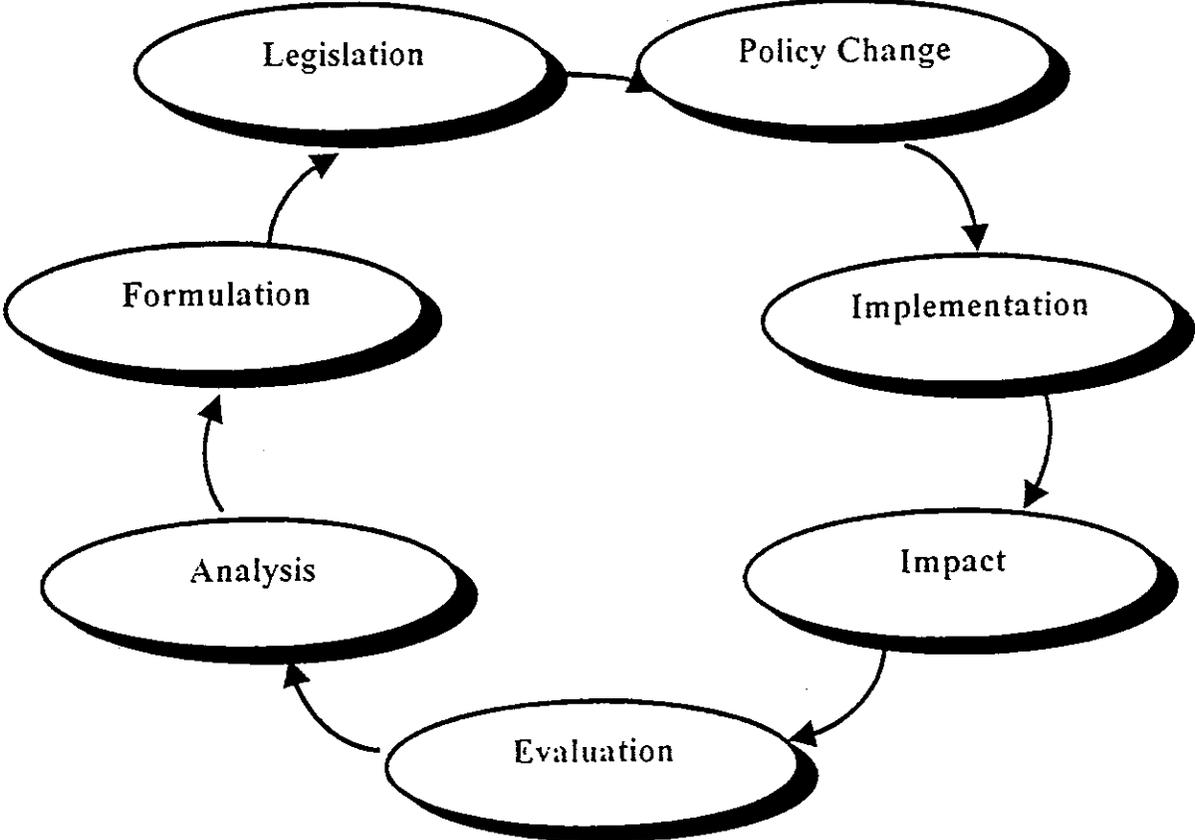
Environmental Policy Advisor, EEAA

Red Sea Marine Park Management Advisor, EEAA

Workplan Groups

	Policy Objectives	Title	Facilitator
Gold	1,2,3,5,6	Policy/Institutional/Economic	Yasmine Fouad
Red	4,7	Energy Efficiency	Seifallah Hassanein
Brown	8,9,10,11	Industrial Pollution	Sherine Ramzy
Green	12,13	Natural Resource Management	Youssef Abdel Khalick
Blue	14,15	Sustainable Tourism	Ahmed Hassan

Stages of the Policy Process



Policy / Institutional / Economic

سياسات / مؤسسيه / اقتصاديه

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 1: Strategic Planning and Policy Formulation

Policy Objective:

Build capacity of EEAA to provide long term strategic planning and environmental policy formulation and analysis.

Tranche I Policy Measure:

No measures contemplated this tranche.

EEAA completes a needs assessment and its work plan to meet strategic planning, monitoring, and evaluation requirements.

EEAA initiates a consultative process to update the National Environmental Action Plan (NEAP) including the preparation of a work plan.

Policy Objective 1: Actions

- **Provide Technical Assistance in Staffing the New Planning Unit**
 - **Train Planning and Policy Analysis Unit Staff**
 - **Conduct Consultations for the National Environmental Action Plan**
-

Policy Objective 1: Tentative Schedule

Action	4 th Qtr 1999	1 st Qtr 2000	2 nd Qtr 2000	3 rd Qtr 2000	4 th Qtr 2000	1 st Qtr 2001
Build planning capacity:						
- Provide technical assistance		X				
- Provide training, study tour		X	X	X		
Assist NEAP process:						
- Conduct consultations			X	X		

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 2: Environmental Planning

Policy Objective:

Integrate the environmental dimension in national planning and development programs.

Tranche I Policy Measure:

No measures contemplated this tranche.

EEAA initiates a study to define requirements for area-wide Environmental Impact Assessments (EIAs) and the identification of priority zones.

Policy Objective 2: Actions

Initiate a study to define requirements for area-wide environmental impact assessments

Identify priority zones for area-wide environmental impact assessments

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 3: Decentralization of Environmental Management

Policy Objective:

Decentralize core environmental management functions to regional, governorates, and local levels.

Tranche I Policy Measure:

MOEA/EEAA develops and issues decree approving policies and operational procedures for Regional Branch Offices (RBOs).

Policy Objective 3: Actions

Actions to Review the Regional Branch Office Decree:

- **Provide Technical Assistance in Reviewing the Decree**
- **Conduct an RBO Workshop**

Actions to Build Regional Branch Office Capacity:

- **Assess the capacity needs in the RBOs**
 - **Provide Technical Assistance to the RBOs**
 - **Train RBO Staff**
 - **Assess Capacity in the Environmental Management Units**
-

Policy Objective 3: Tentative Schedule

Action	4 th Qtr 1999	1 st Qtr 2000	2 nd Qtr 2000	3 rd Qtr 2000	4 th Qtr 2000	1 st Qtr 2001
Review the RBO decree:						
- Provide assistance in review	X					
- Conduct RBO workshop		X				
Build RBO capacity:						
- Assess capacity needs			X			
- Provide technical assistance			X	X	X	
- Provide training			X	X	X	
Assess EMU capacity:				X	X	X

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 4:

Policy Objective: Review of Air Emission Standards

Establish system for periodic review and modification of air emission standards.

Tranche I Policy Measure:

No measures contemplated this tranche.

EEAA completes an assessment of existing air emission standards.

Policy Objective 4: Actions

Provide Technical Assistance for Assessment of Air Standards.

Policy Objective 4: Tentative Schedule

Action	4 th Qtr 1999	1 st Qtr 2000	2 ^{ne} Qtr 2000	3 rd Qtr 2000	4 th Qtr 2000	1 st Qtr 2001
Assess air emission standards:						
- Assess technical standards			X			
- Design review procedures			X			

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 5: Environmental Protection Fund

Policy Objective:

Establish and activate a mechanism through which Environmental Protection Fund (EPF) resources are broadly used to support a range of environmental policies and activities.

Tranche I Policy Measures:

Appointment of the full EPF Management Committee.

Development and adoption by the Committee of the Operations Manual which includes fund policies, administration and personnel procedures, financial management, and project cycle management procedures.

Policy Objective 5: Actions

Actions to Activate the EPF:

- **Finalize the operating manual**
 - **Design the awareness campaign**
 - **Appoint the Fund Management Committee**
 - **Conduct the Fund Management Committee orientation**
 - **Adopt the Operating Manual**
 - **Activate the EPF**
-

Policy Objective 5: Actions

Actions to Begin the Pilot Phase:

- **Provide Initial Technical Assistance to the EPF**
 - **Train EPF Staff and Cooperating Banks in EPF Operations**
 - **Develop EPF Revenue Enhancement Strategy**
 - **Assess the potential use of economic instruments for the EPF**
 - **Evaluate the pilot phase of the EPF**
-

Policy Objective 5: Tentative Schedule

Action	4 th Qtr 1999	1 st Qtr 2000	2 nd Qtr 2000	3 rd Qtr 2000	4 th Qtr 2000	1 st Qtr 2001
Activate the EPF:						
- Finalize Operating Manual	X					
- Design Awareness Campaign	X					
- Appoint Fund Management Committee		X				
- Conduct FMC Orientation		X				
- Adopt Operating Manual		X				
- Activate the EPF		X				
Begin Pilot Phase:						
- Provide Technical Support to EPF			X			
- Train EPF staff, banks			X	X		
- Develop Revenue Strategy			X	X		
- Assess Economic Instruments				X	X	
- Evaluate Pilot Phase			X	X	X	X
Total:						

PLANNING, INSTITUTIONAL, ECONOMIC

Policy Objective 6: Economic Constraints

Policy Objective:

Promote policies that increase the availability and affordability of equipment, spare parts and inputs for environmental control, and monitoring and pollution prevention.

Tranche I Policy Measure:

No measures contemplated this tranche.

EEAA undertakes technical analysis of equipment needs and cost/availability constraints.

Policy Objective 6: Actions

Initiate a technical analysis of pollution prevention and control equipment needs.

Identify principal policy/economic/institutional constraints to meeting pollution prevention and control needs.

Energy Efficiency

كفاءة الطاقة

Egyptian Environmental Policy Program
and the
National Energy Efficiency Strategy Development

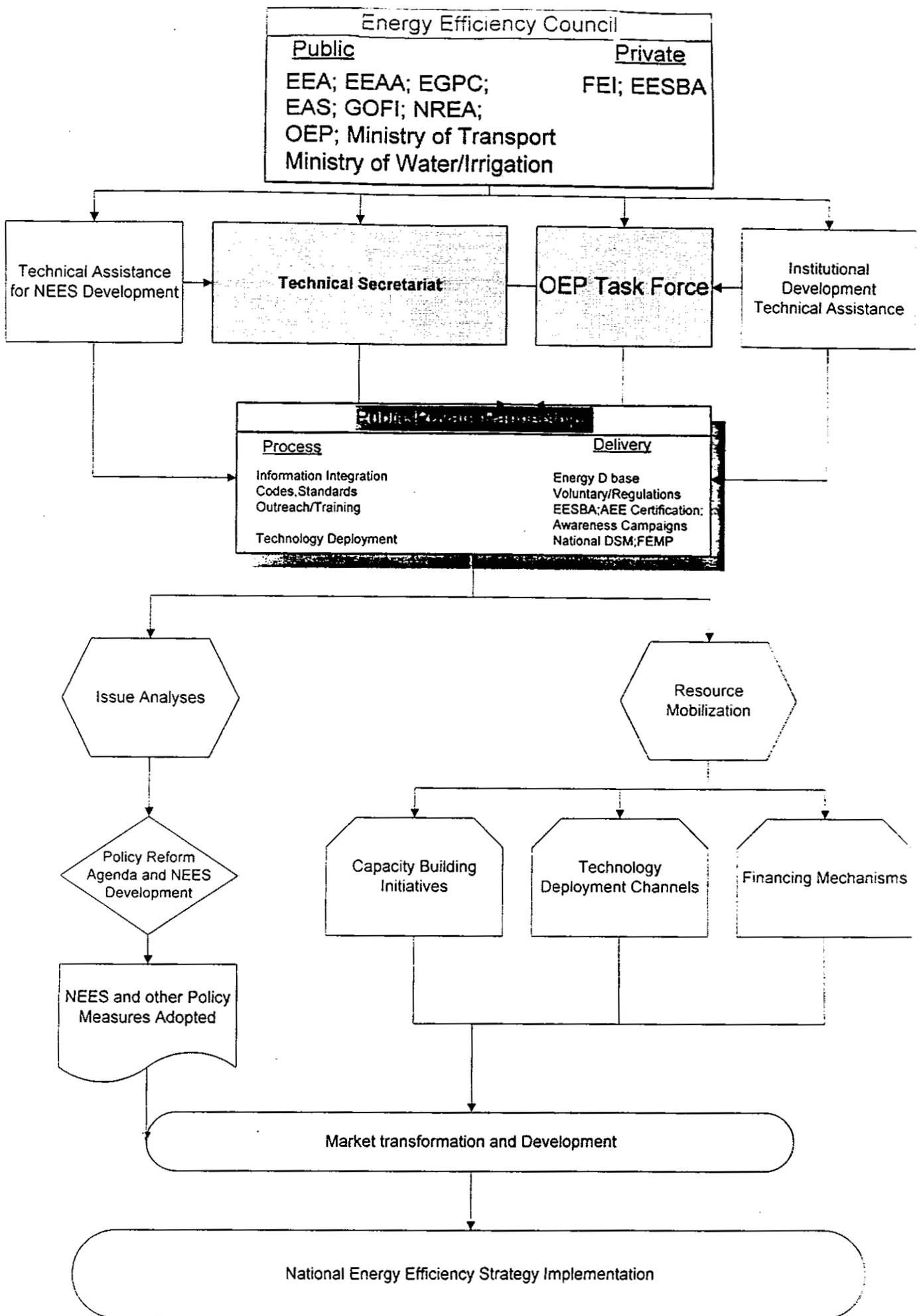
**EGYPTIAN ENVIRONMENTAL POLICY PROGRAM (EEPP) AND THE
NATIONAL ENERGY EFFICIENCY STRATEGY (NEES)**

The *Ministry of Petroleum and Natural Resources, MOP*, is one of three Ministries collaborating on the *Egyptian Environmental Policy Program, EEPP*. The other Ministries are *Tourism and Environment*. Within the EEPP, the MOP activities are being carried by the *Organization for Energy Planning, OEP*, as part of its role of coordinating the development of the *National Energy Efficiency Strategy, NEES*.

The OEP has helped establish the *Energy Efficiency Council, EEC*, an eleven-member *public/private partnership* that is collaborating on the development of the National Energy Efficiency Strategy. Members of the EEC include representatives of the Ministries of Petroleum, Electricity and Energy, Industry and Technological Development, Environmental Affairs, Transport, Communications and Civil Aviation, and Public Works and Water Resources as well as the Federation of Egyptian Industries and the Egyptian Energy Services Business Association.

The EEC oversees and directs a technical secretariat. The Chairman of OEP heads the secretariat. The secretariat is carrying out *issue analyses* in four key areas as part of the NEES development: *Codes and Standards, Public-Private Partnerships, Information Integration* and *Training and Outreach*. The issue analyzes will include a thorough review of existing policies as they relate to energy efficiency. The intent is to identify existing and potential barriers to energy efficiency implementation and factor them into the NEES. An *associated policy reform agenda* and *plans for implementation of energy efficiency throughout key sectors of the economy* are being prepared. The NEES development is estimated to take one year. Technical assistance is being provided to the EEC members as they develop associated work-plans as well as to the private sector and financial community to help mobilize resources for implementation of the strategy.

The NEES is expected to stimulate a *market for energy efficiency goods and services of some \$1 billion plus*. *Widespread implementation of energy efficiency* in the country can lead to *annual energy savings equivalent to 15% of annual oil exports* and help create employment. This is *equivalent to around 1% of gross domestic product, GDP*. In addition, it will reduce *greenhouse gas emissions* to help the country meet its international Climate Change Convention commitments.



Egyptian Environmental Policy Program
and the
National Energy Efficiency Strategy Development
Energy Efficiency Council Members

**Energy Efficiency Council
(EEC)**

- 1) Organization For Energy Planning (OEP)
- 2) Egyptian Environmental Affairs Agency (EEAA)
- 3) Egyptian General Petroleum Corporation (EGPC)
- 4) New And Renewable Energy Authority (NREA)
- 5) Egyptian Electricity Authority (EEA)
- 6) Federation of Egyptian Industries (FEI)
- 7) Egyptian Energy Services Business Association
- 8) Ministry of Public Works And Water Resources
- 9) General Organization For Industrialization (GOFI)
- 10) Egyptian General Organization For
Standardization & Quality Control (EOS)
- 11) Ministry of Transportation

مجلس كفاءة الطاقة

- ١) جهاز تخطيط الطاقة
- ٢) جهاز شئون البيئة
- ٣) الهيئة المصرية العامة للبترول
- ٤) هيئة الطاقة الجديدة والمتجددة
- ٥) هيئة كهرباء مصر
- ٦) اتحاد الصناعات المصرية
- ٧) الجمعية المصرية لآعمال خدمات الطاقة
- ٨) وزارة الاشغال العامة والموارد المائية
- ٩) الهيئة العامة للتصنيع
- ١٠) الهيئة المصرية العامة للتوحيد
القياسى وجودة الانتاج
- ١١) وزارة النقل

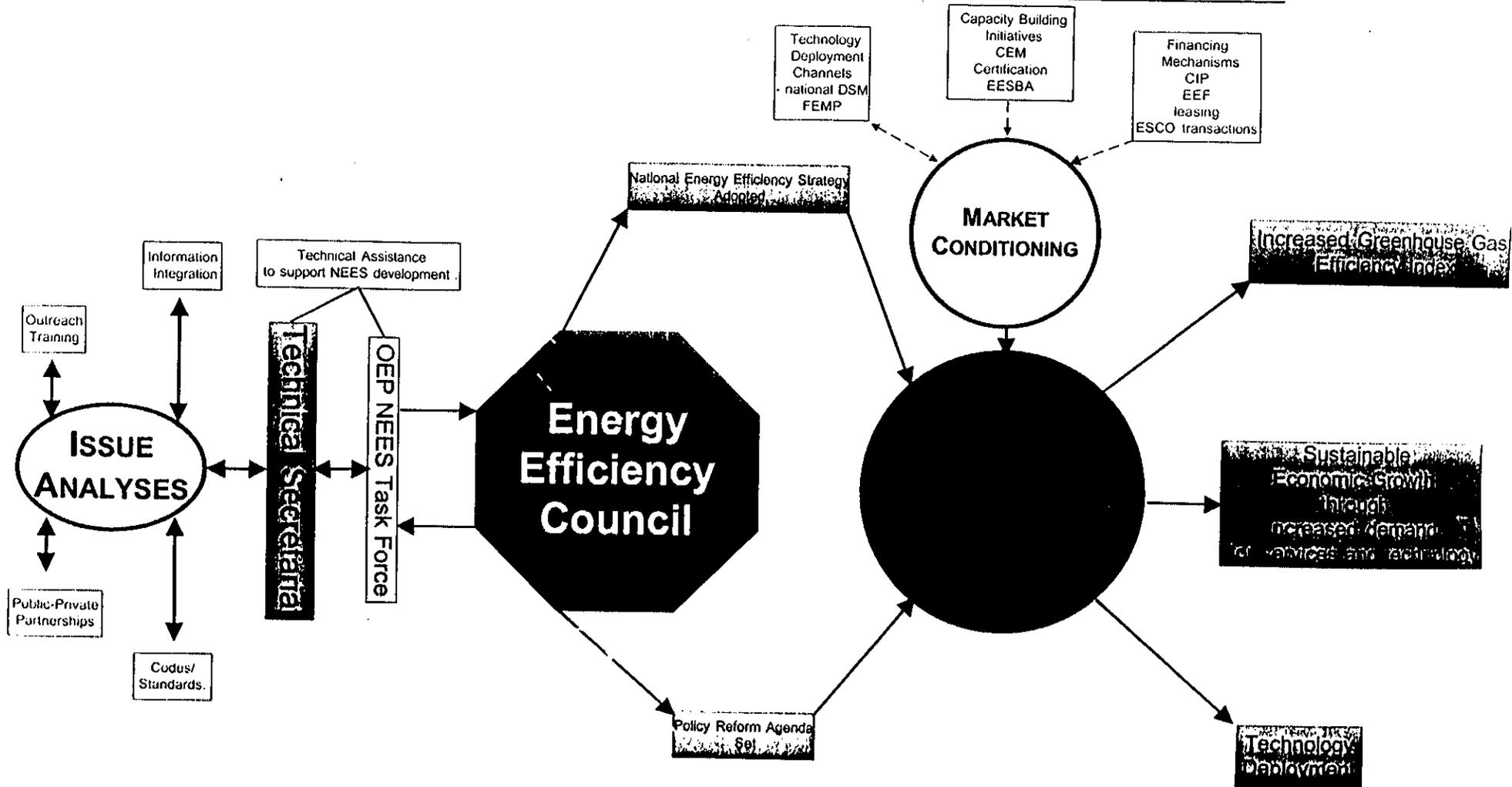
Energy Efficiency Council (EEC)

Goals

- 1- Cooperation in the field of energy information and data exchange .
 - 2- Investigate individual capabilities to plan for integrated scheme for further joint energy projects and studies .
 - 3- Achieve coordinated and cooperated efforts in energy planning and environment protection .
 - 4- Cooperation in the field of public awareness through media, seminars, training programs on energy conservation, renewable energies, energy demand management and greenhouse gas emissions .
 - 5- Conducting joint demonstration projects of energy efficiency utilizing environment friendly energy-saving technologies and renewable energies .
 - 6- Enhance the role of private sector, including the Energy Services Companies, in energy efficiency improvement and energy saving .
- * Organization for Energy Planning (OEP) is the coordinating body of the Energy Efficiency Council .

