



# FINAL NARRATIVE REPORT

**Egypt**

Thematic window  
Culture and Development

## **Joint Programme Title:**

The Dahshur World Heritage Site Mobilization for  
Cultural Heritage for Community Development

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June | **2013**

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# Prologue

The MDG Achievement Fund was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

**FINAL MDG-F JOINT PROGRAMME  
NARRATIVE REPORT**

<b>Participating UN Organization(s)</b>	<b>Sector(s)/Area(s)/Theme(s)</b>
<i>UNDP (Lead agency)</i> <i>UNESCO</i> <i>UNIDO</i> <i>ILO</i> <i>UNWTO</i>	Culture and Development

<b>Joint Programme Title</b>	<b>Joint Programme Number</b>
Mobilization of the Dahshour World Heritage Site for Community Development	

<b>Joint Programme Cost [Sharing - if applicable]</b>	<b>Joint Programme [Location]</b>
[Fund Contribution]: 3,095,086 USD <b>Govt. Contribution: 0</b> USD <b>Agency Core Contribution:</b> <b>Other:</b> <b>TOTAL: 3,095,086</b> USD	<b>Region (s):</b> Greater Cairo <b>Governorate(s):</b> Giza  <b>District(s)</b> Dahshour

<b>Final Joint Programme Evaluation</b>	<b>Joint Programme Timeline</b>
<b>Final Evaluation Done</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <b>Evaluation Report Attached</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <b>Date of delivery of final report</b>	<b>Original start date</b> <i>January 2009</i> <b>Final end date</b> <i>April 2013</i>

<b>Participating Implementing Line Ministries and/or other organisations (CSO, etc)</b> Ministry of State for Antiquities (MSA) / Supreme Council for Antiquities (SCA) Ministry of State for Environment (MoE) / Egyptian Environmental Affairs Agency (EEAA) Ministry of Tourism (MoT) / Tourism Development Authority (TDA) Social Fund for Development (SFD) Industrial Modernization Center (IMC)
<b>Report Formatting Instructions:</b> <ul style="list-style-type: none"> <li>• Number all sections and paragraphs as indicated below.</li> <li>• Format the entire document using the following font: 12point _ Times New Roman.</li> </ul>

## I. PURPOSE

### a. Introduction on the Socio Economical Context and the Development Problems Addressed by the Programme.

Dahshour Municipality lies south of Saqqara and about 40 KM of Giza city and consists of 5 villages Dahshour, Manshiet Dahshour, Zawit Dahshour, Manshiet Kaseb and Mazgouna with population over 40,000 inhabitants. Dahshour is situated on the Giza Plateau and comprises an integral section of the UNESCO World Heritage Site Memphis and Its Necropolis with three individual pyramid structures: the Bent Pyramid, the Red Pyramid, both constructed by Snefru, and the Pyramid of Amenmhat III. The seasonal lake of Birket Dahshour, and its associated ecosystems, offers the potential to attract both experienced ornithologists as well as tourists with a general interest in natural heritage.

Poverty in Dahshour can be attributed to the predominance of low-income agricultural activities (70%). A socio-economic study, carried out by ILO-SFD showed that economic activities in the five villages comprising the Dahshour area are characterized with limited size revenues and profits, and limited capacity for job-generation.

The aim of the Joint Programme is fostering sustainable development and revenue generation in the community of Dahshour through attracting tourism and developing creative industries whilst protecting the area of the Dahshour pyramids and its ecosystem. Thus, the overall goal of the Joint Programme is centred on Egypt's UNDAF Outcome 3 (2007-2011), which promotes environmental sustainability and reduction of regional human development disparities.

The joint programme focused on improving the livelihoods and working conditions of the local population through targeted employment-generation activities, with special focus given to women's and youth employment, as well as the development of locally driven micro and small enterprises (MSEs). The development of community-owned and operated M/SMEs will introduce micro-finance access to the Dahshour community, providing the population at large with technical expertise in small business sector development to complement access to micro-finance mechanisms.

The programme also supported the Government's preservation and sustainable development of the historical assets of Dahshour and its pyramids as part of the Memphis and its Necropolis World Heritage Site.

Additionally, the joint programme targeted the preservation of Dahshour seasonal Lake, a unique natural asset within the surrounding community, through coordinated efforts to ensure that the seasonal lake is preserved in its natural state through community-owned conservation.

### b. Joint Programme Outcomes and Associated Outputs as per the Final Agreed Revision

<b>Outcome 1</b> Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and Empowerment.	<b>Output 1.1</b> Socio-economic community profile surveyed and LED forum operational to facilitate full community participation
	<b>Output 1.2</b> Sensitization to entrepreneurship and capacity building on decent work conditions conducted

	<p><b>Output 1.3</b> Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshour tourism M/SMEs</p>
	<p><b>Output 1.4</b> Creative industries supported, building upon existent local capacities within the Dahshour community</p>
	<p><b>Output 1.5</b> BDS and micro-finance facilities provided to Dahshour and the surrounding communities</p>
<p><b>Outcome 2</b> Enhanced institutional capacity to manage cultural heritage and natural resources</p>	<p><b>Output 2.1</b> The development and implementation of SCA's action plan for the Dahshour component of the UNESCO WHC and its environment is supported.</p>
	<p><b>Output 2.2</b> Rural tourism and eco- tourism activities are supported through the development of a government corroborated and locally driven Spatial Tourism Development Plan</p>
	<p><b>Output 2.3</b> Environmental support to the Dahshour Lake provided through assessment and development of a nationally approved sustainable strategy</p>

c. Explain the overall contribution of the joint programme to National Plan and Priorities

The Joint Programme – constructed under United Nations Development Assistance Framework (UNDAF) for 2007 – 2011- Outcome 3 which, seeks to support the reduction of human development disparities, with special reference to the gender gap and environmental sustainability – has contributed in many aspects to National Plans and priorities:

- 1- The Programme developed a spatial tourism plan to promote Dahshour as a touristic destination which was incorporated in the National Tourism Development Plan. Through an audit of existing skills and training needs analysis and the development of a local “Train-the-Trainer” programme, the project trained local guides and local tourism SMEs, identified the possible touristic circuits within Dahshour in line with the Spatial Plan produced in Outcome 2, produced a Dahshour tourism logo and tagline, brochures, directional and informational signs, undertook some landscaping and established a “Local Tourism Coordination Unit”, which is managed by a local NGO, to bridge the local tourism service providers with the tour operators and the tourists.
- 2- The Programme produced 5 very important environmental studies; the first 3 studies were targeting the seasonal lake of Dahshour and its ecosystem: “Ecological Assessment of the Seasonal Lake of Dahshour (Birket Dahshour) and Associated Ecosystems” and “Opportunities for creating a protected area at Dahshour seasonal lake. As a result of these studies the Lake was placed under environmental management by the government and was placed in the tentative list for protected areas. The other 3 studies were concerning the environmental aspects of the local communities: “Environmental Assessment”, “Solid Waste Management Study and Action Plan” and “Baseline Study of Lake Dahshour and Surrounding Water Bodies” which were presented to the local government to serve as a guide in tackling environmental challenges of the area. Moreover the programme launched a massive Educational, Training and Awareness Programme in the community which

outreached to 500 school students, 300 members of the local community and 10 involved governmental bodies. This programme aimed at raising the environmental awareness of the community at all levels and creating a platform for the dialogue between the community members and the governmental authorities about the environmental issues.

- 3- The programme developed a detailed archaeological map of the World Heritage Site Memphis and its Necropolis which includes the cluster of Dahshour Pyramids. This Archaeological map is related to the developed Database recording each monument of the 4 clusters of the mentioned World Heritage Site, namely, Giza Plateau, Abu Sir, Saqqara, and Dahshour. Moreover, the joint programme also developed a Master Plan which incorporates the Archaeological, Environmental and Tourism Plan for Dahshour, but represents the Site Management and Spatial Plan for the entire World Heritage Site Memphis and its Necropolis as delineated by Egypt's Ministry of State for Antiquities in coordination with UNESCO and with the approval of World Heritage Committee. This Master Plan developed 105 different scale maps that will assist MSA in the management and development of the World heritage Sites, In addition, the programme contributed to the enhancement of the MSA capacities for the conservation, management and protection of the Dahshour cluster of the World Heritage Site Memphis and its necropolis. Training courses were provided to the inspectors of the site in conservation of built structures and artefacts; in world heritage site management; and finally joint course for inspectors and for community members aimed at raising awareness on the importance of the heritage protection, in particular for the community living in the vicinity of the site, and in general for the future generation of Egypt, Finally the Programme provided MSA inspectorate of Dahshour with fully furnished and equipped inspectorate building that can host all 33 inspectors and senior managers of the site. The building has a meeting room for at least 30 people that will facilitate the regular contacts between the heritage professional and community activists willing to assist the professionals in the protection and the maintenance of the Dahshour cluster of the World Heritage Site.
- 4- The Programme addressed other important priorities such as Employment where the project activities like Handicraft training, Entrepreneurship training, Microfinance and BDS have contributed to the training of more than 1000 persons from the local community and Employment of over 700 of them.

**d. Describe and assess how the programme development partners have jointly contributed to achieve development results**

Each component of the joint programme executed by the development partners focused on individual aspects of the preservation and sustainable development of Dahshour communities to ensure an effective symbiosis of the cumulative intervention.