Egyptian Environmental Policy Program
and the
National Energy Efficiency Strategy Development
Road Map

IMPROVED MANAGEMENT OF THE ENVIRONMENT AND NATURAL RESOURCES THROUGH ENERGY EFFICIENCY



Year 1—Policy Preparation and Presentation | Policy Adoption | Years 2 - 5 | Policy Implementation Years 6 - 10

Egyptian Environmental Policy Program
and the
National Energy Efficiency Strategy Development
Technical Assistance

**SUPPORT TO THE DEVELOPMENT OF
A NATIONAL ENERGY EFFICIENCY STRATEGY IN EGYPT**

“ENERGY EFFICIENCY”

1. SUMMARY

Central to USAID/Egypt's development strategy is the U.S.-Egyptian Partnership for Economic Growth and Development, also known as the Gore-Mubarak Partnership. A high priority on the joint agenda of the Partnership's Subcommittee III, Sustainable Development and the Environment is combating Global Climate Change. The National Energy Efficiency Strategy will be a critical element in Egypt's overall global climate change strategy.

The planned USAID-supported activities will be guided by the objectives contained in the following: the USAID/Egypt Environmental and Natural Resources Strategic Framework; the agenda of the Gore-Mubarak Partnership (primarily Subcommittee III); and the EEPP policy matrix. In addition, to the extent possible, the technical assistance will seek to leverage complementary activities, including the GreenCOM public awareness component of the EEPP, the U.S. EPA energy efficiency work, and the USAID DTII activities as well as the UNDP/GEF project.

2. BACKGROUND

The USAID Mission to Egypt has maintained an on-going relationship with the energy sector in Egypt since the early 1980s. The support has been well-rounded and includes the development of infrastructure as well as helping establish new organizations, notably for energy planning and the use of new and renewable technologies. Initially, the support focused on supply-side infrastructure investments. Since the late 1980s, the USAID has placed increasing emphasis on policy reform initiatives of the electrical sector (independent private power, privatization of electrical distribution companies and the creation of a regulatory body (through the Ministry of Electricity and Energy) and support on the demand-side (the ECEP).

From 1989 to 1998, the USAID/Egypt supported a program to accelerate use of energy efficiency technologies and practices within the industrial and commercial sectors through its Energy Conservation and Environment Project (ECEP). In 1997, the Egyptian Environmental Affairs Agency (EEAA) made energy efficiency a cornerstone of its National Action Plan for Greenhouse Gas Emission reduction in anticipation of meeting its obligations under the UNFCCC by tapping the gains available from widespread replication of practices and technologies introduced through the ECEP. Additionally, the competitiveness of local businesses can be enhanced. This in turn permits wasted resources to be put to more economically productive uses.

The latter stages of the ECEP highlighted the need for an appropriate institutional framework and the development of local private companies to provide services and goods in the market place. Other ECEP work focused on promoting dialogue between private sector businesses and policy makers. Two key activities included support in formation of the Egyptian Energy Services Business Association (EESBA), and helping

the Ministry of Petroleum's Organization for Energy Planning, (OEP), outline an action plan for developing a National Energy Efficiency Strategy, (NEES).

The action plan was based on a strong partnership between the public and private sectors and was designed to provide the private sector with a strong voice in public decision-making, in turn stimulating the private sector to play a leading role in implementing energy efficiency projects and within a few months, some eleven organizations had agreed to become members of the Energy Efficiency Council and had formally signed a protocol for cooperation. They represent the leading players within the areas of energy and environment and collectively have the potential to shape an effective NEES.

The EEPP energy efficiency activity aims at maintaining the impetus toward the development of a policy reform agenda to promote widespread use of energy efficiency. The cornerstone will be the emergence of a NEES built around a meaningful public-private sector partnership dialogue targeted at private sector investment. To insure that this dialogue evolves in a meaningful manner, both sectors need to be armed with information and data that supports the decision-making process and therefore, the contractor will provide support in three broad areas i) institutional development; ii) capacity building; and iii) promotion and outreach.

Both institutional development and capacity building are necessary to ensure the sustainability of this dialogue result of this task order. Promotion and outreach activities will be as important to expand the participation of other interested private sector parties while increasing market awareness on the impact of policy reform. Increasing the awareness of and drawing the participation of financial institutions into this dialogue will be necessary to attract private investments.

Specific support will include helping the OEP set up a task force to administer, monitor, and evaluate success with respect to the goals and objectives set for NEES development. Support will also include providing assistance to those entities with leading implementation roles. Such assistance will include assisting in developing the work plans of the various individual implementation entities as well as helping to create sufficient resources and capacity.

The technical assistance will also support the OEP task force and others in formulating policy reform initiatives. Assistance will also be given to stimulate private sector involvement in shaping the policy reform agenda. Targeted promotional/outreach activities coordinated and implemented with GreenCOM, will be undertaken to ensure a strong private sector voice in all policy development.

In addition, the contractor will support the Energy Efficiency Council in interfacing and coordinating with other USAID-supported initiatives, including the EEPP Program Support Unit, the GreenCOM project, the DTII training program, and the EPA, to best leverage all potential resources for the implementation of the NEES.

3. STATEMENT OF OBJECTIVES

The USAID/Egypt objectives in providing support are as follows:

- to assist the Energy Efficiency Council in formulating a National Energy Efficiency Strategy (NEES) that creates a sustainable energy efficiency market through strategic partnerships between the public and private sectors.
- to support creation of a task force within the Organization of Energy Planning (OEP), to monitor, evaluate, coordinate and direct the development and implementation of a NEES targeting Global Climate Change through mitigation of GHG emissions
- to support Energy Efficiency Council members and other key player working groups to further specific EEPP-related energy policy initiatives.
- to engage the public and private sectors in meaningful dialogue to formulate a policy reform agenda that rationalizes energy use, particularly fossil fuels, based on optimum environmental and economic considerations, and encourages a leading role for the private sector.
- to assist a transformation from a public sector-led market to a sustaining, robust and competitive market for energy efficient goods and services dominated by private sector investments and businesses.
- to stimulate trade and sustainable technology transfer to promote sustainable economic growth, enhance Egypt's competitiveness and ability to enter the global market.

4. TECHNICAL ASSISTANCE

Technical assistance under this task order will be directed at:

- assisting the GOE formulate a National Energy Efficiency Strategy and policy reform agenda, through meaningful dialogue between the public/private sectors, to rationalize energy use based on optimum environmental and economic considerations
- creating a sustainable energy efficiency market by transforming the energy efficiency business sector through strategic public and private sector partnership initiatives.

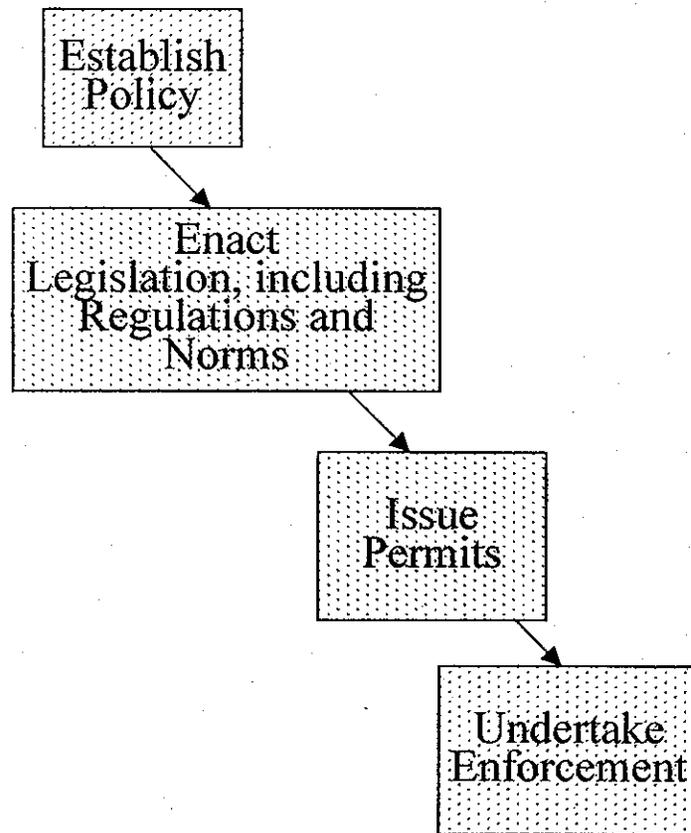
Industrial Pollution

التلوث الصناعي

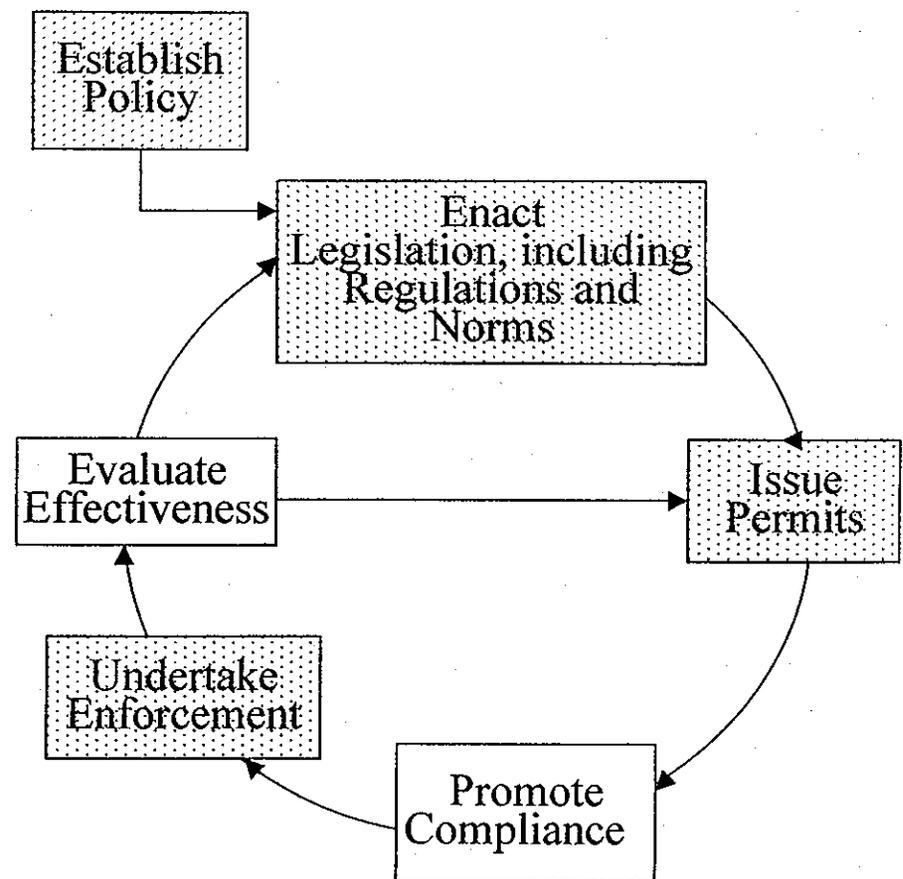
REDUCED INDUSTRIAL POLLUTION

Compliance with industrial pollution policies reduction, laws, and regulations.

The Environmental Regulatory Staircase and The Environmental Regulatory Cycle



The Environmental Regulatory Staircase



The Environmental Regulatory Cycle

REDUCED INDUSTRIAL POLLUTION

Policy Objectives

- 8. MOEA/EEAA and concerned GOE entities develop improved systems and capacity for monitoring, inspection, and testing to ensure compliance with industrial pollution policies.**
 - 9. MOEA/EEAA, in cooperation with industrial stakeholders and relevant GOE entities, develop pollution reduction strategies through higher rate of compliance.**
 - 10. Strengthen the capacity of public and private sector to provide consistent and reliable environmental assessment services which will support industrial compliance with environmental policies and regulations.**
-

REDUCED INDUSTRIAL POLLUTION

Policy Measures

EEAA, in association with an Investors Group and other relevant stakeholders, designs and initiates implementation of the integrated Environmental Management System (EMS) for the Tenth of Ramadan industrial city. (Objective 9)

Other Steps and Tools

- *EEAA develops guidelines that identify the priority plants in different industrial sectors for periodic and regular inspections. (Objective 8)*
 - *MOU for 10th of Ramadan EMS signed and implementation plans being prepared. (Objective 9)*
 - *EEAA reviews current environmental lab analysis capabilities, determines projected needs and standards to support future environmental compliance. (Objective 10)*
-

REDUCED INDUSTRIAL POLLUTION

Actions

Enforcement (Objective 8):

- **Identify and prioritize industrial facilities requiring compliance.**
 - **Develop a standardized approach to environmental regulatory compliance, including inspection.**
 - **Identify and evaluate institutional and operational improvements for regulatory compliance**
 - **Assess the potential use of administrative procedures for enforcing Law 4.**
 - **Identify potential funding mechanisms for monitoring and inspection.**
-

Initiate Implementation of EMS in 10th of Ramadan Industrial City (Objective 9):

- **Support initial assessment of hazardous and non-hazardous waste management in 10th of Ramadan.**
- **Support the 10th of Ramadan Environmental Committee.**
- **Assess the institutional structure and funding mechanism for EMS implementation.**
- **Develop a simplified facility-based EMS.**
- **Develop the EMS implementation plan for 10th of Ramadan.**
- **Provide technical support for implementation.**
- **Evaluate implementation and make recommendations for improvements and**

Support (Objective 10):

- **Identify and assess current and projected environmental lab analysis capabilities and needs.**
 - **Assess current and projected supply and demand environmental consulting services for auditing and EMS development.**
-

IMPROVED SOLID WASTE MANAGEMENT

Policy Objective

- 11. Improve efficiency and performance of the solid waste management systems through a combination of strategic planning, improved administration, greater public awareness, and more active participation of the private sector.**

Policy Measure

EEAA, through a national consultation process, develops a national Municipal Solid Waste (MSW) management policy including institutional, technical, and economic components, national targets, and recommended options for the segregation, collection, and disposal of MSW.

IMPROVED SOLID WASTE MANAGEMENT

Actions

Finalize the National Solid Waste Management Strategy:

- **Conduct the final governorate MSW workshop.**
- **Provide technical assistance for finalizing the national strategy.**
- **Conduct a governors' conference on the national strategy.**
- **Adopt the National Strategy (action by MOEA/Cabinet).**

Begin Pilot Testing of the National Solid Waste Management Strategy:

- **Provide technical assistance to the Governorate of Alexandria.**
 - **Provide technical assistance to selected other governorates.**
 - **Provide training to relevant EEAA and governorate staff.**
-

Natural Resource Management

إدارة الموارد الطبيعية

**Policy Objectives 12 and 13
Natural Resources**

Policy Objectives:

- 12. Provide protection for the Egyptian Red Sea coral reefs, islands, and linked ecosystems of importance.**
 - 13. EEAA encourages environmentally sustainable development of the Red Sea coast through an improved EIA process.**
-

Tranche 1 policy measures :

“GoE expands the Red Sea Protectorate to include other islands, coral reefs, and linked coastal ecosystems of importance”;

“EEAA staffs the management unit needed to administer these areas including the provision of basic equipment.”

“The Chief Executive Officer (CEO) of EEAA issues a policy directive which clarifies the roles and responsibilities for EIA review and approval of coastal projects by various departments within EEAA, the TDA, Governorates, and other.”

ACTIONS

- 1. Declare an expanded Red Sea Marine Park.**
- 2. Develop a structure for EEAA field staff in the Red Sea. And: Recruit staff for field placement. Develop 'basic training' package for all new recruits. Deliver basic training. Develop Code of Conduct for all Rangers. Procure equipment**
- 3. Maintain administration of existing activities in support of Red Sea conservation**
- 4. Provide external advisory support to ensure that reputable Egyptian experience is exploited for the benefit of EEPP.**
- 5. Establish a demonstration of island conservation practises through the example of Giftun Island.**
- 6. Define appropriate use zones within the Park, then hold a zoning workshop, or seminar, with key decision makers to finalise, and formalise, the Park's zones.**
- 7. Define regulations, programs and management actions for each zone type.**
- 8. Define, and detail, a program of Conservation Education and Public Relations.**
- 9. Outline the resource requirements for the effective management of the Park.**

10. Outline requirements for full cost recovery of Park operations

11. Outline the current status of EIA review and the need for a policy directive clarifying the roles and responsibilities for EIA review and approval of coastal projects .

Sustainable Tourism

السياحة المستدامة

**Egyptian Environmental Policy Program (EEPP)
Summary of Policy Measures**

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Selected crosscutting economic, financial, and institutional constraints			
Gold			
<p>1. Build capacity of EEAA to provide long term strategic planning and environmental policy formulation and analysis.</p> <p>Lead Agency: EEAA</p>	<p>No measures contemplated this tranche.</p> <p><i>1. EEAA completes a needs assessment and its work plan to meet strategic planning, monitoring, and evaluation requirements.</i></p> <p><i>2. EEAA initiates a consultative process to update the National Environmental Action Plan (NEAP) including the preparation of a work plan.</i></p>	<p>1. Improved EEAA capacity for strategic planning is demonstrated by the unit's outputs being accepted as directives.</p> <p>2. NEAP is updated to provide clear strategic guidance to the environmental sector.</p> <p>3. Governorate Environmental Action Plans (GEAPs) developed to give strategic planning and environment management direction at the governorate level, increasing local autonomy in environmental affairs.</p>	M.A.

"Italicized sections are not policy measures. They describe the steps and tools such as studies, analyses, and other technical assistance actions which would benefit partners in accomplishing the policy objectives.

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Gold			
<p>2. Integrate the environmental dimension in national planning and development programs.</p> <p>Lead Agency: EEAA</p>	<p>No measures contemplated this tranche. EEAA initiates a study to define requirements for area-wide (Environmental Impact Assessments (EIAs) and the identification of priority zones.</p>	<p>1. At least 25% of governmental projects submit EIAs prior to being approved. 2. EIA reviews for major development projects include input from the public and GOE entities.</p>	<p>N.A.</p>
<p>3. Decentralize core environmental management functions to regional, governorates, and local levels.</p> <p>Lead Agency: EEAA</p>	<p>MOEA / EEAA develops and issues decree approving policies and operational procedures for Regional Branch Offices (RBOs).</p>	<p>1. RBOs, operating in accordance with new institutional arrangements, support environmental management objectives of MOEA on a regional basis. 2. A comprehensive structure for effective decentralized environmental management at the governorate level is established and operational, increasing local autonomy in managing environmental issues.</p>	<p>A copy of the signed decree, directive, or equivalent official document approving the RBO policies and procedures, with attached copy of said policies and operational procedures for RBOs.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Red			
4. Establish system for periodic review and modification for air emission standards. Lead Agency: EEAA	No measures contemplated this tranche. <i>EEAA completes an assessment of existing air emissions standards.</i>	System of periodic review and revision of emission regulations operational, improving the ability of the MOEA to develop practical and effective regulations.	N.A

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Gold			
<p>5. Establish and activate a mechanism through which Environmental Protection Fund (EPF) resources are broadly used to support a range of environmental policies and activities.</p> <p>Lead Agency: EEAA</p>	<p>1. Appointment of the full EPF Management Committee.</p> <p>2. Development and adoption by the Committee of the Operations Manual which includes fund policies, administration and personnel procedures. Financial management, and project cycle management procedures.</p>	<p>EPF being actively used to expand environmental investments, including credit programs for private sector industries.</p>	<p>1. A copy of the signed Ministerial Decree appointing the full EPF Management Committee as defined in the Financial and Administrative Regulations for the EPF approved by the Ministry of Finance in 1998.</p>
<p>6. Promote policies that increase the availability and affordability of equipment, spare parts and inputs for environmental control, and monitoring and pollution prevention.</p> <p>Lead Agency: EEAA</p>	<p>No policy measures contemplated this tranche. <i>EEAA undertakes technical analysis of equipment needs and cost/availability constraints.</i></p>	<p>Equipment, spare-parts and inputs needed for environmental compliance and enforcement are available in the Egyptian used by local firms.</p>	<p>N.A.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Cleaner and more efficient energy use			
Red			
<p>7. Reduced air pollution and emissions of greenhouse gases due to inefficient used to fossil fuels.</p> <p>Lead Agency: OEP</p>	<p>OEP establishes protocol with participating public and private entities for developing National Energy Efficiency Strategy. <i>OEP, in cooperation with industry, drafts guidelines for certification and efficiency labeling program for energy-consuming commodities and initiates broader public awareness towards the use of the labeled energy saving and environmentally friendly equipment.</i></p>	<p>1. Increased greenhouse gas efficiency of Egypt's economy. 2. Increased adoption of energy efficiency by industry reduces operating costs, increasing international competitiveness, and reduced greenhouse gas emissions.</p>	<p>A copy of the protocol for developing the National Energy Efficiency Strategy, signed by participating public and private entities including OEP, EEAA, EEA, Federation of Egyptian Industries (FEI), Egyptian Energy Services and Business Association (EEASBA), New and Renewable Energy Authority (NREA), Ministry of Public Works and Water Resources, General Organization for Industrialization (GOFI), Egyptian Organization for Standardization (EOS) and Ministry of Transport.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Reduced Industrial Pollution			
Brown			
<p>8. MOEA/EEAA and concerned GOE entities develop improved systems and capacity for monitoring, inspection, and testing to ensure compliance with industrial pollution policies.</p> <p>Lead Agency: EEAA</p>	<p>No measures contemplated this tranche.</p> <p><i>EEAA develops guidelines which identify the priority plants in different industrial sectors for periodic and regular inspections.</i></p>	<p>1. Improved enforcement and compliance with environmental laws by industry reflected in increased percentage of firms submitting Compliance Action Plans (70% of total) and of firms in compliance with Law 4 (50% of total).</p> <p>2. Priority plants in all industrial sectors are covered by periodic and regular inspection.</p>	<p>N.A.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Brown			
<p>9. MOEA/EEAA, in cooperation with industrial stakeholders and relevant GOE entities, develops through higher rate of compliance.</p> <p>Lead Agency: EEAA</p>	<p>EEAA, in association with Investors Group and relevant stakeholders, designs and initiates implementation of the integrated (Environmental Management System (EMS) for the Tenth of Ramadan industrial city.</p> <p><i>(M.O.U. for 10th of Ramadan E.M.S. signed and implementation plans being prepared).</i></p>	<ol style="list-style-type: none"> 1. Awareness among industry of requirements of law 4 is more widely spread and compliance rate is increased (see End Result #1 for Objective #8). 2. Economic and environmental, and public health benefits of pollution prevention are promoted broadly to industry and local government and increasingly reflected in industrial practices. 3. EMS concept of other of self-compliance, are implemented in other industrial cities, resulting in reduced overall cost and greater flexibility for firms to comply with environmental laws. 	<p>A copy of the signal MOU establishing the institutional commitments necessary to implement the pilot EMS. Documentation from EEAA that the Tenth of Ramadan Environmental Advisory Committee has been officially established, including a list of appointees to the Committee and the minutes of its first meeting. Documentation from the Municipal Authority demonstrating that it has expanded its Environmental Department to implement the EMS, including the annual budget for full-time staff and equipment and internal financial reports showing expenditures by line for full-time staff and equipment.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Brown			
<p>10. Strengthen the capacity of public and private sector to provide consistent and reliable environmental assessment services which will support industrial compliance with environmental policies and regulations.</p> <p>Lead Agency: EEAA</p>	<p>No measures contemplated this tranche.</p> <p><i>EEAA reviews current environmental lab analysis capabilities, determines projected needs and standards to support future environmental compliance programs, and develops certification procedures for essential services.</i></p>	<p>Industrial plants using environmental standards, labs and ISO 14000 inspectors to provide reliable monitoring services in support of law 4 compliance.</p>	<p>N.A.</p>
Improved Solid Waste Management			
Brown			
<p>11. Improve efficiency and performance of the solid waste management systems through a combination of strategic planning, improved administration, greater public awareness, and more of the private sector.</p> <p>Lead Agency: EEAA</p>	<p>EEAA, through a national consultation process, develops a national Municipal Solid Waste (MSW) management policy including institutional, technical and economic components, national targets, and recommended options for the segregation, collection, and disposal of MSW.</p>	<p>Establishment of more efficient municipal solid waste management which encourages maximum feasible private sector involvement and is demonstrated levels of consumer satisfaction, and use of standard sanitary landfills.</p>	<p>Documentation from EEAA demonstrating consultation with stakeholders and partners in the development of a national MSW policy. The documentation may include copies of correspondence or memoranda, dates of meeting or workshops, minutes of the meetings, agendas for the meetings or workshops, and lists of attendees. A copy of the draft MSW intended for submission to the cabinet. The policy should include institutional, technical and economic components options for the segregation, collection, and disposal of solid waste.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Green			
<p>12. Provide protection for the Egyptian Red Sea coral reefs, islands, and linked ecosystems of importance.</p> <p>Lead Agency: EEAA</p>	<p>1. GOE expands the Red Sea Protectorate to include other islands, coral reefs, and linked coastal ecosystems of importance.</p> <p>2. EEAA staffs the management unit to administer these areas including the provision of basic equipment.</p> <p><i>1. EEAA establishes criteria for the development of a Red Sea Protectorate Management Plan (RSPMP) based upon a consultative process with stakeholders and partners and then initiated the development of the first phase (5-year) of the plan.</i></p> <p><i>2. EEAA designs revenue generating schemes which ensures that adequate funding is made available to finance the RSPMP.</i></p>	<p>1. Protectorate staff effectively manages 75% or more of the geographic area of the Red Sea Protectorate.</p> <p>2. Operation and maintenance costs of the Red Sea Protectorate fully funded by the revenues generated.</p>	<p>1. A copy of the Prime Minister Decree expanding the Red Sea Protectorate to include other islands, coral reefs, and linked coastal ecosystems of importance.</p> <p>2. A copy of the signed Ministerial Decree or Executive Directive establishing the Eastern Desert Management Unit or another similar unit to manage the Red Sea Protectorate.</p> <p>A copy of the official approval by EEAA's COE of the management unit.</p> <p>A copy of the annual budget for full-time staff and equipment in the management unit.</p> <p>A copy of internal EEAA financial reports showing expenditures by line item for full-time staff and equipment in the Red Sea Protectorate Management Unit.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Green			
<p>13. EEAA encourages environmentally sustainable development of the Red Sea coast through an improved EIA process.</p> <p>Lead Agency: EEAA</p>	<p>Chief Executive Officer (CEO) of EEAA issues a policy directive which clarifies the roles and approval of coastal projects by various departments within EEAA, the TDA, Governorates, and other relevant authorities and directive in the Red Sea Governorate.</p>	<p>By the year 2002, 100% of planned coastal tourism developments undergo EIA review and are not constructed until EIA approval has been obtained.</p>	<p>A copy of the signed Executive Directive which clarifies the roles and responsibilities for EIA review and approval of coastal projects by various departments within EEAA, the TDA, governorates, and other relevant authorities.</p> <p>Documentation from EEAA of implementation of the policy in the Red Sea Governorate including the number of EIAs reviewed using of the reviews, the comments and other relevant authorities, and the responses of EEAA to those comments.</p>

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Blue			
<p>14. Environmental policy monitoring capacity within the TDA is strengthened.</p> <p>Lead Agency: TDA</p>	<p>1. CEO of TDA issues a decree establishing an Environmental Monitoring Unit, hires or assigns full time staff for the unit, sets work objectives and funding for the unit, and develops an annual work plan.</p> <p>2. TDA takes steps to require Red Sea tourism developers to comply with EIA regulations.</p>	<p>From the year 2002 on, 100% of new coastal development projects initiated under TDA jurisdiction will receive construction permits only after obtaining EIA approval from EEAA.</p>	<p>1. A copy of the signed Executive Directive establishing an Environmental Monitoring Unit and setting work objectives for the unit. A copy of the officially approved work plan for the unit. A copy of the annual budget for full-time staff and equipment in the unit. A copy of internal TDA financial reports showing expenditures by line item for the unit.</p> <p>2. Documentation from TDA showing:</p> <ul style="list-style-type: none"> a. Total number of Red Sea tourism development projects initiated since signing of the EEPP MOU. B. For the same period, the total number of Red Sea tourism development projects for which TDA required the preparation of EIAs. c. Number of inspections at construction sites that included compliance monitoring for implementation of EIA recommendations.

OBJECTIVES	TRANCHE I POLICY MEASURES	END RESULTS	ILLUSTRATIVE MEANS OF VERIFICATION OF TRANCHE I POLICY MEASURES
Blue			
15. TDA strengthens its capacity to develop and disseminate Best Practices and other environmental programs intended for investors and developers.	1. CEO of TDA issues a decree establishing a Policy Implementation Unit (PIU), hires or assigns full time staff for the unit, and develops an annual work plan.	TDA's policy formulation and dissemination activities lead to the adoption of at least one "Best Practices" in 75% of new tourist development on Red Sea Coast.	1. A copy of the signed Executive Directive establishing the Policy Implementation Unit and setting work objectives for the unit. A copy of the officially approved work plan for the unit. A copy of the annual budget for full-time staff and

(11/23/98)

Environmental Education and Public Awareness

التعليم البيئي والتوعية الجماهيرية

EEPP/GREENCOM

OBJECTIVES

To assist EEPP to design, implement and evaluate public awareness activities and support of environmental policies

GreenCOM Public Awareness Methodology

- **Analysis/Assessment**
- **Message and Strategies Design**
- **Development, Pre-testing and Revision**
- **Program Implementation Progress Monitoring**
- **Evaluation for Continuation**
- **Gender Consideration**

US Egypt Partnership:Green Corner Libraries

Program Objective

Provide environmental education materials to Green Corner libraries and train librarians and environmental educators

Target Audience

School children between the ages of 7 and 10
Green Corner Librarians

Program Design

Adapt selected environmental education materials, including books, publications, videos, and CD-ROMs, that are specific to Egypt's environmental concerns into Arabic and targeted to the student age group, and deliver to the Green Corner libraries.

Train librarians for each library on the environmental materials and general information about environmental education.

**US-Egypt Partnership
Solid Waste Management
Environmental Education Supplement**

Program Objectives

Environmental education supplement on solid waste management (SWM) developed for industrial technical secondary school student

Target Audience

Industrial Technical Secondary School Students

Program Design

Public/Private Partnership that brings business owners, educators and technical secondary school students together to learn how to practice good solid waste management. This is accomplished by developing a solid waste management education supplement and incorporating it into technical secondary schools, training educators in teaching good solid waste management techniques, and encouraging business owners to employ the trained students in their businesses and industries.

Energy Efficiency

Program Objectives

Promotes availability/validity of energy efficient service providers, i.e., EESBA, to relevant audiences, i.e., investment community and business users.

Support EEC to enhance leadership role as major force in energy efficiency

Target Audience

Business community, investors, and financial institutions in industrial cities.

Program Design

Design and implement a communications strategy targeted to business owners (investors associations members), financial community, and outside investors to educate and inform them on the benefits of energy efficient investments and motivate them to invest.

LAW #4 Public Awareness

Program Objectives

To motivate domestic industry to comply with Law #4 through a sound marketing strategy

Target Audience

Business Communities in selected industrial cities

Program Design

Design a five-year marketing strategy that educates, informs and motivates audiences to compliance with Law #4.

Phase I creates public awareness among target audiences (e.g., domestic business community) of Law #4 through a communications campaign.

The Red Sea Marine Park

Program Objectives

Campaign to assist TDA & EEAA to motivate the domestic and international tourist publics and the Red Sea private sector developers to respect, maintain and enhance the integrity of the Red Sea environment

Target Audience

Tourists, domestic and international, and hoteliers to impact on investors and developers

Program Design

Design two-way communication exchange mechanism between tourists and developers to educate and create public awareness that results in maintaining environmental integrity of the Red Sea Marine Park

Solid Waste Management Public Awareness

Program Objectives

Heighten public awareness of solid waste management and motivate target audiences (general public) to understand their role in clean air through a comprehensive marketing campaign.

Target Audience

General public in *Alexandria* and *Cairo*.

Program Design

Design a five-year marketing strategy that motivates the general public to practice good solid waste management.

Phase I will be to create public awareness among the general public on how they can better manage solid waste, and the positive results of this practice on their lives.

Sustainability

الإستدامة

Private - Public Partnerships

الشراكة الخاصة والعامّة

Policy Process

عملية السياسة

Sharing Resources : Information and Other Resources

المشاركة في الموارد : المعلومات
والموارد الأخرى

Training

تدريب

Monitoring, Verification and Evaluation

مراقبة ، تحقق ، تقييم

SUMMARY OF THE MVE UNIT'S ROLE, OBJECTIVES & TASKS

The primary purpose of the Monitoring, Verification and Evaluation (MVE) Unit is to monitor, verify, and evaluate (using impact assessments) the Government of Egypt's (GOE) performance in meeting policy measures agreed to in the Egyptian Environmental Policy Program (EEPP) Memoranda of understanding MOUs. The MVE unit will help USAID and the EEPP partner agencies to:

- 1) track performance of the Policy Program, verify completion of policy measures and provide feedback for policy dialogue;
- 2) track performance of results of USAID's environmental program;
- 3) conduct on-going evaluation and special studies needed to assess and understand programmatic impact and develop approaches to newly emerging issues; and
- 4) monitor key indicators of the overall environment sector and maintain a data base to respond to information requests.

The MVE Unit plays a supportive rather than a decision-making role in the program. It will provide support to the Executive Committee, Program Support Unit, USAID, and Agency Task Forces, and will be task-oriented and autonomous, reporting to the Executive Committee. It is important to note that while it is expected that the MVE will enjoy a degree of autonomy in order to fulfill its responsibilities adequately, it is expected that the MVE will also approach its responsibilities in a positive, proactive manner, suggesting, when appropriate, solutions and options to EEPP partners that help them ultimately succeed in meeting policy benchmarks and objectives.

OBJECTIVES OF THE MVE UNIT:

- 1) **Track performance in the achievement of policy measures and issue reports on its findings:** MVE assistance will verify implementation and completion of policy measures and provide the basis for determining if the EEPP is meeting its objectives interacting with and obtaining information from Agency Task Forces. It will also assist in the formulation of verification plans for MOUs and identify actual means of verification. It will assist in determining impact of measure achievement on EEPP policy objectives and whether additional measures are needed. It will prepare briefs on status of monitoring and verification of program measures on a monthly basis and it will prepare the final verification report.
- 2) **Serve USAID's reporting requirements:** track indicators at the intermediate and strategic levels under USAID's environmental program and assist in determining if targets are being reached and objectives are being met.
- 3) **Conduct or manage special studies need to assess the program's impact and carry out program evaluations:** These will help in guiding decisions on EEPP

priorities. MVE studies will also support public awareness by providing an underlying analytical framework for these efforts. Both ongoing evaluation efforts and impact studies will be important to suggest mid-course corrections to maximize achievement of desired results and for end of program evaluation.

- 4) **Monitor indicators tracking broad environmental and related conditions in Egypt.** This will include the following types of indicators: State-of-the-environment; health; and economic indicators.

TASKS OF THE MVE UNIT:

The principal functions and tasks of the MVE unit are:

1. **Verification:**

- i. Develop verification Plans (for each Tranche), which includes the agreed to policy measures stated in the MOU, indicators, methodology, means of verification, timing, and responsibilities. The verification plan will: identify those policy measures to be addressed in the Tranche, as agreed to in the signed MOU; determine the appropriate means of verification and methodologies to be employed; and timing for each stage and verification;
- ii. Report on the Status of Verification on a monthly basis (monthly briefs);
- iii. Participate in developing MOU measures, to insure that they are verifiable. Under this task the MVE Unit will provide advice to the EC and USAID on the formulation of MOU policy measures which can be adequately monitored, verified, and evaluated; and
- iv. Submit a Verification Report for each tranche to be approved by GOE and USAID which states whether measures were met/partially met/ unmet or cancelled.

2. **Monitoring:**

- i. Regular monitoring of relevant environmental indicators at the sector and sub-sector levels. This includes providing indicators for the USAID Results, Review and Resource Request (R4) exercise, performance of the program, and other indicators which may relate directly and indirectly to the MOU measures.
- ii. Identify policy barriers, constraints for the achievement of targeted policy reforms. It should be noted that the PSU contractor and other TA contractors are the main responsible entities for reform design and implementation, the MVE unit only assists in this function.

iii. Monitor macro environmental indicators relevant to the EEPP activity

3. **Evaluation (Impact Assessment):**

- i. Conduct baseline studies of current situation in the sector before reforms using the Environmental Sector Assessment (ESA) and other available studies, conduct additional studies if needed.
- ii. Conduct policy studies to assess the impact of implementing the policy reform program (ex-post analysis), in order to study and re-direct the program as possible. This can be done as a mid-term and final assessment of the policy reform measures (This is not a performance evaluation of the program, performance evaluations will be conducted by another contractor).

Energy Efficiency

كفاءة الطاقة

Industrial Pollution

التلوث الصناعي

Policy / Institutional / Economic

سياسات / مؤسسيه / اقتصاديه

Natural Resource Management

إدارة الموارد الطبيعية

Sustainable Tourism

السياحة المستدامة



A NOTE ON DISCRETION AND CONFIDENTIALITY

An environment of openness and trust among participants will increase our ability to work as a team and learn from each other. Frankness and humor are wonderful assets to a team. People need, however, to have confidence that their colleagues will not quote what they say out of context. In order to foster the free exchange of ideas and experience, as well as to feel comfortable taking risks, we ask that each of you treat the information shared by others in this workshop with the same discretion you would hope to receive.

Coverdale's facilitation standards preclude our making direct reports to employers on participants, either based on our interviews with you or on your performance in the workshop. If asked to do so, we explain our policy of confidentiality and will, with your prior permission and with your participation, discuss your experience with your employer.

Our handouts are proprietary materials developed over many years of review and refinement. While you are not free to sell these materials to a third party, we realized they may be helpful to you in your work and do not wish to discourage you from using them. You are free to copy them in limited numbers so long as you attribute them to the Coverdale Organization, Inc.

Most of all, we urge you to practice the skills you develop and encourage others to develop theirs.

Thank you. We appreciate your cooperation.



نبذة عن الحفاظ على السر

أن توفر مناخ من الانفتاح والثقة بين المشاركين في ورش العمل والندوات سيزيد من قدرتهم على العمل سويا والتعلم من بعضهم البعض. وفي سبيل دعم التبادل الحر للأراء والخبرة وأيضا تقبل المخاطرة، فإننا نرجو أن يعامل كل منكم المعلومات المشتركة مع الآخرين خلال هذا البرنامج باعتبارها معلومات سرية لا يجوز نشرها.

ومؤسسة "Coverdale" لا تقدم أية تقارير عن السادة المشاركين لروساتهم أو لجهات عملهم. وحتى إذا طلبوا فإننا نشرح لهم سياساتنا عن سرية وخصوصية هذا النوع من المعلومات، وبالرغم من ذلك ففى حالة إصرار جهة العمل على طلب أية تقارير فإننا -وبإذن منكم وباشتراكم- سنناقش معها ماكتسبتوه من خبرة من البرنامج.

وبالإضافة الى ما تقدم فإننا نرجوكم الامتناع عن مناقشة أى تفاصيل عن المهام أو التدريبات التى تمت فى البرنامج مع أى شخص لم يكن مشتركا فيه. والسبب هو أن تصميم وتعديل مثل هذا النوع من المهام والتدريبات يتطلب وقتا وجهدا كبيرا وعملا معقدا. علاوة على أنه فى حالة نشر المعلومات عن المهام الفعلية وأنواع التدريبات، فإن قيمتها بالنسبة لأى مشاركين مستقبلا ستقل كثيرا. ولكننا فى نفس الوقت نحثكم على تطبيق المهارات التى حصلتكم عليها. ونشكركم على حسن تعاونكم.



TRIAL AND SUCCESS

Analysis of Success

leads towards:

- Knowledge of the causes of success
- Understanding of things that have worked well,

suggests, for the future:

- Things to repeat
- Things to do,

And can produce, in ourselves and in others,
feelings of:

- Satisfaction
- Reassurance
- Confidence
- Readiness to confront risks
- Warmth, cooperativeness, unity
- Hope, enthusiasm
- Independence
- Growth,

But may also encourage:

- Complacency
- Arrogance
- Reluctance to improve.

Analysis of Failure

leads towards:

- Knowledge of the causes of failure
- Understanding of things that did not work,

suggests, for the future:

- Things to avoid
- Things not to do,

and can produce, in ourselves and in others,
feelings of:

- Dissatisfaction
- Uncertainty
- Lack of confidence
- Reluctance to confront risks
- Anger, resentment, defensiveness, separation
- Anxiety, depression
- Dependence, suggestibility
- Decay,

but may also encourage:

- Realism
- Humility
- Determination to improve.

Unlike people, machines and systems have no emotions and will not themselves react to analysis of their performance. We deal with a computer, for example, by looking for, preventing or correcting faults. We pay it scant attention when it is functioning correctly as it was designed to do. This is sensible.

However, when we deal with people, who are emotional and far more complex, we need to be aware of the total response that may be evoked. Clearly, failures in people that affect job performance should be identified and dealt with, even to the extent of making painful decisions and taking action. Equally, we do well to remember that people can only grow and develop from a foundation of reassurance and self-confidence together with practical ideas about what to do to improve, both of which spring from a rigorous and objective analysis of past successes.



PURPOSES

Purposes describe the circumstances which lie beyond the completion of the task being undertaken. They also add clarity to a chosen or given direction of progress.

A visual analogy is to imagine ourselves looking out over a landscape. We may see a direction in which to proceed; we may indeed perceive some landmark we wish to attain. Exploring purposes, we range our eyes over the more distant features of the landscape and are able to check that our immediate goal is a worthwhile one. For example, a long term task might be to:

Maintain a record of customer comments

- Why? — to identify features of the service that attract customers.
- Why? — to extend successful features to other locations.
- Why? — to enhance company reputation.
- Why? — to increase profitability.

Purposes give us a reference against which to make future decisions. Thus, in the example given, a proposal to record only customer complaints would be rejected after referring to the purpose of "To extend successful features to other locations."

Questions that help elicit purposes include:

Why is the task to be done? What is it for? Who is it for? What benefits will it lead to? How will the end result be used and to what purpose?

The shortest question, "Why?" is perhaps the most memorable and the most versatile. However when using it, remember the answers will fall into one of two categories:

- Those which describe the future and are therefore purposes; phrased "to..., so that..., in order to..."
- Those which describe past events and are therefore reasons, giving background information; often phrased "because..."

Asking "Why?" to a statement of something which is to be done may produce several purposes, many of which may be quite compatible. Thus, there may be a number of purposes in parallel. Commonly, task and process purposes exist side by side and can be pursued simultaneously. For example:

- Sort the playing cards into order
 - Why? — to make complete packs (a task purpose)
 - to help group members to listen to each other better (a process purpose).
- Secure a contract with a major new customer
 - Why? — to improve sales volume (a task purpose)
 - to reduce seasonal variation in sales (task purpose)
 - to prepare John for possible promotion to Area Sales Manager (a process purpose).

Exploring and clarifying purposes needs to be done to the extent that is helpful to those undertaking work in order to give that work value and a context. Often, purposes are already clearly specified, understood on the basis of experience, or easily deducible. Mindless use of "Why?" as a ritual may not prove to be helpful.



الأغراض

تُصَف الأغراض الظروف التي تتحقق بانتهاء المهمة المكلف بها، كما أنها تضيف الوضوح للتوجه الذي تم اختياره.

وفي مقارنة سريعة فإننا نتصور أنفسنا أمام منظر طبيعي للأرض، ونرى أو نحدد الاتجاه الذي سنسير فيه أو نحدد علامة أرضية نرغب في الوصول إليها. وعند تحديد أغراضنا نجد أننا نسرح بأعيننا إلى الملامح البعيدة لطبيعة الأرض التي أمامنا وبذلك نتأكد من أن أهدافنا المباشرة أو القريبة لها قيمتها. وفي واقع الأمر قد نجد أن المهمة بعيدة المدى للهيئة أو للشركة قد تكون :

• "المحافظة على سجل بمتعلقات العملاء."

لماذا؟ - لكي نحدد شكل الخدمة التي تجذب العملاء.

لماذا؟ - لكي ننقل شكل الخدمة الناجحة إلى مواقع أخرى.

لماذا؟ - لتحسين سمعة الشركة/الهيئة.

لماذا؟ - لزيادة الربحية.

والأغراض هي المرجع الذي نأخذ على أساسه قراراتنا في المستقبل؟ فمثلا في المثال عاليه نجد أننا لو اقترحنا تسجيل شكاوى العملاء فقط، فإننا سنجد أن هذا مرفوض إذا رجعنا إلى الغرض القائل بنقل الخدمة الناجحة إلى مواقع أخرى.

وتشمل الأسئلة التي تساعد على استنباط الأغراض مايلي:

• لماذا نقوم بهذه المهمة؟

• وما الداعي لها؟

• ولمن تنفذ المهمة؟

• وما هي الفوائد التي ستعود منها؟

• وهل ستستخدم النتيجة النهائية؟ وفي أي غرض؟

أن "لماذا؟" هي أقصر الأسئلة وأكثرها انتشارا لأنها تعلق بالذاكرة ولكن يجب أن نتذكر أن الرد عليها يقع في فئتين :

• تلك التي تُصَف المستقبل وبذلك تصلح كأغراض مثل "لكي...من أجل...ل....".

• وتلك التي تُصَف أحداثا سابقة وبذلك تصبح أسبابا، وتعطى خلفية معلوماته وغالبا تبدأ بـ "لأن....".



REVIEWING in order to improve

Pausing to take stock, people who are working together can assess the progress of the job at hand and also the way they are cooperating while doing it -- to review both the Task and the Process.

TASK REVIEW

In a task review, in reference to our purposes, end result and initially set success criteria, we ask:

- Have we achieved what we set out to do?
- What progress have we made and what remains to be done?

In a recurring job, we ask:

- Are the aims still valid?
- What went well this time and should be repeated?
- What difficulties occurred and how can they be overcome next time?
- What new success criteria should apply?

Or, when the job is unlikely to recur, we ask:

- What can be learned that might apply in other circumstances?
- What else can we do that is in line with our purposes?

PROCESS REVIEW

Process review helps to secure effective working relationships or teamwork, so that the job gets done well. Where short tasks are concerned, a process review may conveniently follow a task review. During lengthy or continuous activities, process reviews are more likely to be scheduled or called when the need is recognized. Useful process review questions to consider are:

- How are our plans and procedures for cooperating working out?
- What is helping or hindering our efforts?
- When did the group make progress, what caused this?
- When were there delays, and why?
- What have individuals done that helped, how did they do it?
- What principles emerge that can be applied more widely?
- When we resume our task, how can we cooperate better, for example, by extending our successes and overcoming our difficulties.

Whether relating to Task or Process, the Review should analyze the past, derive lessons and lay plans for future improvement.



المراجعة من أجل التحسين والتطوير

يمكن للأشخاص -الذين يعملون معا- أن يقدروا النجاح والتقدم في العمل المكلفين به، وأيضا الطريقة التي يتعاونون بها أثناء هذا العمل، كما يمكنهم أن يراجعوا كل من المهمة والطريقة (الأسلوب).

مراجعة المهمة

في "مراجعة المهمة" - وفيما يتعلق بالغرض والنتائج والأسس الموضوعية لتقييم النجاح - فإننا نسأل أنفسنا الأسئلة الآتية :

- . هل حققنا ما قصدناه؟
- . ما هو النجاح (التقدم) الذي أحرزناه؟ وما الذي تبقى لكى نفعله؟
- وفي الأعمال المتكررة فإننا نسأل أنفسنا الأسئلة الآتية :
- . هل الأهداف ما زالت سارية؟
- . مالذى نجحنا فيه هذه المرة ويلزم تكراره؟
- . ما هى الصعوبات التى حدثت وكيف نتغلب عليها فى المرة القادمة؟
- . ما هى الأسس الجديدة للنجاح والمطلوب تطبيقها؟
- أو، إذا كان من الواضح عدم تكرار هذا العمل فإننا نسأل أنفسنا:
- . ما هى الدروس التى تعلمناها ويمكن تطبيقها فى حالات أخرى؟
- . ما هى الإضافات التى يمكن عملها وتساعد فى تحقيق الغرض؟

مراجعة العملية (الطريقة) Process Review

تؤدى مراجعة العملية إلى تثبيت علاقات العمل الفعالة وبث روح الفريق بحيث يتم العمل بنجاح. وفى حالات المهام القصيرة فإن "مراجعة العملية" تتم بعد "مراجعة المهمة". أما فى الأنشطة الطويلة أو المستمرة فإن مراجعة العملية تجدر أو تطلب حسب الحاجة. والآتي مجموعة من الأسئلة المفيدة عند القيام بـ"مراجعة العملية":

- . ما مدى نجاح خطط وإجراءات التعاون؟
 - . مالذى يساعد أو يعرقل جهودنا؟
 - . مالذى تسبب فى تقدم أو نجاح المجموعة؟
 - . متى ولماذا حدث التأخير؟
 - . مالذى قام به الأفراد وساعد فى النجاح؟ وكيف قاموا بذلك؟
 - . ما هى المبادئ التى ظهرت ويمكن استخدامها بتوسع؟
 - . إذا استمرينا فى مهمتنا فكيف نتعاون أحسن؟ (مثلا باستغلال نجاحاتنا والتغلب على المصاعب)
- وسواء كانت "المراجعة للمهمة أو للعملية" فإننا نحلل الماضى لنخرج منه بالدروس ونضع خططاً للتطوير مستقبلاً.



OBSERVATION

During each task, all members should try to notice things that are said and done which help the group make progress. By bringing these points to light in review, the group will be increasingly aware of practices that are useful and worth planning into future proceedings. At the same time, whatever causes delay will be noticed and examined. Plans can then be made for overcoming these difficulties in future tasks.

Use of Observing Members

One member, or sometimes two, should be nominated to sit aside in silence, simply observing. By watching, listening and making notes, observing members will be able to add details in the reviews which may have escaped those engaged in the task.

Each person should have the opportunity to take this observing role in order to:

- Develop personal skill in accurate and detailed observation
- Provide the group with facts as a basis for improvement and
- Augment his or her ideas on how to help the group to progress.

Notes for Observing Members

Please remain detached from the task. Sit back away from the group interaction. Focus on the way the group is working, the teamwork rather than the technical aspects of the proceedings.

You are asked to provide facts, not to pass judgment or to say how you would have done the task.

Translate your opinions into facts by asking yourself, "What causes me to have that view? What actually happened?"

When something said or done appears important, note the consequences. Then you will be able to report objectively what happened and its effect, discarding points of little significance.

When distinct progress occurs, look for what causes it and the effect it has. If there is a difficulty, note how the group handles it.

At the end of your period as observer, prepare to rejoin the group as a working member. What will you do to help avoid any of the difficulties you saw? What will you do to promote the use of practices you saw to be of value?



الملاحظة

يجب على كل الأعضاء -أثناء تأدية مهامهم في البرنامج- أن يجتهدوا لملاحظة كل ما يحدث وما يقال مما يساعد المجموعة في تحقيق تقدمها. وعند عرض الملاحظات الملاحظة أثناء "مرحلة المراجعة" فإن المجموعة ستكون أكثر إدراكا للتطبيقات المفيدة و التي تستحق التخطيط لها في الإجراءات مستقبلًا. وفي نفس الوقت ملاحظة ما يتسبب في التأخير يمكن ورصده ومعرفة أسبابه. وبذلك يمكن إعداد الخطط اللازمة للتغلب على "الصعوبات" في المهام مستقبلًا.

دور الملاحظة

يرشح عضو أو عضوان أحيانًا ليجلسا في صمت على مبعده من كل مجموعة لمجرد المراقبة حيث يمكنهم -عبر ما يسمعه ويشاهدوه- أن يضيفوا في "مرحلة المراجعة" بعض التفاصيل التي قد يغفل عنها باقي أعضاء المجموعة المشغولين بإنجاز المهمة.

ويعطى كل عضو في المجموعة الفرصة لممارسة هذه الملاحظة من أجل :

- . تنمية المهارة الشخصية في المراقبة الدقيقة للتفصيلية.
- . تزويد المجموعة بالحقائق التي تخدم كأساس للتطوير.
- . إبراز أفكاره عن كيفية مساعدة باقي المجموعة لإحراز التقدم.

ملاحظات للأعضاء الملاحظين

- . يرجى أن تبقى بعيدا عن المهمة، وأن تجلس بعيدا عن المجموعة وبالذات أثناء تفاعلها.
- . ركز على العمل الفريق وليس على النواحي الفنية، واهتم بكيفية عمل المجموعة.
- . أنت مطالب فقط بعرض الحقائق وليس إصدار الأحكام أو نكر ماذا كنت تفعل لحل المهمة.
- . ترجم أفكارك الى حقائق بأن تسأل نفسك "مالذي دفعني لوجهة النظر هذه؟" مالذي حدث بالفعل؟"
- . إذا سمعت أو شاهدت ما تتصوره مهماً فسجل عواقبه، وبذلك تصبح قادرا على إعطاء التقرير عما حدث بموضوعية وعن آثاره مع عدم ذكر للنقاط عديمة أو قليلة الأهمية.
- . إذا حدث تقدم ملحوظ أبحث عن سببه وتأثيره. فذا كانت هناك صعوبة سجل كيفية تعامل المجموعة معها.

وبانتهاء عملك كملاحظ، استعد للانضمام ثانية لمجموعتك كعنصر عامل فيها واسأل نفسك "ماذا ستفعل لتساعد في نحاشي الصعوبات التي شاهدتها؟" "وما الذي ستفعله لتروج لفكرة استخدام المجموعة للتطبيقات العملية ذات القيمة؟"



ASSUMPTIONS

Few people wish to work from unreliable information, yet this is the risk when assumptions are made. The risk may be negligible when something is taken for granted on the basis of long and reliable experience. The risk increases with assumptions made on meager evidence or with disregard for the facts.

Some effects of working to false assumptions are:

- Effort is wasted. Things are done that were useful in the past but not at present. Omissions occur, through wrongly assumed purposes.
- Performance is inhibited. Constraints are assumed, imposing handicaps entirely of our own making.
- Action brings unexpected difficulties, delays, or failure, being based on unsound information.
- Inaction leaves problems unsolved and improvement obstructed. Convinced that nothing can be done, nothing is attempted.

When assumptions are made consciously, we recognize the risk and proceed accordingly: "Let's find out for sure!" or "Let's assume that..., and if it turned out otherwise then we will..."

Assumptions made unwittingly can cause trouble when they prove false and catch us off guard. We can do little without taking some things for granted, but we can exercise vigilance to avoid the more obvious traps. For instance, we can:

- Maintain the habit of checking our understanding of the purposes. Guard against the tendency to assume that another person has the same view as our own. In matters of routine, occasionally check that the purposes still remain valid.
- Examine the criteria. Are any of these inconsistent with what we are really trying to do? Are any of them limiting us for no good reason?
- Scrutinize the information. Are there expectations, hitherto unreasonable, but dubious now because of changed circumstances? Have any assertions been made that will have a big impact on what we decide to do, and which should be confirmed?
- Reflect on what is to be done. Does this follow from reliable information? Is it influenced by any unspoken assumptions?
- Review the plans. If based deliberately on certain assumptions, is there also a contingency plan? Take steps to see that plans are understood by those who will implement them. Do not assume that "Yes, I understand" proves anything!

Finally, watch out for pitfalls such as assuming that others' feelings are the same as our own, or that others are making the same interpretations from what they see and hear. Be especially wary of phrases such as: "it won't work - we wouldn't be allowed to - she wouldn't listen anyway - he'll never agree to it - it can't be done - things are always that way - we must - we must not - the rules say - they can't be changed - its bound to be - there's no other way."



الافتراضات

قليل من الناس فقط لا يمانعون في العمل على أساس معلومات غير مؤكدة وهذه هي المخاطرة التي نواجهها عند وضع الافتراضات. وتصبح المخاطرة منعدمة عندما تؤخذ الأمور على عواهنها على أساس الخبرة الطويلة المعتمدة. وتزداد المخاطرة إذا بنيت الافتراضات على قرائن ضئيلة أو إذا تجاهلت الحقائق.

وفيما يلي بعض التأثيرات التي تحدث نتيجة للعمل على أساس افتراضات غير واقعية :

- ضياع الجهود حيث أن ما كان ينفق في الماضي لا ينفق في الحاضر ويحدث الحذف بسبب الأغراض المفترضة خطأ.
- يصبح الأداء مشوباً بالخطأ فالافتراضات تضع القيود .
- الخروج بنتائج غير متوقعة وتأخير وفشل العمل لأنه غير مؤسس على معلومات صحيحة.
- تبقى المشاكل بدون حل نتيجة لعدم التصرف وبالتالي يتعطل التطوير. وبسبب الاقتناع بأنه لا يمكن عمل شيء فإننا لا نحاول عمل أي شيء.

عندما نوضع "الافتراضات" بوعي يمكننا تحديد المخاطر والتصرف على أساسها. "حيث نسعى للتأكد من النتيجة" أو "نفرض كذا وإذا لم تحصل على النتيجة المرجوة فلنحاول كذا وكيت."

عندما نوضع الافتراضات بدون تدقيق تحدث المشاكل إذا ثبت أن هذه الافتراضات خاطئة ونفاجأ بها، ولذا يجب أن نكون أكثر تدبها ووعياً لتحايش الفخاخ الأكثر وضوحاً. فمثلاً يمكننا أن:

- نحافظ على عادة مراجعة مدى تفهمنا للأعراض. الاحتراس من أي ميل لغرض أن هناك آخر/آخرين يشاركونا في وجهة النظر. وفي الموضوعات الروتينية راجع أحياناً للتأكد من أن الغرض/الأغراض مازالت قائمة.
- نختبر المعايير وهل هناك أي تعارض بينها وبين ما نحاول عمله؟ وهل أي منها يحد من عملنا بدون سبب وجيه؟
- نفحص المعلومات، هل هناك توقعات غير معقولة؟ وبالتالي مشكوك فيها الآن بسبب التغيير في الظروف؟ هل اتخذت أية استنتاجات يمكن أن يكون لها أثر على ما نقرر عمله ونحتاج إلى تأكيد.

نفكر فيما يجب عمله وهل هو مبني على معلومات موثوق بها؟ وهل هناك افتراضات أخرى غير واردة ولكن لها تأثير؟
• نراجع الخطط هل هي مؤسسة على افتراضات معينة؟ هل هناك خطط تبادلية/احتياطية؟ وتتخذ الخطوات التي تؤكد أن "الخطط مفهومة للمسؤولين عن تنفيذها. ولانكتفى منهم بالرد "نعم أنا فاهم" لأن ذلك قد يعنى في معظم الحالات عدم فهمهم للمطلوب منهم.

وأخيراً احترس من المطبات مثل افتراض أن شعور الآخرين يماثل شعورك أو أنهم يخرجون بنفس الاستنتاجات التي خرجت بها لما يروه ويسمعوه. ابتعد عن العبارات الآتية ولا تقبلها من الآخرين :

"الموضوع ده مش حايئف" ، "لن يسمح لنا بذلك.." ، "هي/هو لن يستمع لما يقال..." ، "لن نحصل على الموافقة على الموضوع.." ، "لا يمكن عمل ما تطلب..." ، "أحنا تعودنا على عمله بالطريقة دي.." ، "يجب أو لا يجب" ، "التعليمات بتقول كده.." ، "التعليمات لا يمكن تغييرها..." ، "ما فيش طريقة تانية..."



TASK AND PROCESS

Whenever people work together, they use two sorts of skills.

First, in respect to the job itself, they use their professional or technical skills, such as accountancy, engineering, brewing, computer programming...

Second, they interact with the other people involved in the job, using skills such as listening to others' ideas, presenting their own ideas clearly, managing time establishing common comprehension...

In the first instance, they are dealing with the job itself, the TASK to be performed. In the second, they are concerning themselves with people, the way they cooperate, the way they control their resources, the PROCESS of human interaction.

An example of TASK would be the launching of a new product.

An example of PROCESS would be the interaction between people engaged in the launch of the new product, the things that each person did to promote purposeful and methodical work and the effects these actions produced on colleagues.

The kinds of process issues that occur when people interact are:

- The way they think (with differing patterns of thought)
- The way they act (with a variety of behavioral skills and preferences)
- The way they feel (the emotions that arise)
- The values they respect, the ethics they uphold, the judgments they make.

Process also embraces the reaction of people to the physical and emotional environment in which they work, how they are affected by it and what they do to influence it.

Process issues influence Task results, often critically. Therefore, people need to develop both types of skills and to be aware of them in others.



المهمة (أو الواجب) والعملية

عندما يعمل الناس سوياً في لانسجام فإنهم يستخدمون نوعان من المهارات:

أولاً : فيما يخص العمل نفسه فإنهم يستخدمون مهاراتهم الفنية أو المهنية كالمحاسبة، والهندسة، وبرمجة الحاسبات الإلكترونية....الخ.

ثانياً: فإنهم يخص تفاعلهم مع غيرهم ممن لهم علاقة بالعمل حيث يستخدمون مهارات مثل الاستماع لآراء الغير، أو عرض آرائهم بوضوح، أو إدارة الوقت، أو إيجاد فهم مشترك،....الخ.

ففي الحالة الأولى فإنهم يتعاملون مع العمل نفسه أو "المهمة/الواجب Task" المطلوب تنفيذها، أما في الحالة الثانية فإنهم يهتمون بالغير وكيف يتعاونون معهم، وكيف يتحكمون في مواردهم أي عملية التفاعل الإنساني أو "العلاقات الإنسانية".

ومثال "المهمة" تقديم منتج جديد للسوق

ومثال "لعملية Process" يكون التفاعل بين الناس الذين مهم علاقة بتقديم المنح الجديدة، أي ما يفعله كل فرد لترويج أسلوب العمل الهادف وردود هذه الأفعال على زملائه.

وعلى ذلك تتضمن العملية العناصر الرئيسية التالية:

- . الطريقة التي يفكرون بها (أنماط مختلفة من الفكر).
- . الطريقة التي يتصرفون بها (بمختلف المهارات السلوكية ومهارات المفاضلة).
- . الطريقة التي يشعرون بها (المشاعر التي تظهر).
- . القيم التي يحترمونها، والأخلاقيات التي يفرضونها، والأحكام التي يصدرونها.

وتشمل العملية أيضاً ردود فعل الناس للبيئة التي يعملون من خلالها. وكيف يتأثرون بها ويؤثرون عليها.

وتؤثر الموضوعات الرئيسية للعملية في نتائج المهمة وبدرجة كبيرة أحيانا ولذا يحتاج الناس لأن يطوروا كلا المهارتين وأن ينتبهوا لنفس هذه المهارات في الآخرين.



DEGREES OF AGREEMENT

When people signify their agreement or disagreement or different strengths of feeling behind what they say, they give their words different shades of meaning.

Some examples of what can be meant by "I agree" or "I disagree" are given below. These are arranged by levels or "degrees of agreement," and obviously there will be intermediate positions as well.

Share	"I am fully committed to that aim and will do everything in my power to achieve it with you."
Support	"I shall willingly help you to pursue that aim."
Sympathize	"I respect your intention and will not stand in your way, though I do not feel obliged to help."
Acquiesce	"I do not care one way or the other. I am quite indifferent to your intentions."
Reject	"I will have nothing to do with that. Count me out!"
Oppose	"I will do everything in my power to prevent you achieving what you want."

Reference to such a scale may help group members assess the state of agreement between themselves over proposed aims or courses of action. This in turn will lessen the chance of assumed unity and false expectation as to the energy each person will apply. It can prompt efforts to secure greater commitment, avoiding the disintegration that can occur as the need for action, and consequently the risk, approaches.

A similar scale can be used to illustrate the contrasts between:

Cooperation	where people hold aims in common and have the will to work together towards their achievement,
	and
Negotiation	where people have different or conflicting aims, but share a desire or need to find common ground and agree to a course of action.



درجات الاتفاق

عندما يرغب الناس في تأكيد موافقتهم أو رفضهم أو عندما يظهرون قوة مشاعرهم لما يقولونه فإنهم يعطون كلماتهم درجات مختلفة المعاني.

وفيما يلي بعض الأمثلة لما يقصد بـ "أنا موافق" ، "أنا غير موافق" وهي مرتبة حسب درجات ومستويات الموافقة أو عدمها وواضح أيضا أن هناك أوضاع متوسطة بين هذه الدرجات :

المشاركة "أنا ملتزم كلية بهذا الغرض وسأفعل كل ما في وسعي لتحقيقه معكم"

الدعم "سأساعدكم بعزم لتحقيق هذا الغرض"

التعاطف "أنني أحترم نواياكم ولن أقف في طريقها، ولو أنني أشعر بأنني غير مجبر على مساعدتكم"

عدم الاكتراث "أنا لست مهتما بطريقة أو بأخرى ولست مؤيدا أو معارضا لنواياكم"

الرفض "أنا لن تكون لي علاقة بالموضوع، اعتبروني خارجه"

المعارضة "سأفعل ما في وسعي لمنعكم من تحقيق مآربكم"

والإشارة إلى هذا "التدرج في الموافقة أو عدمها" سيساعد أعضاء المجموعة في تقييم حالة الاتفاق بينهم على الأغراض والأهداف المتعارضة وأيضا على التصرفات. وفي نفس الوقت سيقبل هذا التدرج من فرص التوقعات أو الافتراضات الخاطئة وبالذات في مستوى الجهد الذي يبذله كل عضو في الفريق. ومن شأنها أيضا أن تحث المجموعة لدرجة أكبر من الالتزام وتحاشي التفكك الذي يمكن أن يحدث عندما تظهر الحاجة إلى العمل أو تقترب من المخاطر.

وهناك مقاس مماثل لإبراز المقارنة بين :

التعاون حيث يشترك الناس في الغرض والهدف/ويتوفر لهم العزم للعمل سويا لتحقيقه.

والتفاوض حيث تكون لديهم أغراض وأهداف متضاربة ولكم يشتركون في الرغبة أو الحاجة إلى مفهوم مشترك لاتخاذ تصرف معين.



BRAINSTORMING

Brainstorming's purpose is to generate or capture a wide variety of fresh ideas that address some need, issue or problem. The most promising thoughts can be developed in more detail.

When brainstorming, everyone throws out suggestions without attempting to criticize or evaluate them. These can be recorded on a chart for discussion first, and later evaluated and improved. While brainstorming is generally used to elicit ideas when the team needs them, it can also be used to document that the speaker has been listened to.

This practice can also provide an opportunity for the quiet members of a group to offer their thoughts and allows sensitive topics to be viewed more objectively. While there are many ways to brainstorm, some general rules are helpful:

- Focus on a specific subject to brainstorm
- Set a time limit
- Do not edit as suggestions are produced
- Ask only clarifying questions
- Chart ideas exactly as stated or have participants chart their own ideas on half-sheets of paper
- State thoughts concisely to help the person charting.

You can use several approaches. Frequently groups go around the table, each member offering his or her views. Or, encourage each member to offer only one suggestion, continuing around the table until all ideas are recorded. Another variation is a silent brainstorm. Ask the group members to take a couple of minutes to write down their own thoughts before offering them to the group. This method allows each member the time to think without hearing and being influenced by other recommendations.

At the end of the time set aside, ask for any last offerings before moving on, because creative new insights often come to mind then.

And of course you should do something with the ideas you generate. Do not simply discard the effort. Identify who does what, how and when with the concepts you decide to use.



توصيف الأفكار (التوصيف الذهني) المبتكرة

يهدف تعصيف الأفكار إلى توليد أكبر مجموعة من الأفكار المتنوعة المرتبطة بالموضوع أو المشكلة. وأكثر الأفكار إفادة يمكن تطويرها وبتفصيلات أكثر.

عندما نقوم بتعصيف الأفكار يكون دور كل منا هو تقديم المقترحات بدون تقييمها أو نقدها. وهذه الأفكار والمقترحات يتم كتابتها لمناقشتها أولاً ثم تقييمها لتطويرها.

تعصيف الأفكار تستخدم لإستنباط وتوليد الأفكار عندما تحتاج المجموعة إلى ذلك. أيضاً تستخدم لتوثيق الأفكار التي أستمع إليها المتحدث.

هذا التطبيق يمكن أيضاً أن يوفر الفرصة لأعضاء المجموعة اللذين يشمون بالهدوء لتقديم أفكارهم. كما يسمح بتناول الموضوعات ذات الحساسية بموضوعية أكثر. بينما توجد طرق كثيرة لتعصيف الأفكار هناك بعض الضوابط والتطبيقات المفيدة.

- ركز على موضوعات محددة.
- حدد الوقت.
- نقوم بتقييم الإقتراحات لحظة ولادتها.
- أسئل فقط للتوضيح.
- سجل الأفكار كما هي. أو اترك لكل فرد تسجيل أفكاره على ½ صفحة.
- اعرض الفكرة بدقة لتسهيل تسجيلها.

يمكن إستخدام مداخل كثيرة. تجلس المجموعة في شكل دائري ويقوم كل فرد بتقديم أفكار تبعاً. أو شجع كل فرد لتقديم إقتراح واحد (بالدور) وتكرر حتى يتم جمع كل الأفكار وتسجيلها. طريقة أخرى صامتة... اطلب من كل مشارك أن يسجل أفكاره حول الموضوع خلال دقيقتين قبل عرضها على المجموعة. تسمح هذه الطريقة لكل عضو بوقت للتفكير بدون استماع أو تأثير بإقتراحات الآخرين.

في نهاية الوقت المحدد. اجلس جانباً ثم اطلب من المشاركين تقديم آخر مقترحاتهم قبل الانتقال لما بعد. لأن الأفكار المبتكرة تأتي في هذه اللحظة.

وبالطبع هناك ما يجب أن نؤديه مع هذه الأفكار ولا نرفض ببساطة الأفكار. حدد من يقوم بماذا وكيف في إطار المفاهيم التي قررت إستخدامها.



ROLES IN A TEAM

In any team, people can take responsibility for helping each other move forward by assuming certain roles that facilitate the process of working together. During Coverdale workshops, we frequently ask participants to prepare to work together by identifying the methods they will use to reach agreement as well as the roles they will play.

Teams appears to function better when the following general roles are filled:

- Facilitator to facilitate discussion
- Chart manager to handle putting up the half sheets and collecting them for transcription
- Reporter to make the 3 minute report in general session
- Time keeper to help the team manage time
- Actor(s) to plan the action, carry out the task and review it afterwards
- Observer(s) to help the team improve.

Of course, everyone is an actor, and anyone can observe. Acknowledging these roles also recognizes that we all play multiple roles within any team. Knowing in advance what is expected of you allows you to contribute more fully.

Some teams also like to designate a tie breaker or referee.

Leadership can emerge within this framework at any level, according to skills, according to knowledge, according to authority and according to circumstances.



الأدوار فى الفريق

فى أى فريق ، يمكن للناس أن تأخذ على عاتقها مسئولية معاونة كل منهم للأخر فى التقدم إلى الأمام ، بافترض أدوار معينة تيسر عملية العمل معا ، وأثناء درس عمل كوفرديل ، غالباً ما نطلب من المشاركين التحضير للعمل معا بتحديد الطرق التى سيستخدمونها للتوصل إلى إتفاق وكذلك الأدوار التى سيلعبونها .

وكل فريق سيؤدى عملة على نحو أفضل عند شغل الأدوار العامة التالية :

- منسق Facilitator لإدارة الحوار .
 - مسجل Chart Manager لتنظيم استيفاء نصف صفحة وجمعها لإعداد نسخة التقرير .
 - مقدم التقرير لتقديم تقرير مدته ٣ دقائق عن عمل المجموعة فى القاعة العامة
 - مراقب وقت Time Keeper لمعاونة الفريق على تنظيم وإدارة الوقت .
 - أعضاء لتخطيط وتنفيذ المهمة ومراجعتها بعد ذلك .
 - ملاحظون لمعاونة الفريق على تطوير أدائه .
- وبطبيعة الحال فإن كل عضو يمكنه تقديم ملاحظاته على الأداء ، وبإقرار هذه الأدوار ندرك أيضا أننا جميعا نلعب أدوار عدة داخل أى فريق ، ومعرفتك المسبقة بما يتوقع منك سوف يساعده على المساهمة بشكل أكثر فعالية .
- وبعض المجموعات تفضل تعيين حكما .
- ويمكن أن تبرز القيادة من خلال هذا الإطار لى أى مستوى ، وفقا للمهارات ، المعارف وصلاحيات الدور وظروف التنفيذ .

**EGYPTIAN TOURISM DEVELOPMENT AUTHORITY
RED SEA SUSTAINABLE TOURISM INITIATIVE**

THE TOURISM DEVELOPMENT AUTHORITY (TDA)

Established under Presidential Decree 374 of 1991, the Tourism Development Authority (TDA) is charged with facilitating private investment and development in designated tourism regions. Under the current National Development Plan, the number of visitor arrivals is targeted to increase from approximately four million currently to sixteen million by the year 2017. In helping to meet this target, TDA is directed to bring on line 10,000 hotel rooms each year during this period. To date, the Authority has been successful in achieving its mandate. During the two-year period 1999 – 2000, for example, some 25,000 hotel rooms are projected to come into operation, approximately 45 percent of which will be located in the Red Sea Region.

Associated with such rapid growth is the potential threat of environmental degradation to both terrestrial and marine natural systems. In accordance with Law 4/1994, and as a counterpart agency for the provisions of Law 102/1983, TDA has strengthened its policy of incorporating environmental considerations in its development program activities. The Authority is active in encouraging the use of best practices by investors and developers, and is pursuing alternatives for more environmentally sensitive tourism development.

THE RED SEA SUSTAINABLE TOURISM INITIATIVE (RSSTI)

The Red Sea Sustainable Tourism Initiative (RSSTI) is an 18-month activity under the EEPP, with technical assistance to the TDA provided by Hagler Bailly Services, contractor to USAID.

RSSTI, like the larger EEPP, supports the introduction of policies and best practices to create an enabling environment that: (a) creates private-public sector environmental partnerships that lead to greater economic competitiveness and investment while simultaneously protecting the environment and health of Egyptians; (b) fosters closer interaction between the regulators and the regulated to achieve environmental improvements and greater compliance; (c) promotes the role of the private sector in providing community and environmental assessment services and environmentally friendly products generating employment and preventing pollution and protecting public health; and (d) increases participation and transparency through the promotion of public awareness, strengthened environmental advocacy skills, increased access to information, and the ability of civil society and community groups to contribute to the environmental decision making process..

A summary of the related EEPP objectives is outlined in the following box. RSSTI focuses on Objectives 14 and 15. In recognition of the strong linkages between sound

tourism development and natural resource management, the Egyptian Environmental Affairs Agency (EEAA) and TDA are committed to implementing their respective activities under Objectives 12-15 in close coordination and cooperation.

Natural Resources Managed for Environmental Sustainability

Objective 12: Provide protection for the Egyptian Red Sea coral reefs, islands, and linked ecosystems of importance.

Objective 13: EEAA encourages environmentally sustainable development of the Red Sea coast through an improved EIA process.

Objective 14: Environmental policy monitoring capacity within the TDA is strengthened.

Objective 15: TDA strengthens its capacity to develop and disseminate the Best Practices and other environmental programs intended for investors and developers through education and awareness programs.

Source: Egypt Environmental Policy Program (EEPP), USAID, 1999.

STRATEGY

RSSTI's implementing activities fall within three broad areas: 1) TDA policy and institutional development; 2) adoption of environmental "best practices"; and 3) sustainable tourism awareness. These activity areas are to be implemented in parallel in order to leverage necessary policy reform, technical assistance and information dissemination for achieving EEPP policy objectives and specific measures.

1. TDA Policy and Institutional Development

- Coordinate and improve EIA review procedures and guidelines
- Coordinate and improve environmental monitoring procedures and guidelines
- Undertake institutional capacity building for Tourism Investors Association
- Prepare institutional plan for Policy Implementation Unit
- Prepare institutional plan for Environmental Monitoring Unit

2. Adoption of Environmental "Best Practices"

- Conduct hotel audits and prepare Environmental Management System (EMS) manuals for demonstration and workshop purposes
- Introduce "best practices" for resort development
- Introduce "best practices" for infrastructure development
- Prepare the Red Sea Coast for eco-destination status

3. Sustainable Tourism Awareness

- Conduct Eco-lodge construction and design seminar,
- Organize and conduct Eco-Lodge finance forum
- Organize and conduct study tours to demonstrate sustainable tourism policies and practices, and/or participate in sustainable tourism conferences and trade shows

- Organize an international ecotourism conference/trade show in Egypt

POLICY MEASURES

- TDA issues decree establishing Environmental Monitoring Unit (EMU), hires or assigns full time staff, sets work objectives and funding, and develops an annual work plan.
- TDA issues a decree establishing a Policy Implementation Unit (PIU), hires or assigns full time staff for the unit, and develops an annual work plan.
- TDA promotes and disseminates Best Management Practices (BMP) and other environmental programs for investors and developers
- TDA takes steps to require Red Sea tourism developers to comply with EIA regulations

PROJECT RESULTS

Consistent with the USAID/Egypt Strategic Objective and Results Framework, Hagler Bailly Services will assist TDA in developing a baseline and monitoring plan to evaluate the agency's success in meeting two quantitative results:

- Percent (%) of new coastal development projects initiated under TDA jurisdiction that receive construction permits only after obtaining EIA approval from EEAA.
- Percent of new tourist developments on the Red Sea Coast that adopt at least one

These targets are included in the Memorandum of Agreement between the Government of Egypt and the U.S. Agency for International Development for Tranche I of the EEPP.

Egyptian Environmental Policy Program
(USAID Grant No. 263-K-640)

MEMORANDUM OF UNDERSTANDING

Between

The Arab Republic of Egypt

and

The United States Agency for International
Development

Tranche I

Dated: _____

Clearance Sheet

For The Government of Egypt

MIC: Dr. Hassan Selim
Administrator of the Department for
Economic Cooperation with the U.S.
Ministry of International Cooperation

Office of the Prime Minister:

For USAID:

Ms. Toni Christiansen-Wagner

Mr. Mark Silverman

Mr. Alan Davis

Mr. James Goggin

Ms. Anne Patterson

Ms. Nancy Hardy

Ms. Jean DuRette

Ms. Janina Jaruzelski

Egyptian Environmental Policy Program
(USAID Grant No. 263-K-640)

MEMORANDUM OF UNDERSTANDING

Between

The Arab Republic of Egypt
and

The United States Agency for International Development
Tranche I

Dated _____

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to record the understandings reached between and among the Government of the United States, acting through the United States Agency for International Development (USAID) and the Arab Republic of Egypt, acting through the Egyptian Environmental Affairs Agency (EEAA), the Ministry of Petroleum's Organization of Energy Planning (MOP/OEP) and the Ministry of Tourism's Tourism Development Authority (MOT/TDA) regarding the conditions and procedures for implementing the Egyptian Environmental Policy Program grant. This MOU describes a set of policy measures that the Government of Egypt will complete, as requirement precedents to cash disbursement under the Egyptian Environmental Policy Program (USAID Grant Number 263-K-640, Section 5.2).

The Egyptian Environmental Policy Program is a four-year Sector Policy Program to support policy, institutional and regulatory reforms to: 1) reduce the generation of air pollution, and 2) manage natural resources for environmental sustainability. The program policy objectives and measures for FY 1999/2000 are listed in Section II below. Successful completion of these policy measures will be necessary to satisfy requirements precedent to the disbursement of Program funds.

II. Policy Measures for Completion

This Memorandum of Understanding covers policy measures and steps the Parties agree are needed to fulfill these measures for Tranche I only. Some policy objectives included in the four-year program have no measures under Tranche I, but will have measures in subsequent tranches that will be governed by future MOUs.

Tranche I policy measures are to be completed within eighteen months of MOU signature or such other date as the parties may agree to in writing.

The generation of air pollution will be reduced through: 1) cleaner and more efficient energy use, 2) reduced industrial pollution, and 3) improved solid waste management. Natural resource management for environmental sustainability will be pursued through: 1) protection

of Red Sea ecosystems and biodiversity, and 2) Red Sea tourism infrastructure designed and managed for environmental compatibility.

Policy reforms will also be supported to overcome selected cross-cutting economic, financial, and institutional constraints to improved environmental management. Objectives (12 -15) focus on improving natural resource management in Egypt's Red Sea region by the Ministry of Environmental Affairs and the Tourism Development Authority of the Ministry of Tourism. Recognizing the strong linkages between sound tourism development and natural resource management, the two ministries are committed to implementing their activities, under these objectives, in close coordination and cooperation.

Joint reviews of progress toward completion of benchmark actions will be conducted at least semiannually. In preparation for each review, the Egyptian government implementing organizations shall provide to USAID at least 15 days in advance of the date of review, documents specifying and evidencing progress made to date in meeting specific objectives. These reviews will be coordinated with and supported by the Monitoring and Verification Unit. Taking into account the views and recommendations of the executive committee, USAID will determine whether requirements precedent to disbursement have been met in whole or in part. If satisfactory progress toward achieving reform targets mutually agreed to in the MOU has not been made, USAID reserves the right to defer disbursement in whole or in part until such progress is made. If adequate progress has not been made within the stated timeframe, USAID will, in consultation with the Ministry of International Cooperation and the relevant implementing organization(s), determine whether or not the time frame for meeting unmet measures should be extended.

The summary of policy measures is provided below:

III. Monitoring and Verification of Policy Measures

Technical assistance is provided under the project assistance component of the EEPP (i.e., the "Technical Assistance to the Egyptian Environmental Policy Program agreement) to monitor progress toward the program's policy objectives and to verify completion of the specified reforms. Also, the technical advisors will measure impact of the reforms by designing special studies of policy effects. The overall purpose of the monitoring effort is to gauge the pace of reform, provide empirical data that can be used to make periodic corrections in policy reform plans, provide evidence that reforms are having their intended positive effects on the environment, and identify further policy areas needing attention in the future years of the program.

For this tranche and subsequent tranches, a verification plan will be developed by the GOE counterpart agencies and approved by USAID in an Implementation Letter to the Chairperson of the EEPP Executive Committee. This plan will provide the framework against which the policy reform measures in Part II of this MOU will be verified. The approved verification plan will become an integral part of this MOU.

The verification plan will identify those policy measures to be addressed in the Tranche period, will determine the appropriate means of verification and methodologies to be employed, the timing for each stage and verification. The policy matrix in Section II above includes illustrative means of verification for each Tranche I policy measure. These verification means are not exclusive: the definitive means of verification will be included in the approved verification plan.

IV. Policy Objectives Background Document

The attached EEPP Policy Objectives Background Document (Annex A) provides the context for EEPP and Tranche I policy objectives and measures. The document describes the context of the policy reform actions and the anticipated results of each objective which has policy measures included in Tranche I. The Policy Objectives Background Document and the illustrative means of verification in the matrix will be the major bases for developing the verification plan mentioned in Section III above.

V. Signatures

This MOU shall enter into force when signed by all parties hereto. In witness whereof, the Egyptian Environmental Affairs Agency and the Egyptian Environmental Affairs Agency, the Ministry of Petroleum and the Organization for Energy Planning, the Ministry of Tourism and the Tourism Development Authority, and the United States Agency for International Development, each acting through its respective duly authorized representatives, have caused this MOU to be signed in their names and delivered as of the day and year written above.

Arab Republic of Egypt

United States of America

By : _____

By : _____

Name : Dr. Nadia Makram Ebeid

Name : Daniel C. Kurtzer

Title: Minister of State for
Environmental Affairs

Title: U.S. Ambassador

By : _____

By : _____

Name : Dr. Ibrahim Abdel Gelil

Name : Richard M. Brown

Title: Chief Executive Officer
Egyptian Environmental
Affairs Agency

Title: Director
USAID/Egypt

Arab Republic of Egypt

By : _____

Name : Mr. Mamdouh El Beltagui

Title: Minister of Tourism

By : _____

Name : Dr. Adel Radi

Title: Chairman
Tourism Development Authority

Arab Republic of Egypt

By : _____

Name : Dr. Hamdi El Banbi

Title: Minister of Petroleum

Arab Republic of Egypt

By : _____

Name : Dr. Ahmed Badr El Din

Title: Chairman
Organization for Energy Planning

EEPP POLICY OBJECTIVES BACKGROUND DOCUMENT - ANNEX A

I. Reforms Overcoming Cross-cutting Institutional, Financial and Economic Constraints

Several areas affect the ability of Egyptian organizations to formulate and implement environmental policies effectively. Areas that require strengthening are: policy formulation and analysis; the availability of information for policy-making and implementation of environmental programs; institutional capabilities to implement environmental policies and enforce environmental regulations; mechanisms that provide for sustained financing for environmental protection; and public awareness of environmental policies and issues.

Objective 1: Build capacity of EEAA to provide long-term strategic planning and environmental policy formulation and analysis.

No measures contemplated this tranche.

Objective 2: Integrate the environmental dimension in national planning and development programs.

No measures contemplated this tranche.

Objective 3: Decentralize core environmental management functions to regional, governorates, and local levels.

Background: Article 2 of Law 4/1994 delegates some EEAA environmental management functions to the subnational level by authorizing the EEAA to establish regional branch offices (RBOs). With the exception of the rangers in the natural protectorates, EEAA presently manages its policies and programs from Cairo and has established only one RBO for the Cairo/Fayoum region.

At the local level, some environmental responsibilities have been vested in the twenty-six governorate Environmental Management Units (EMUs). Recently, the Prime Minister has authorized governors to handle their environmental problems more directly, with less reliance on solutions from the central government. Finally, Environmental Divisions (EDs) are to assist in the new industrial cities.

Policy Issues: Decentralization of core environmental responsibility is essential to placing responsibilities for environmental management at the level of government closest to the problems. While the GOE has taken some steps to delegate decision-making authority away from central government, more progress can be achieved on this front.

Even though there are also now EMUs in all of the governorates, their roles and functions in implementing and enforcing EEAA policies and programs are not well defined. This imprecision creates confusion over roles and responsibilities and hampers inter-agency coordination. Policies and guidelines are needed that define the roles and responsibilities of local environmental authorities such as the RBOs and the EMUs. The EMUs require strengthening, too, in terms of resources and technical training.

Over the long term, mechanisms that allow for a more comprehensive, coordinated and inclusive approach to environmental management at the governorate level are crucial. The governorates need to work closely with a wide array of important actors and groups such as the environmental liaison offices of ministries, public utilities, the private sector, universities, village leaders, and grassroots associations. EPPP will help to accelerate this trend by building on initiatives underway in Sohag and Dakahleya to establish local Environmental Management Planning Systems (EMPS). These represent an innovative approach to devolving environmental management to the local level, thereby improving local stewardship of natural resources.

Results:

1. *RBOs, operating in accordance with new institutional arrangements, support environmental management objectives of MOEA on a regional basis.*
2. *A comprehensive structure for effective decentralized environmental management at the governorate level is established and operational, increasing local autonomy in managing environmental issues.*

This objective aims at implementing effective decentralized environmental management at local levels. To accomplish this, roles and responsibilities and other operational policies need to be clarified and delineated; additional branch offices created, staffed and equipped; and where appropriate, regional and local level staff strengthened through training. It is essential that trained environmental staffs are in place at the local level to interact with the myriad of partner institutions that require guidance on complex environmental issues.

Objective 4: Establish system for periodic review and modification of air emission standards.

No measures contemplated this tranche.

Objective 5: Establish and activate a mechanism through which Environmental Protection Fund (EPF) resources are broadly used to support a range of environmental policies and activities.

Background: Law 4/1994 established the EPF to be administered by the EEAA for financing its environmental activities and programs. The Executive Regulations expand the sources of revenue for the fund and specify the activities and programs for which fund resources can be expended. Potential revenue sources are broadly defined. Most important in terms of the potential magnitude of revenues are provisions for a share of the twenty-five percent surcharge on travel tickets issued in Egypt, receipts from protectorate entrance fees, and levies against ships which damage coral reefs in the Red Sea. The EPF is also an important action under the Sub-Committee III Egypt-U.S. Partnership. It embraces two of the four priority areas in the Partnership and is contained under MOEA's Policy Directive VI to provide technical and financial support to the EPF.

Policy Issues: The need for greater levels of investment and innovative approaches to resolve environmental problems is evident. Aside from the public sector, private sector entities (industries, industry associations, non-government organizations, universities, and community groups) have an important role to play to meet these challenges. The EPF has the potential to be a focal point for environmental financing in Egypt to demonstrate "best practices" that support and test existing policies. Conversely, experience gained under pilot projects could also lead to the development of new policies because of the Fund's direct link to the EEAA. While Law 4 allows this fund to finance or co-finance environmental investments, conservation efforts, and initiatives that help test and develop policies, at present, it as yet has no staff or capabilities to review proposals for financing. Recently, however, a strong EPF manager has been appointed.

USAID has assisted EEAA to develop an options paper for strengthening environmental financing in Egypt, especially through the EPF. An important partnership has also developed between EEAA, USAID and the Danish Government to collaborate on the design and establishment of the EPF. The appointment of the full EPF Management Committee and the Committee's adoption of the Fund's Operations Manual are required first steps to make this important mechanism a reality. In addition, it may be prudent to determine whether an array of revenue sources could be established through economic instruments to avoid over-reliance

on a few sources. These include pollution charges, product charges on selected commodities, or surcharges on environmental or tourist services.

Results:

EPF being actively used to expand environmental investments, including credit programs for private sector industries.

EEAA is expected have a fully operational mechanism from which to finance innovative and sustainable environmental activities on a national level that support established GOE policies as well as those under consideration. The EPF will also provide EEAA an opportunity to collaborate with an array of public and private sector institutions including private voluntary organizations to leverage resources and demonstrate industrial pollution and natural resources oriented best practices.

Objective 6: Promote policies that increase the availability and affordability of equipment, spare parts and inputs for environmental control, monitoring and pollution prevention.

No measures contemplated this tranche.

II. Cleaner and More Efficient Energy Use

A reliable supply of energy is essential to the economic and social development of any country. Energy shortages hinder industrial expansion and constrain GDP growth. Additionally, pollution arising from the inefficient production, delivery, and use of energy resources impose a high cost on the economy and pose significant threats to the environment. The rule of thumb is that remediation of environmental problems can cost societies between 50 - 100 times more than efforts to prevent or minimize them. Egypt has a history of adequate energy resources, but this supply will be challenged in the coming years to keep pace with growing national demands. Egypt also has a very tangible opportunity to increase its energy efficiency and, as a result, decrease generation of air pollution. For the combined reasons of its future economic well being, the protection of its environment, and global environmental considerations, Egypt is prepared to undertake significant initiatives in producing and using cleaner sources of energy.

Objective 7: Reduced air pollution and reduced emissions of greenhouse gases due to inefficient use of fossil fuels.

Background: The Ministry of Petroleum (MOP) and the Ministry of Electricity and Energy (MOEE) are responsible for Egypt's energy sector. Each ministry has its own five-year plan (1998-2003). EEAA is likely to play a more important role in both the policy-making and implementation of less polluting energy technologies in the future, especially in relationship to the GOE's Global Climate Change Action Plan.

Within the MOP, the key agency for policy formulation is the Organization for Energy Planning (OEP), which is responsible for integrated energy planning within an economic framework. The Board of Directors of OEP are drawn from other governmental authorities. Although some have limited roles in energy involvement, they have influential roles in terms of OEP funding and administrative performance. Among its functions, OEP conducts energy planning studies, undertakes studies and implements projects for improving the efficiency of energy use, develops and manages national level energy information systems, and promotes awareness of the significant role that energy plays in various economic sectors by mass communication media. OEP is the GOE's national coordinator for the development of the National Energy Efficiency Strategy.

Policy Issues: Egypt has made significant progress in removing subsidies in energy prices and switching to cleaner and more environmentally desirable fuels. The GOE's policy of substituting cleaner natural gas for liquid fuels has become an integral part of its energy development plan. The success of natural gas exploration has reduced environmental impacts and enabled Egypt to plan for the export of a larger proportion of its petroleum products, thus improving its balance of payments.

Egypt also has initiated efforts to develop a national energy efficiency policy. If Egypt can address many of the current institutional and market barriers to implementing energy efficiency investments, substantial benefits may be realized by end users. The estimated energy efficiency benefits that could be achieved through a comprehensive program may be as high as 5,244 GWh per year within ten years--eleven percent of the 1995/96 electricity sales in Egypt. No country in the world has achieved a sustained increase in energy efficiency without policy reform to encourage that improvement. Thus, a comprehensive program of regulations, incentives, and public awareness and education will be needed to realize the potential savings resulting from reduced energy use.

Development of a National Energy Efficiency Strategy (NEES) is the highest priority for USAID assistance in the field of energy efficiency. To be effective the NEES should address the need for the official commitment to continued rationalization of energy.

prices and tariff and customs reform, enumerate other measures to stimulate domestic production of energy efficient equipment, and include development of energy efficiency standards for appliances and other equipment and energy efficient building codes. To complement these policy reforms, investments in testing facilities, development of a labeling program, and capacity building in education and public awareness programs will be needed. Finally, the NEES should promote investments in energy efficiency through programs to involve the private sector in delivering these services, assist in the creation of a financing facility for energy efficiency, and encourage demand side management options.

USAID projects in Egypt have demonstrated that energy efficiency reduces costs, allows for a more rational use of natural resources, and reduces the emission of particulate matter and various greenhouse gases. In the effort to promote more widespread energy efficiency, numerous market, institutional and policy barriers have been identified which discourage or hinder the industrial and commercial sectors' willingness to embrace greater energy efficiency. Greater energy efficiency can be addressed through policies designed to heighten consumer awareness and help develop the largely untapped local market. However, changes at all levels of the marketplace are required to support increased energy efficiency.

OEP will establish a working protocol with the relevant governmental, and private and public sector industrial bodies to jointly develop a NEES. OEP will work with local industry, other GOE agencies, and other donor-sponsored energy projects to develop efficiency standards for a variety of consumer energy-using products. Specifically needed new regulations and guidelines for energy efficiency standards will be included as well as incentives for demand-side management and cogeneration required for implementation of the strategy. Objective No. 7 provides an excellent opportunity to make significant contributions to energy policy formulation and related energy environmental issues through the provision of EEPP technical assistance to NEES protocol signatories such as the Egyptian General Petroleum Corporation (EGPC)--a key player in the promotion of natural gas utilization--to advance the preparation, finalization, and eventual implementation of the comprehensive NEES.

The NEES also affords an excellent opportunity for the public sector to engage the private sector on a number of energy issues such as increased investment and competitiveness, the development of domestic environmental services and production of energy efficient equipment, service delivery, and the ability to increase consumer awareness and demand for better products. One

of the nine protocol signatories is Egypt's first association of energy service companies (ESCOs), an umbrella group of private sector firms offering energy efficiency products and services. Fostering international partnerships on global climate change issues is one of four priority areas contained within the U.S.-Egypt Sub-Committee III Partnership. As such, the development of the NEES is one of that Partnership's most important follow-up actions. Likewise, finalizing the draft of the NEES has been embraced as a priority action (Policy Directive II) by the MOEA within the framework of Egypt's National Action Plan for Climate Change.

To assist OEP meet the objectives outlined below, a review of its present capacity is in order. Of equal importance is the consideration of a reformulation of the composition of its Board of Directors to include representatives of institutions subscribing to the NEES protocol.

Results:

1. *Increased greenhouse gas efficiency of Egypt's economy.*
2. *Increased adoption of energy efficiency by industry reduces operating costs, increasing international competitiveness, and reduced greenhouse gas emissions.*

Ultimately this objective leads to increased greenhouse gas efficiency of Egypt's economy and the reduction in emissions. The more immediate deliverable is the development and adoption of a comprehensive National Energy Efficiency Strategy that has the potential to positively affect the lives of most Egyptians. First and perhaps foremost are the obvious health benefits in the use of a cleaner mix of fuels such as natural gas. Secondly, more efficient resource use will help guarantee that Egypt has the ability to meet its future energy demands and economic development targets. Furthermore, the Strategy will embrace market transformation policies that should lead to creating an even better enabling environment for further gains in terms of private sector entry into the energy generation market. Finally, consumers are major beneficiaries as this initiative intends to establish energy efficiency standards and create greater awareness for more efficient services and durables. This should lower energy costs, stimulate demand for energy efficient products and services, and ultimately create productive employment opportunities. The NEES provides EEPP with an extraordinary opportunity to make numerous important technical contributions on environment-related energy policy initiatives.

III. Reduced Industrial Pollution

Industrial impacts on the environment are widespread and serious, and include air emissions (in both the work place and to the external environment), waste water discharges, and solid and hazardous waste disposal. The industrial base is a mixture of large-scale public sector enterprises, more recently introduced private sector facilities, and a host of micro, small and medium-sized private workshops. Each scale presents pollution issues and challenges. For example, it is estimated that the public sector industries account for one-half of the industrial output and an estimated sixty percent of the industrial pollution in Egypt. These facilities are characterized in many cases by decades-old production processes and technologies which result in inefficient use of natural resources, raw materials, and other inputs, exacerbating pollution problems. These same facilities also often have the fewest financial resources with which to invest in pollution abatement technologies.

Efforts to adequately monitor industry and enforce compliance require strengthening. Without credible enforcement, many plants will not make the necessary improvements to come into compliance and protect the environment even if such modifications are clearly advantageous from an efficiency standpoint. Once the positive implications of pollution prevention are fully internalized by industry, this methodology can be used by plant management to exceed the standards, not only to enjoy the corresponding efficiency benefits these measures provide, but also to stay ahead of the regulatory and normative regimes which tend to become more strict over time.

Objective 8: MOEA/EEAA and concerned GOE entities develop improved systems and capacity for monitoring, inspection, and testing to ensure compliance with industrial pollution policies.

No measures contemplated this tranche.

Objective 9: MOEA/EEAA, in cooperation with industrial stakeholders and relevant GOE entities, develops pollution reduction strategies through a higher rate of compliance.

Background: Given that the establishment of an effective and comprehensive enforcement system will take time, it makes sense to see what gains can be made through the use of strategies designed to encourage and facilitate industrial self-compliance. There are many successful models of such self-compliance in place worldwide which can be adapted to Egyptian conditions and should form, along with greater governmental capacity to monitor and enforce, the core of the GOE's industrial pollution reduction strategy. One of the challenges in Egypt is to create ways to

broaden the positive experiences gained and approaches used to promote cost-effective pollution reduction from the facility-specific focus to one that is industry sector-wide. The recent Egyptian model of city-wide self-compliance fostered by the private-public partnership in the 10th of Ramadan industrial city is an example.

Policy Issues: Although the lack of enforcement capability is a limiting factor, there have been positive experiences worldwide in influencing a critical mass of industrial plants by working with a few key industrial plant owners and leaders that have developed a sufficiently sophisticated environmental vision and stewardship of natural resources. In these cases, other plants will adopt the clean technologies once they have been proven effective in a neighboring facility.

Other factors that have proven helpful is to concentrate efforts solely on those industries which because of their position in the international marketplace or desire to enter it are compelled to manufacture products or provide services in an environmentally sustainable manner. In these instances, meeting environmental standards, whether required or voluntary, become indispensable elements of their marketing strategy. Large corporations seeking partner firms in the developing world or reliable sources of raw or semi-processed materials are increasingly using ISO 14000 criteria as a departure point when deciding which firms to consider. Examples like these are becoming more and more commonplace.

Other methods include working within business associations or groups of industries in a specific geographic area that may share similar problems and simply feel more comfortable taking on environmental challenges in-group fashion. In these instances, a level of trust may have been built up as a result of previous environmental activities they have participated in. The 10th of Ramadan presents such an opportunity. EEAA will work with its private sector and other GOE partners to initiate implementation of a pilot Environmental Management System (EMS) in this industrial city. The basics of this system have been designed through USAID's promotion of intensive and open interaction among all interested parties, including the investors association, board of trustees, municipality, EEAA and the Ministry of Housing and New Communities. A Memorandum of Understanding is to be signed by parties, followed by the start of implementation. EEPP will provide technical assistance and training to this important demonstration of reducing industrial pollution through partnerships. This initiative directly supports priority area three of Sub-Committee III US-Egypt Partnership and is directly supportive of several MOEA policy directives (I, II, III, IV and V).

Using the partnership approach demonstrated in 10th of Ramadan, EEAA will encourage the establishment of similar self-compliance systems in other industrial cities. It will also design and begin to implement a broader strategy to pollution reduction and compliance which incorporates both the necessary degree of governmental oversight and enforcement with practical opportunities to encourage self-compliance. Part of this approach will take the form of policy mechanisms and incentives which encourage increased compliance with regulations through a greater emphasis on pollution prevention investments as opposed to end-of-pipe treatment solutions which only increase production costs. Article 6 of Law 4/1994 provides for economic mechanisms to promote pollution prevention. Pollution prevention helps protect the environment, but it has also proven to be an effective method for increasing industrial efficiency and competitiveness--important ingredients for an economy which seeks greater prosperity including employment opportunities through an export orientation. Pollution prevention can also be an effective way to increase both demand and supply of environmental financing (and competitiveness). Many financial institutions are uncomfortable in making loans for "environmental equipment" as they perceive them as risky ventures. Pollution prevention analyses can stress the efficiencies gained (and expected payback period) by the introduction of process modifications and more efficient equipment making it easier for credit analysts to see the upside on such transactions.

The exploitation of this win-win situation by the promotion and approval of a National Pollution Prevention Framework Policy by the MOEA/EEAA would help foster this. Careful insertion of pollution prevention tools as a routine feature of environmental compliance reports and EIAs can help provide the impetus needed for industry to begin identifying process modifications that will result in greater production efficiencies with relatively short pay back periods. The practice of requiring industrial facilities to routinely identify hazardous materials used during the production process has proven extremely useful as less harmful ones can be recommended by the environmental authority as substitutes only if this information is required as a standard feature of a report.

Plants that choose to emphasize a pollution prevention ethos for greater efficiency and environmental stewardship could be accorded incentives within the jurisdiction of the EEAA as rewards for this enlightened approach.

Policy and economic instruments, if structured and used properly, can be formidable methods of changing behavior and far more cost effective, far-reaching, and sustainable than relying upon plant

by plant audits and environment technology donation projects. EEAA's National Industrial Pollution Prevention Program as well as efforts promoted by USAID in recent years have made significant gains in a number of industrial sectors. Progress in other sectors would be greatly facilitated by a pollution prevention policy enabling environment that incorporated policy and economic instruments as incentives were to be established.

Results:

1. Awareness among industry of requirements of Law 4 is more widely spread and compliance rate is increased (see End Result #1 for Objective #8).
2. Economic and environmental, and public health benefits of pollution prevention are promoted broadly to industry and local government and increasingly reflected in industrial practices.
3. The EMS concept or other forms of self-compliance, are implemented in other industrial cities, resulting in reduced overall cost and greater flexibility for firms to comply with environmental laws.

This objective will result in increased private sector conformity with Law 4/1994 by the establishment of industrial self-compliance mechanisms. For example, industrial plants in the 10th of Ramadan industrial city will join to promote best practices and other activities such as ISO 14000 which result in preventing, minimizing and reducing pollution. Based in part on these results, EEAA will encourage similar public-private sector partnerships elsewhere in Egypt.

In addition, Objective No. 9 aims at fostering an enabling environment designed to support and complement the 10th or Ramadan and other similar efforts over the long term by the establishment of a National Pollution Prevention Framework Policy which stresses the utilization of principles including clean production, source reduction, process modification, waste minimization, by-product recovery, recycling, and others which result in production efficiencies, greater competitiveness, and environmental protection.

Objective 10: Strengthen the capacity of public and private sector to provide consistent and reliable environmental assessment services which will support industrial compliance with environmental policies and regulations.

No measures contemplated this tranche.

IV. Improved Solid Waste Management

The overall goal of this component is to assist the GOE at all levels, the private sector and NGO community, develop effective, comprehensive, and sustainable systems for management of municipal solid waste (MSW). The GOE and citizenry of Egypt recognize that improvement of the environment must include better collection, handling, and disposal of solid waste. Formal and informal surveys in Egypt underscore that solid waste is seen as Egypt's most pressing and "apparent" environmental challenge. Fortunately, there are problem-solving actions underway on many levels in the country, spawning a host of ideas, lessons learned, and models. The MOEA has announced that in 1999 finding practical and effective solutions to nagging MSW issues will be one of the Ministry's highest priorities.

Objective 11: Improve efficiency and performance of the solid waste management systems through a combination of strategic planning, improved administration, greater public awareness, and more active participation of the private sector.

Background: Solid waste management (SWM), including collection, treatment, and disposal, is covered by Law 38/1967 and Law 31/1976. SWM is the responsibility of local authorities, which may license collection and specify disposal sites under regulations promulgated by the Ministry of Housing, Utilities and Urban Communities (MHUUC). Prior to Law 4/1994, there was no specific regulatory authority for industrial or hazardous waste.

The EEAA is beginning the process of identifying and regulating hazardous waste under its new legislative authority.

The lack of effective and disciplined SWM systems contribute to the serious environmental problems confronting Egypt today. There is an urgent need to improve this situation and then redefine what are the appropriate roles of each level of government, the private sector, and other entities all geared towards establishing improved sustainable systems. The most serious and dangerous impact of the combined waste mismanagement relates to health issues, which are numerous. The physical and health dangers are real, immediate, and extensive, and underscore the need for comprehensive waste management programs.

Policy Issues: The waste management challenges the resource levels of each region, city, and district vary and will require different approaches and or combinations of approaches. Some smaller districts are relatively poor and may require a more manual low-cost collection and final disposal approach. Other areas may be able to afford mechanized approaches that involve private sector investment. What is important is that decision-makers and stakeholders be exposed to the array of possible

Objective No. 11 will tackle one of Egypt's most complex and pervasive environmental problems. Through a participatory process, EEAA will lead in developing a comprehensive national SWM policy that (a) incorporates best practices and economic instruments with an emphasis on sustainability; (b) is flexible in that it identifies an array of practical, innovative options as diverse as the myriad of challenges themselves; (c) stresses reliance on those actors closest to the problems being actively involved in the identification of the solutions and in resolving the problems; and (d) promotes an enabling environment that attracts private sector services.

V. *Natural Resources Managed for Environmental Sustainability*

Objective 12: Provide protection for the Egyptian Red Sea coral reefs, islands, and linked ecosystems of importance.

Background: Currently, Egypt has three marine-based protected areas in the Gulf of Aqaba (Ras Mohammed, Nabq, and Abu Galum) and one marine protectorate in the Red Sea which consists of twenty-two islands and coastal mangrove areas. These marine protectorates are intended to preserve the spectacular coral reefs of the Red Sea and Gulf of Aqaba.

The Gulf of Aqaba Protectorates are well established, staffed, and financed, largely as the result of long-term financial and technical support from the European Union. Wide spread damage to coral reefs in the Gulf of Aqaba has been averted mostly due to the presence of EEAA Rangers patrolling these protected areas. However, until recently, the Red Sea Protectorate existed largely on paper, without staff or resources. Consequently, there has been significant damage to the coral reefs at many of the most visited dive sites in these areas. In 1996, USAID began funding an extension of EEAA's Gulf of Aqaba program to include the Red Sea Islands. Currently, EEAA's Red Sea Protectorate Program consists of 9 Park Rangers housed in two leased offices in Hurghada and Quseir. More than 400 mooring buoys have been installed to stop further anchor damage to the reefs with the help of a local NGO and the Rangers who regularly patrol the most frequented dive sites within the protectorate.

Policy Issues: Within the EEAA Protectorates Department based in Cairo, each group of protectorates is managed by a regional management unit. The South Sinai management unit is responsible for the daily management of the three Gulf of Aqaba Marine Protectorates and other Sinai terrestrial protectorates. This unit has Cairo and field-based staff (Park Rangers) assigned to it full time. The unit receives funds from EEAA for staff salaries and operating expenses. The management unit for the Red

Sea Protectorate, the Eastern Desert Management Unit, which consists of the Red Sea, Elba, and Wadi el Gamal Protectorates, does not yet exist. Instead, the Red Sea Protectorate relies upon an informal arrangement with the South Sinai Management Unit for staff, minimal operating expenses, and management guidance.

In order for the Red Sea Protectorate to function in a sustainable manner, its management unit will require staff and resources. In addition a management plan which identifies EEAA management strategic objectives and priorities for the Red Sea Protectorate area should be developed and then regularly updated as the protectorate grows, expands its activities, and confronts new challenges. It is customary for these Management Plans to remain "in draft" in order to allow decision makers and implementers to maintain flexibility to respond to changing priorities and realities over time. Key issues which should be addressed in the plan include: identifying new areas deserving inclusion in the Protected Areas Program; provision of an adequate and sustainable revenue base to support increases in staffing and other operational expenses; expansion of the EEAA Ranger program by hiring additional full-time EEAA staff; providing training and equipment; acquiring necessary office and operational facilities (docks, maintenance workshops, visitor centers); collection of additional baseline data on natural resources as an input to detailed planning and management programs; reconciliation of recreation, tourism, and other 'multiple use' potentials (such as commercial/recreational fishing or ecotourism facilities) with environmental protection and preservation goals; implementation of Law 102's application to activities taking place outside of Protected Areas but which adversely affect the protected resources; establishment of conflict resolution mechanisms which facilitate discussions of issues and solving of problems that may arise in the future from the stakeholders; and developing public awareness and education programs which encourage environmentally appropriate behavior on the part of Protected Area visitors and users.

Results:

1. Protectorate staff effectively manages 75% or more of the geographic area of the Red Sea Protectorate.
2. Operation and maintenance costs of the Red Sea Protectorate fully funded by the revenues generated.

As a result of Objective 12, an expanded, financially sustainable, and fully operational Red Sea Protectorate will exist. Consistent, sustainable management of the Red Sea Protectorate will lead to measurable stabilization and improvement in the health and condition of Red Sea coral reefs

and coastal habitats. By protecting the natural resource base, the Red Sea tourism sector's ability and continued capacity to provide jobs, economic returns, and improvements in the quality of life on a steady, sustainable basis rather than on a boom-and-bust cycle will be greatly enhanced.

Objective 13: EEAA encourages environmentally sustainable development of the Red Sea coast through an improved EIA process.

Objective 14: Environmental policy monitoring capacity within the TDA is strengthened.

Background: EEAA is the Government of Egypt agency authorized by Law 4/1994 to administer the nation's EIA regulations. As such, EEAA has exclusive and final authority to review and approve EIA documents. However, in areas designated for tourism development and under TDA jurisdiction, the TDA is responsible for submitting the EIA reports prepared by their clients (i.e. tourism facility investors and developers) to the EEAA and for ensuring that the EEAA's EIA recommendations are incorporated into the subsequent construction permits issued by the TDA for each site.

Both EEAA and TDA have responsibilities for EIA compliance monitoring. EEAA may inspect a tourism facility at any time for compliance to specific EIA recommendations and to Law 4 regulations in general. EEAA refers violations of Law 4 to the local prosecutor for action. The TDA is responsible for monitoring compliance to their construction permits. In cases where a developer does not adhere to the terms of the construction permit, the TDA may issue an administrative order to halt construction, require demolition of unauthorized structures or landscaping, and/or revoke the developer's land allocation.

Policy Issues: Despite the existing EIA regulations, substantial environmental damage from tourist developments is quite visible in areas of Hurghada, Safaga, and Quseir. Landfilling of fringing reefs to create bathing beaches, violations of setback requirements, desalinization discharges, and improperly constructed marinas and jetties are commonplace. In many cases these facilities were constructed without an approved EIA or construction permit. In other cases, developers were granted construction permits while their EIA documents were still under EEAA review. In order to encourage environmentally sustainable coastal development, EEAA and TDA must improve their capacity to coordinate EIA preparations and to monitor subsequent compliance with environmental laws.

Results:

By the year 2002, 100% of planned coastal tourism developments undergo EIA review and are not constructed until EIA approval has been obtained.

Under Objectives Nos. 13 and 14, environmental safeguards will be undertaken through the EIA review and approval process to eliminate the practice of coastal alterations by new developments which threaten fringing reefs and mangroves and the manner in which coastal property along the Red Sea coast is designed, constructed, and managed will be improved. These results will have a direct impact on sensitive coastal habitats, such as fringing reefs and mangroves, which are necessary for the continued health of the Red Sea coral reefs. Furthermore, the Red Sea tourism sector's ability and continued capacity to provide employment, economic returns, and improvements in the quality of life on a steady, sustainable basis will be greatly enhanced when the construction and siting of new tourism facilities are better managed and planned.

Objective 15: TDA strengthens its capacity to develop and disseminate Best Practices and other environmental programs intended for investors and developers through education and awareness programs.

Background: The spectacular coastlines along Egypt's Red Sea and Gulf of Aqaba are the focus for one of the fastest growing tourism economies in the world. As of December 1997, 6,000 hotel rooms are under construction in the Red Sea region and the TDA has proposals for at least 240 major resorts to be built by the year 2020. While the TDA's Red Sea development program has begun to yield impressive results in terms of new hotel construction, tourism jobs, and tourism visitations, the TDA has recognized that if not properly planned and managed, this rapid growth threatens the very attractions that bring visitors to the Red Sea.

In 1997 the TDA instituted a policy of incorporating environmental considerations into their development plans for the Red Sea coast. As the result of this new policy focus, TDA is developing two new programs which are designed to encourage more environmentally sustainable development of TDA lands. The "Best Practices" program will promote state-of-the-art technology solutions to landscape architecture, marine and coastal engineering, and environmentally sound tourism facility design challenges commonly faced in the Red Sea and Gulf of Aqaba regions. The "Ecolodge" program will create a new hotel rating category for very small but upscale facilities which are more environmentally sensitive. Currently, developers wishing to

build ecolodges have difficulty obtaining bank financing and land from the TDA because these facilities do not comply with the standard Ministry of Tourism requirements for 3, 4, and 5 star facilities. The TDA envisions that these ecolodges could be built near environmentally sensitive areas where construction of more traditional, large-scale facilities is inappropriate.

Policy Issues: In order to improve environmental policy implementation among private sector tourism developers, the TDA needs to encourage and promote their "Best Practices" and Ecolodge programs. This objective will be achieved through the creation of a new Policy Implementation Unit (PIU) which will be responsible for formulation and implementation of TDA's environmental policies and guidelines, such as additional Best Practices, developing appropriate incentives for compliance to these policies, and for providing technical assistance and guidance to developers to enable them to comply with these policies.

Results:

TDA's policy formulation and dissemination activities lead to the adoption of at least one "Best Practice" in 75% of new tourist developments on Red Sea Coast.

Objective No. 15 will result in more environmentally sustainable tourism developments on the Red Sea coast. Establishing operating Environmental Monitoring and Policy Implementation Units at the TDA, will greatly decrease further degradation of the special ecosystems and biological diversity of the Egyptian Red Sea coast (e.g. coral reefs, mangroves, etc) by the development of appropriate land and coastal waters use policies and other related techniques (e.g. best practices, ecolodges).

مرفق (1)

جدول (1)
للبرنامج المصرى للسياسات البيئية
الخطة المالية التوضيحية (بالآلف دولار)
مساهمة الحكومة الأمريكية

إجمالي الإلتزامات المتوقعة خلال لعام المالى ١٩٩٩ حتى العام المالى ٢٠٠٢	الإلتزامات المتوقعة خلال الأعوام المقبلة	الإلتزامات خلال العام المالى ١٩٩٩	مدخلات الميزانية المكون / النشاط
١١٠,٠٠٠	٦٥,٠٠٠	٤٥,٠٠٠	مساعدة البرنامج / تحويل نقدى
١١٠,٠٠٠	٦٥,٠٠٠	٤٥,٠٠٠	الإجمالى

للنتيجة الثانية للبرنامج المصري للسياسات البيئية هي تطوير إدارة الموارد الطبيعية من أجل بيئة متوازنة. أما مؤشرات تحقيق هذه النتيجة وأهداف البرنامج الذي ينتهي في عام ٢٠٠٢ فهي كما يلي:

المستهدف	الخط الأساسي	
%٩٠	%٥	- إرساء شمندورات بحميات البحر الأحمر حيث تستقر الشعب المرجانية.
%٨٠	%٥	- مناطق تنمية سياحية جديدة بمحافظة البحر الأحمر حيث تتخذ حمايات بيئية للقضاء على التغيرات الساحلية التي تودد الشعاب لظرفية (البيئية) وأشجار المناجروف.
%١٠٠	%٥	- تمويل تكاليف التشغيل والصيانة للمحميات البحرية المصرية من العائد المتحصل من هذه المحميات.

٥ - الأنشطة:

تقدم المحسوبات التنفيذية وفقاً لأداء الحكومة تجاه تحقيق إجراءات السياسات. إجراءات السياسات المتعلقة بكل سحب سوف توضح بالتفصيل في إتفاق منفصل.

٦ - الأداء والمسئوليات:

شركاء الحكومة المصرية الرئيسيون في هذا البرنامج هم جهاز شئون البيئة وجهاز تخطيط الطاقة بوزارة البترول وهيئة التنمية السياحية بوزارة السياحة. لجنة تنفيذية يرأسها جهاز شئون البيئة وتضم ممثلين لهم حق التصويت من جهاز شئون البيئة وجهاز تخطيط الطاقة وهيئة التنمية السياحية ووزارة التعاون الدولي وممثل ليس له حق التصويت من الوكالة وتكون مسؤولة عن الإدارة الكليّة لهذا البرنامج. هذه الجهات ويضم شركاء الحكومة المصرية المحتملون الآخرون وهم المحافظات وجهات القطاع العام المتعاونة الموقعة على بروتوكول الإستراتيجية القومية لكفاءة الطاقة ووزارات معنية أخرى. تمارس وزارة التعاون الدولي دوراً فعالاً وجوهرياً في البرنامج. وتتسق وزارة التعاون الدولي مع البنك المركزي الذي يتولى إدارة الحساب المنفصل بالدولار الأمريكي، وكذلك بالتنسيق مع وزارة المالية التي تتولى إدارة الحساب الخاص بالعملة المحلية.

تتابع الوكالة عملية التنفيذ الكلي للبرنامج نيابة عن الحكومة الأمريكية.

٧ - المتابعة والتقييم:

يتم السحب من المنحة بناء على مدى الأداء المرضي للحكومة المصرية في إنجاز الإجراءات المتفق عليها والتي حثتها الوكالة في واحدة أو أكثر من المراجعات لكل سحب. ويتم إجراء التقييم خلال فترة البرنامج كلما كان ذلك مناسباً، ويتم التعاقد على المساعدة للمتابعة والفحص والتقييم لمساعدة الوكالة في هذه المهام.

- ١١ -
الهيئات المنفذة

وإعلاماً عن الإتفاق السابق فإن ممثلى الهيئة التنفيذية قد وقعا بأسمائهما:

وزارة السياحة

التوقيع:

الإسم: د/ معدوح البنتاجى

الوظيفة: وزير السياحة

هيئة التنمية السياحية

التوقيع:

الإسم: د/ عادل راضى

الوظيفة: الرئيس التنفيذى لهيئة التنمية السياحية

الهيئات المنفذة

وإعلاماً عن الإتفاق السابق فإن ممثلي الهيئة التنفيذية قد وقعا بأسمائهما:

وزارة البترول

التوقيع:

الإسم: د/ حمدى على البنبى

الوظيفة: وزير البترول

جهاز تخطيط الطاقة

التوقيع:

الإسم: د/ هانى عبد الرازق النقيب

الوظيفة: الرئيس التنفيذى لجهاز تخطيط الطاقة

الهيئات المنفذة

وإعلاماً عن الإتفاق السابق فإن ممثلى الهيئة التنفيذية قد وقعا بأسمائهما:

التوقيع:

الإسم: د/ نادية مكرم عبيد

الوظيفة: وزير الدولة لشئون البيئة ورئيس

مجلس إدارة جهاز شئون البيئة

جهاز شئون البيئة

التوقيع:

الإسم: د/ إبراهيم عبد الجليل

الوظيفة: الرئيس التنفيذي لجهاز شئون البيئة

وإشهاداً على ذلك فإن كل من حكومة جمهورية مصر العربية وحكومة الولايات المتحدة الأمريكية من خلال ممثليها المفوضين قد وقعوا على هذا الإتفاق بأسمائهم وتم تسليمه فى اليوم والسنة المحددين أعلاه.

عن حكومة
الولايات المتحدة الأمريكية

التوقيع:

الإسم: دانيال س. كيرتزر

الوظيفة: السفير الأمريكى

التوقيع:

الإسم: تونى كريستياتسن واجنر

الوظيفة: مدير الوكالة الأمريكية للتنمية الدولية

بالإنابة مصر

عن حكومة
جمهورية مصر العربية

التوقيع:

الإسم: ظافر سليم البشرى

الوظيفة: وزير الدولة للتخطيط

والتعاون الدولى

التوقيع:

الإسم: د/ حسن سليم

الوظيفة: رئيس قطاع التعاون

الإقتصادى مع الولايات

المتحدة الأمريكية

أهداف البرنامج أو برنامج المساعدة أو تقرر الوكالة أنه من غير المحتمل أن تستطيع الحكومة المصرية أن تفي بالتزاماتها في نطاق هذا الإتفاق. أو (٣) أي سحب تقوم به الوكالة قد يعد انتهاكاً للتشريعات التي تحكم الوكالة الأمريكية للتنمية الدولية.

(ب) باستثناء المدفوعات التي يتعاقد عليها الطرفان بمقتضى التعاقدات التي لا يمكن تأجيلها والتي تم الإتفاق عليها مع الطرف الثالث قبل هذا التأجيل أو الإنهاء أو التأجيل أو اللإنهاء لهذا الإتفاق بأكمله أو جزء منه سوف يوجّل (خلال فترة التأجيل) أو ينهى بطريقة مناسبة، أي إلزام للطرفين لإتاحة تمويل أو موارد أخرى للبرنامج، أو لتأجيل أو إنهاء جزء من البرنامج بطريقة مناسبة. أي جزء من هذا الإتفاق لم يوجّل أو ينهى سوف يظل في حيز النفاذ.

بند ٦-٩: لغة الإتفاق:

هذا الإتفاق محرر باللغتين العربية والإنجليزية وفي حالة وجود بعض غموض أو تعارض بين النصين يعتد بالنص الإنجليزي.

بند ٧-٩: التصديق:

تتخذ الحكومة المصرية كافة الخطوات اللازمة لإنتمام الإجراءات القانونية اللازمة للتصديق على هذا الإتفاق وتخطر الوكالة في أسرع وقت ممكن بهذا التصديق.

بند ٨-٩: تاريخ النفاذ:

يدخل هذا الإتفاق حيز النفاذ عند توقيعه من الطرفين.

إلى الهيئات المنفذة:

جهات شئون البيئة

٣٠ طريق مصر - حلوان الزراعى

خلف فندق سوفيتال المعادى / المعادى

جهات تخطيط الطاقة بوزارة البترول

٣٢ شارع محمود خيرى

مدينة نصر القاهرة / مصر

هيئة التنمية السياحية بوزارة السياحة

٢٢ شارع الجيزة بالدور السابع

الجيزة / مصر

تكون جميع المراسلات باللغة الإنجليزية ما لم يتفق على خلاف ذلك كتابة. ويمكن تغيير العناوين بعناوين أخرى بمجرد تلقى إخطار بذلك. بالإضافة إلى ذلك فإن الطرفين، من خلال الخطابات التنفيذية، قد يرشحا رئيس اللجنة التنفيذية المطلوب تأسيسها وفقاً للفقرة [٥-١] (د) من هذا الإتفاق بوصفها اللجنة التى تخاطبها جميع الهيئات المصرية المنفذة.

بند ٢-٩: الخطابات التنفيذية:

قد تصدر الوكالة من وقت لآخر خطابات تنفيذية لإيضاح نصوص إتفاق المنحة وكذلك لمزيد من الوصف للإجراءات التى تطبق أو لتسجيل إتفاق الطرفان على تفاصيل التنفيذ.

بند ٣-٩: الممثلون:

لجميع الأغراض المتعلقة بهذا الإتفاق يمثل الحكومة المصرية الشخص الذى يشغل منصب أو يقوم بعمل وزير الدولة للتعاون الدولى و / أو رئيس قطاع التعاون الإقتصادى مع الولايات المتحدة الأمريكية، ويمثل الوكالة، ويمكن لكل منهم بواسطة إخطار كتابى تعيين ممثلين إضافيين لكل الأغراض فيما عدا التوقيع على التعديلات الرسمية لهذا الإتفاق. تقدم أسماء ممثلى الحكومة المصرية ومعها نماذج توقيعاتهم إلى الوكالة التى يمكنها قبولهم كمفوضين بالكامل فى حالة توقيعهم على أى مستند لتنفيذ هذا الإتفاق، وذلك لحين إستلام إخطار كتابى يفيد بإلغاء سلطاتهم.

بند ٤-٩: التعديل:

يجوز تعديل هذا الإتفاق بإجراء تعديلات كتابية موقعة من كلا الطرفين.

بند ٥-٩: التأجيل والإلغاء:

(أ) يمكن لأى طرف إنهاء هذا الإتفاق بأكمله وذلك بإرسال إخطار كتابى إلى الطرف الآخر خلال ٣٠ يوماً. ويمكن أيضاً للوكالة أن تنهى جزءاً من هذا الإتفاق بإرسال إخطار كتابى للحكومة المصرية خلال ٣٠ يوماً، وترجى كل أو جزء من هذا الإتفاق عن طريق إرسال إخطار كتابى للحكومة المصرية. بالإضافة إلى ذلك، فإن الوكالة قد تنهى كل أو جزء من هذا الإتفاق عن طريق إخطار كتابى للحكومة المصرية فى حالات: (١) إذا لم تنفذ الحكومة المصرية أى من أحكام هذا الإتفاق. (٢) إذا حدث موقف تقرر الوكالة على ضوءه أنه من غير المحتمل إنجاز

بند ٨-٥: المتابعة والتقييم:

- يوافق الطرفان على إقامة برنامج للمتابعة والتقييم يكون جزءاً من الإتفاق. بإستثناء ما قد يتفق عليه للطرفان كتابة فإن البرنامج خلال فترة تنفيذ الإتفاق وفي مرحلة أو أكثر بعد ذلك سوف يشمل ما يلي:
- (أ) المتابعة الدورية وتقديم تقارير عن مدى التقدم في مؤشرات الأداء خلال فترة الإتفاق والتقدم الشامل نحو الوصول إلى أهداف الإتفاق.
 - (ب) تعريف وتقييم مجالات المشاكل أو المعوقات التي قد تعوق الوصول إلى الأهداف.
 - (ج) تقييم لكيفية مدى التغلب على هذه المشاكل والمعوقات.
 - (د) ملخص لمؤشرات الإنجاز والتقييم بدرجة مقبولة والأثر الكلي الذي تحقق بالنسبة إلى التنمية كنتيجة للإتفاق.

بند ٨-٦: التقارير:

فيما عدا قد يوافق عليه الطرفان كتابة، تقدم الحكومة المصرية للوكالة تقرير ربع سنوي عن إستخدامات مخصصات المنحة ومركز الحساب البنكي وفقاً للبند [٨-١] من هذا الإتفاق وتقرير ربع سنوية عن مركز نشاط حساب العملة المحلية وفقاً للبند [٨-٣] من هذا الإتفاق. ويتم تحديد أية متطلبات إضافية بالنسبة إلى التقارير والنماذج في الخطابات التنفيذية.

بند ٨-٧: التشاور:

يتشاور الطرفان بصفة دورية بشأن تنفيذ هذا الإتفاق.

مادة ٩: متتوعات:

بند ٩-١: الإتصالات:

أى إخطار أو طلب أو مستند أو أى إتصال آخر مقدم من أحد الطرفين إلى الطرف الآخر بشأن هذا الإتفاق يتم كتابة بالبريد المسجل أو بالتلغراف أو بالفاكس أو بالبرق، وتعتبر جميع المراسلات قد تم إعطاؤها أو إرسالها إلى الطرف المعنى على العنوان المطابق كالتالي:

إلى حكومة مصر العربية:

وزارة التعاون الدولي

قطاع التعاون الإقتصادي مع الولايات المتحدة الأمريكية

٤٨-٥٠ شارع عبد الخالق ثروت

النور الخامس القاهرة / مصر

إلى الوكالة:

الوكالة الأمريكية للتنمية الدولية

السفارة الأمريكية بالقاهرة

٨ شارع كمال الدين صلاح

جاردين سيتي القاهرة / مصر

بند ٨-٢: استخدامات محظورة واستعراض قيمة متحصلات المنحة:

لا تستخدم متحصلات المنحة في تمويل إستيراد سلع محظورة وتشمل المعدات العسكرية أو شبيهة عسكرية، معدات المراقبة، معدات الإجهاض، السلع الكمالية، معدات المقامرة أو معدات تغيير المناخ، ولا تستخدم متحصلات المنحة في أغراض أخرى بخلاف المسموح بها طبقاً للبند [٧-١]. وتوافق الحكومة المصرية على إعادة إيداع أية دولارات أمريكية إلى الحساب البنكي المحدد في بند [٨-١] من هذا الإتفاق تساوي أى مبلغ يستخدم من متحصلات المنحة في استخدامات محظورة طبقاً لهذا البند بالإضافة إلى أية فوائد قد تنتج عن هذه المتحصلات وأن تعامل المبالغ والفوائد التي أعيد إيداعها في ذلك الحساب كما لو كانت أصلاً (أى متحصلات المنحة) وفائدة تم الحصول عليها وفقاً لأحكام هذا الإتفاق.

بند ٨-٣: حساب العملة المحلية:

- (أ) تنشئ الحكومة المصرية حساباً منفصلاً لا يدر فائدة (حساب العملة المحلية) بالبنك المركزي المصرى ويودع في هذا الحساب عملة جمهورية مصر العربية بالمعادلة لمبلغ متحصلات المنحة المستخدمة بمعرفة الحكومة المصرية أو أية وكالة يتم تفويضها لشراء أو إستيراد السلع أو المعدات المصرح بها في نطاق البند [٧-١] (أ) من هذا الإتفاق - على ألا تختلط الأموال التي تودع بحساب العملة المحلية بأية أموال أخرى من أى مصدر كان.
- (ب) تقوم الحكومة المصرية بهذه الإيداعات في حساب العملة المحلية كما يتطلب البند [٨-٣] (أ) من هذا الإتفاق وذلك في الأوقات وبالمبالغ وفقاً للمتطلبات التي ينص عليها في خطاب تنفيذى.
- (جـ) تودع الحكومة المصرية أرصدة التحويلات هذه في حساب العملة المحلية وفقاً لمتوسط سعر البيع اليومي عند الإغلاق كما تحدده الغرفة المركزية للسوق الحرة لآخر يوم عمل يسبق مباشرة التاريخ المحدد لحساب المبلغ الذي يتم إيداعه بالعملة المحلية وفقاً لما هو منصوص عليه في الخطاب التنفيذي.
- (د) المبالغ المودعة في حساب العملة المحلية وفقاً لهذا الإتفاق قد تستخدم في الدعم القطاعى للوزارات المشاركة وللحد الذي يتفق عليه الطرفان والجهات الأخرى التي تتأثر بالبرنامج المصرى للسياسات البيئية أو غير ذلك مما قد يتفق عليه الطرفان كتابة.
- (هـ) تحتفظ الحكومة المصرية أو تعمل على الإحتفاظ بمستندات طبقاً للنظم المحاسبية المتعارف عليها والتي تؤيد الإيداعات والمصروفات من حساب العملة وتتاح تلك المستندات للمراجعة والتدقيق بمعرفة الوكالة الأمريكية أو من تعينه لفترة المنحة ولمدة ثلاث سنوات لاحقة لأخر سحب من حساب العملة المحلية المقترح طبقاً لنصوص هذا الإتفاق. وتستخدم العملة المحلية المتولدة من هذه المنحة في تمويل مراجعى حساب العملة المحلية.
- (و) إن وجدت أية مبالغ من حساب العملة المحلية لم تستخدم طبقاً لما سبق الإشارة إليه فإنه يتم استعاضة هذه المبالغ من موارد الحكومة المصرية.

بند ٨-٤: الضرائب والرسوم:

يعنى هذا الإتفاق وكذلك مبالغ المنحة من الضرائب والرسوم المفروضة طبقاً للقوانين السارية في جمهورية مصر العربية ولا تستخدم متحصلات المنحة في دفع ضرائب أو رسوم جمركية أو رسوم أخرى تفرضها السلطات المصرية على السلع الممولة من متحصلات هذه المنحة.

بند ٣-٢: مساهمة الحكومة المصرية:

توافق الحكومة المصرية على إتاحة أو العمل على إتاحة كافة الأرصدة بالإضافة إلى الأرصدة المتاحة من الوكالة ومن أي مانح آخر كما هو محدد في الملحق رقم (١) وكذلك كافة الموارد الأخرى المطلوبة لتحقيق النتائج بطريقة فعالة في الوقت المحدد أو قبل تاريخ إكمال المساعدة.

مادة ٥: المتطلبات السابقة على السحب:

بند ١-٥: المتطلبات السابقة على السحب:

قبل سحب أية متحصلات من هذه المنحة أو إصدار الوكالة لأية مستندات قد يتم السحب بمقتضاها، تقدم الحكومة المصرية - فيما عدا ما قد يوافق عليه الطرفان كتابة - للوكالة بطريقة مقبولة شكلاً ومضموناً ما يلي:

- (أ) بيان بأسماء ووظائف الأشخاص المفوضين وفقاً للبند [٩-٣] للعمل كممثلين للحكومة المصرية مع نموذج توقيع لكل شخص محدد في هذا البيان.
- (ب) تخصيص حساب بنكي يدر فائدة تودع فيه متحصلات المنحة مع شهادة من الحكومة المصرية بأن هذا الحساب البنكي قد تم فتحه وأنه ممسوك بالطريقة التي تتطلبها المادة (٨) من هذا الاتفاق.
- (ج) بيان بالوسائل التي يتم بمقتضاها سحب الأرصدة من ذلك الحساب البنكي.
- (د) دليل على أنه قد تم رسمياً إنشاء وبدء عمل لجنة تنفيذية مكونة من ممثلين لهم حق التصويت من جهاز شئون البيئة وجهاز تخطيط الطاقة وهيئة التنمية السياحية ووزارة التعاون الدولي وممثل ليس له حق التصويت من الوكالة الأمريكية للتنمية الدولية ويتم تعيين رئيس اللجنة من قبل جهاز شئون البيئة.

بند ٥-٢: المتطلبات السابقة على السحب من المنحة:

- فيما عدا ما قد يوافق عليه الطرفان كتابة، فإنه قبل أي سحب من أرصدة المنحة وفقاً للبند [٦-١] (السحب من المنحة) أو إصدار الوكالة لأية مستندات متعلقة بالسحب الذي يتم فإنه يتعين:
- (أ) إستيفاء المتطلبات السابقة على السحب الواردة بالبند [٥-١].
 - (ب) أن تكون الوكالة قد اعتبرت أن الحكومة المصرية قد أحزرت تقدماً مرضياً في برنامجها تجاه إنجاز النتائج، وتتفق كل من الحكومة المصرية والوكالة الأمريكية كتابة على ذلك البرنامج.
 - (ج) أن تلتزم الحكومة المصرية بتنفيذ كافة نصوص هذا الاتفاق.

بند ٥-٣: الإخطار:

تخطر الوكالة الحكومة المصرية فوراً عندما تقرر الوكالة أن المتطلبات السابقة على السحب المحددة سالفاً قد تم إستيفاؤها.

بند ٥-٤: التواريخ النهائية للمتطلبات على السحب:

- (أ) التاريخ النهائي لإستيفاء المتطلبات المحددة في بند [٥-١] هو ٩٠ يوماً من تاريخ هذا الاتفاق أو أي تاريخ لاحق توافق عليه الوكالة كتابة قبل أو بعد التاريخ النهائي المحدد أعلاه. إذا لم يتم إستيفاء المتطلبات السابقة المحددة في بند [٥-١] في التاريخ النهائي المحدد أعلاه، فإنه يمكن للوكالة في أي وقت إنهاء هذا الاتفاق بواسطة إخطار كتابي للحكومة المصرية.
- (ب) التاريخ النهائي لإستيفاء المتطلبات المحددة في بند [٥-٢] هو ١٨ شهراً من تاريخ هذا الاتفاق أو أي تاريخ لاحق توافق عليه الوكالة كتابة عن طريق خطابات تنفيذية قبل أو بعد التاريخ النهائي

اتفاق منحة مجموعة النتائج
البرنامج المصرى للسياسات البيئية

بتاريخ / / ١٩٩٩

بين

حكومة جمهورية مصر العربية (الحكومة المصرية أو جمهورية مصر العربية)

و

حكومة الولايات المتحدة الأمريكية ممثلة فى الوكالة الأمريكية للتنمية الدولية (الوكالة).

مادة ١: الغرض:

إن الغرض من إتفاق منحة مجموعة النتائج هذا (الإتفاق) هو تحديد مفاهيم الطرفين المذكورين أعلاه (الطرفان) فيما يتعلق بالنتائج المتوقعة لناد.

مادة ٢: النتائج:

بند ١-٢: النتائج:

النتائج المرجوة من هذا الإتفاق (النتائج) هى خفض تزايد تلوث الهواء وتحسين إدارة الموارد الطبيعية من أجل بيئة متوازنة.

بند ٢-٢: ملحق (١) الوصف التفصيلي:

ملحق (١) المرفق، يوضح النتائج السابقة ويصف المؤشرات التى تستخدم لقياس درجة إنجاز النتائج. فى حدود التعريف السابق للنتائج الوارد فى بند [١-٢]، فإنه يمكن تغيير الملحق (١) بواسطة إتفاق كتابي من قبل الممثلين المفوضين من الأطراف بدون تعديل رسمى لهذا الإتفاق.

مادة ٣: مساهمات الأطراف:

بند ١-٣: مساهمة الوكالة الأمريكية للتنمية الدولية:

(أ) المنحة:

للمساعدة فى تحقيق النتائج المحددة فى هذا الإتفاق، فإن الوكالة الأمريكية للتنمية الدولية طبقاً لقانون المساعدات الأجنبية لعام ١٩٦١ كما هو معدل، توافق على منح الحكومة المصرية طبقاً لشروط هذا الإتفاق * مالا يزيد عن خمسة وأربعون مليون دولار أمريكى (٥٠,٠٠٠,٠٠٠) دولار أمريكى* (المنحة).

(ب) إجمالي مساهمات الوكالة المتوقعة:

إن إجمالي مساهمة الوكالة المتوقعة لتحقيق النتائج هو *مائة وعشرون مليون دولار أمريكى (١١٠,٠٠٠,٠٠٠) دولار أمريكى.

يتم تقديمها على دفعات وتخضع الدفعات اللاحقة لمدى ما يتوافر لدى الوكالة من تمويل لسيذا الغرض وللإتفاق المتبادل بين الطرفين فى الوقت الذى يحين فيه تقديم كل دفعة تالية.

بند ٨-٦: التقارير

بند ٨-٧: التشاور

مادة ٩:

بند ٩-١: الإتصالات

بند ٩-٢: الخطابات التنفيذية

بند ٩-٣: الممثلين

بند ٩-٤: التعديل

بند ٩-٥: التأجيل والإنهاء

بند ٩-٦: لغة الإتفاق

بند ٩-٧: تاريخ السريان

بند ٩-٨: التصديق

إتفاق منحة مجموعة النتائج

قائمة المحتويات

مادة ١:	الغرض
مادة ٢:	النتائج
بند ١-٢:	النتائج
بند ٢-٢:	ملحق (١) الوصف التفصيلي
مادة ٣:	مساهمات الأطراف
بند ١-٣:	مساهمة الوكالة الأمريكية للتنمية الدولية
بند ٢-٣:	مساهمة الحكومة المصرية
مادة ٤:	تاريخ الإكمال
مادة ٥:	المتطلبات السابقة على السحب
بند ١-٥:	المتطلبات السابقة على السحب الأول
بند ٢-٥:	المتطلبات السابقة على السحب من المنحة
بند ٣-٥:	الإخطار
بند ٤-٥:	التواريخ النهائية للمتطلبات السابقة على السحب
مادة ٦:	السحب
بند ١-٦:	السحب من المنحة
بند ٢-٦:	تاريخ السحب
بند ٣-٦:	التاريخ النهائي للسحب
مادة ٧:	إستخدام متحصلات المنحة
بند ١-٧:	الإستخدامات المتفق عليها
مادة ٨:	أحكام خاصة
بند ١-٨:	حساب متحصلات المنحة
بند ٢-٨:	الإستخدامات المحظورة إستعواض قيمة متحصلات المنحة
بند ٣-٨:	حساب العملة المحلية
بند ٤-٨:	الضرائب والرسوم
بند ٥-٨:	المتابعة والتقييم

إتفاق منحة الوكالة الأمريكية للتنمية الدولية

رقم ٦٤٠-ك-٢٦٣

إتفاق منحة مجموعة نتائج
البرنامج المصرى للسياسات البيئية
بين
حكومة جمهورية مصر العربية
و
حكومة الولايات المتحدة الأمريكية

بتاريخ / / ١٩٩٩

EVALUATION FORM

EEPP aims for continuous improvement of its workshops and courses, tailoring them to participant needs. Your answers to these questions help us serve you and your colleagues better in the future. Thank you for your support.

Qualitative Evaluation

What was the most important thing that you learned?

How will you try to apply lessons from the workshop and how will you share with others what you have learned?

What features of the workshop did you particularly value and would you suggest we retain (successes) and what are your recommendations (plan for next time)?

What features should we try to improve on or eliminate (difficulties) and what are your recommendations (plan for next time)?

Quantitative Evaluation

Rate the following from 1 - 5, (5 being the highest).

- The workshop allowed you and other participants to
 - develop a common understanding and a shared vision of the program
 - create a spirit of team work
 - design mechanisms for cooperating among team members during the project
 - initiate the process of coordinating work plans
 - agree on well-defined, well-understood next steps.
- The experience from the workshop will be useful back at work.
- The workshop reinforced understanding and cooperation among participants.
- We have identified priority areas and made plans to address them.
- I am committed to those plans and look forward to working on them.
- Consultants had appropriate mix of skills.
- Consultants listened to participants and adapted the workshop accordingly.
- Consultants worked well as a team.
- Workshop included a good balance of methods
 - large group presentations and reporting
 - small group breakout sessions
 - brainstorming
 - review.
- The workshop introduced a method of review we can apply back in the work place.
- Materials provided
 - enhanced our work at the workshop
 - with potential for future use in my work.
- The hotel contributed positively to our results
 - environment
 - conference facilities
 - business center
 - food and beverage
 - overall service.

Overall Impression

In my opinion, the EEPP Orientation Workshop was

- Excellent overall
- Very good in general
- Good in most respects
- Disappointing in most respects
- Poor overall.

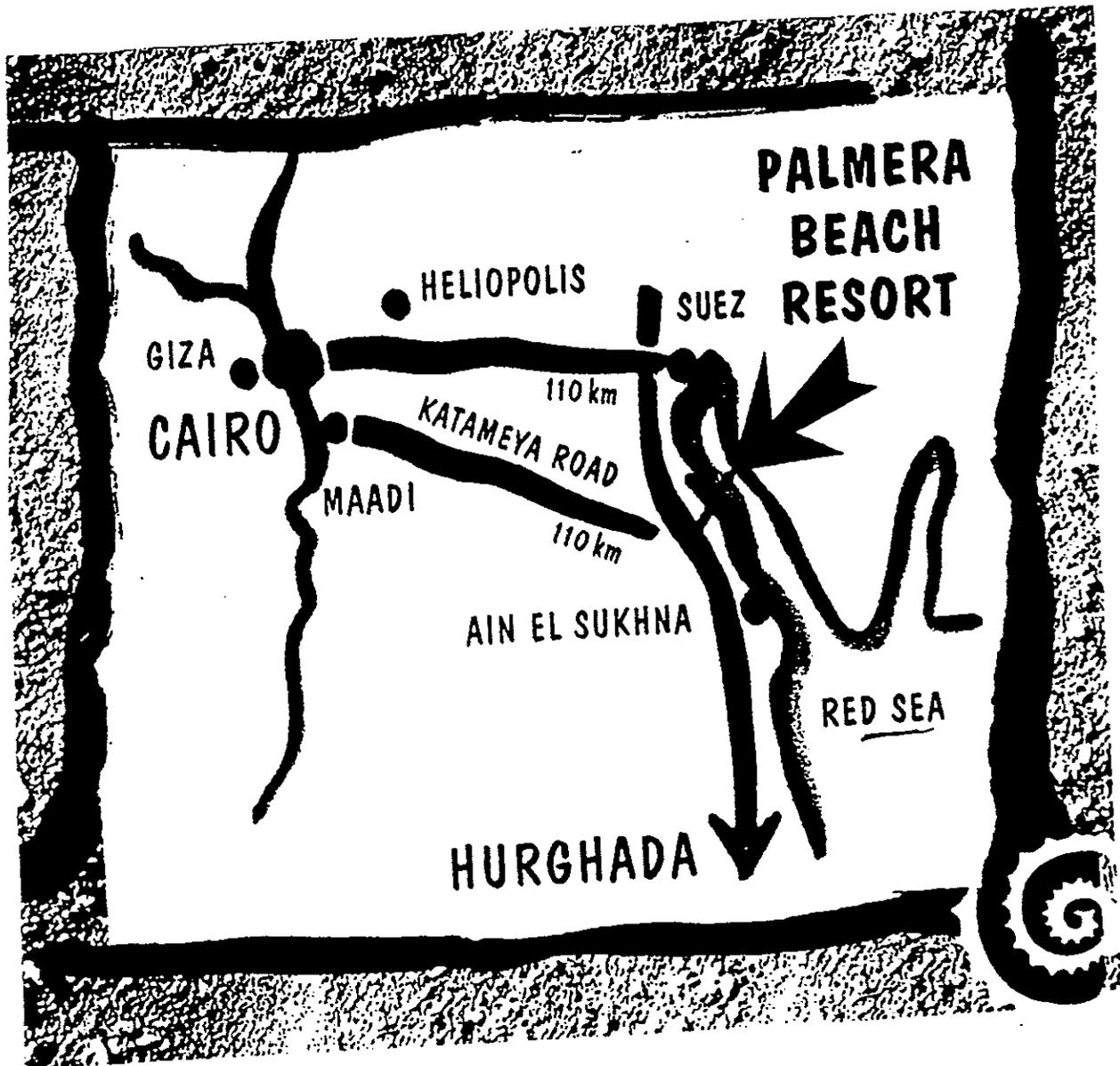
- () لقد حددنا المجالات ذات الأولوية وحددنا خطط تناوُلها.
- () أنا نؤيد لهذه الخطط وأتطلع إلى المشاركة في تنفيذها.
- () المستشارين لديهم مجموعة المهارات المناسبة.
- () إسم المستشارين المشاركين ومنفذوا ورش العمل بناء على ذلك.
- () عمل المستشارين كفريق عمل جيد.
- () ورشة العمل إستخدمت مجموعة طرق تدريبية متوازنة.
- عروض المجموعة الكبيرة والتطوير.
- جلسات عمل المجموعة الصغيرة.
- التعصيب الذهني (تعصيب الأفكار).
- المراجعة.

- قدمت ورشة العمل طريقة للمراجعة يمكن إستخدامها في مكان العمل بعد العودة.
- الموارد التدريبية المقدمة:
- أفادت عملنا في ورشة العمل.
 - يمكن إستخدامها مستقبلاً في العمل.
- كان للفندق مساهمة إيجابية في نتائج عملنا:
- الوسائل والتسييلات.
 - مركز الأعمال.
 - المأكولات والمشروبات.
 - الخدمة بصفة عامة.

الإلتضاء العاد:

من وجهة نظري البرنامج المصري للسياسات البيئية:

- ممتاز.
- جيد جداً بصفة عامة.
- جيد في غالبته.
- مثبط أو محيط في غالبته.
- ضعيف.



GIZA
CAIRO

MAADI

HELIOPOLIS

KATAMEYA ROAD

110 km

110 km

AIN EL SUKHNA

HURGHADA

SUEZ

PALMERA
BEACH
RESORT

RED SEA