**Outcome One** reflects an integrated approach to community engagement and development, with each national counterpart and their partner UN agency's providing components of interdependent intervention. Broadly, **The Social Fund for Development (SFD) and ILO** provided support for community engagement through the establishment of a Local Economic Development Forum (LED Forum), building its capacity and registering it as NGO. Moreover, SFD and ILO worked on advocating for decent working conditions and trained several workshops and workers on "Occupational Safety and Health (OSH)", and sensitized the community towards the creation of culture of entrepreneurship through various trainings like "Know About Business (KAB)", "Get Ahead for Women (GAW)" and "Business Skills for Artists/Artisans" for Dahshour and the surrounding communities. **UNWTO and Ministry of**

**Tourism (MoT)/Tourism Development Authority (TDA)** worked on fostering the development of sustainable tourism SMEs, including but not limited to, the training of 22 local guides in collaboration with the French University in Cairo, basic tourism awareness and tourism-related training for about 3,000 inhabitants through a cadre of local trainers trained by the project, capacity development and training for existent tourism SMEs, identifying possible tourism circuits including their design and small infrastructure and landscaping, designing marketing and promotional material and a website and establishment of a Tourism Coordination Unit. **The Industrialization Modernization Centre (IMC) and UNIDO**, worked on providing technical services and training of 427 artisans (85 % of them women) on 5 creative and traditionally present industries (palm tree branches, arjoun, jewelry, textiles, kilims), with a view towards addressing poverty alleviation and creating self-employment through establishing linkages with local and international markets (7 high-end market leaders and traders) and product exhibitions as well as through promoting beneficial relations with external stakeholders including German University of Cairo, Aga Khan Development Network, Yadawee, Fashion and Design Centre and Jewellery Technology Centre. UNIDO and IMC have developed strong synergies with other participating agencies, in particular with ILO (on entrepreneurship courses for artisans), UNWTO (on decorations for the tourism circuit) and UNDP (on a technical training module for micro entrepreneurs). **UNDP and SFD** (through a contracted experienced NGO – BEST Foundation) established a revolving credit facility for Dahshour and the surrounding communities where about 300 loans were provided to start new business or expand old ones, and provided variety of Business Development Services (BDS) to existent and newly established enterprises including trainings, technical assistance. Utilizing SFD and BEST Foundation's substantive experience in this sector, the revolving credit facility will remain in Dahshour past the project's life, as a sustainable source of financing in the local community.

**Outcome Two** reflects an integrated approach to build the institutional capacity of the governmental authorities to better manage cultural heritage and natural resources in Dahshour.

**UNESCO and the Ministry of State for Antiquities (MSA)/Supreme Council of Antiquities (SCA)** through an extension of the common work and projects already carried out before in other parts of the World Heritage Site Memphis and its Necropolis worked on integrating Dahshour to the other major clusters of the Memphis Necropolis such as Giza plateau, Saqqara and Abu Sir. The Master and Site Management Plans, which will include conservation programme for the Dahshour archaeological area, were developed in close consultation between UNESCO and MSA/SCA. This Master Plan proposes long term policy for the conservation, management and protection of the World heritage Site of Memphis and its Necropolis with all relevant afore-mentioned clusters and with a potential extension of the World Heritage Site core protected area to the Pyramids' Fields of Abu Rawash in the North of Giza Plateau and towards Licht in the South of Dahshour. The conservation and the management of Dahshour require enhanced capacities of the staff of the Dahshour Antiquities Inspectorate. To this end UNESCO contributed by a wide capacity building programme, but also by establishing full furnished and well equipped Inspectorate Premises on the archaeological site next to the collections' magazine building. UNESCO also developed a feasibility study for the Community Center with important heritage dimension and proposed different options for its eventual establishment in the future.

**MoT/TDA and UNWTO** prepared a sustainable spatial tourism development strategy for Dahshour. The strategy was presented to all relevant stakeholders (community representatives, national counterparts, local administration and all UN partners). This strategy was adopted by the Government of Egypt which allocated EGP 50 Million to carry on the recommendations of

the strategy. An action plan framework was developed building upon the spatial tourism development strategy to provide guidelines for all future visitor management, facility development, land management and resource protection activities. It was also linked closely with the management plan prepared for the Pyramid fields to ensure an integrated approach to tourism development and visitor management.

**Ministry of Environment (MoE)/Egyptian Environmental Affairs Agency (EEAA) and UNDP** focused on assessing the environmental value of Dahshour Lake (Birket Dahshour) to better understand the intricacies of the existent eco-system. EEAA technically supported the efforts to have Birket Dahshour be declared a Protected Area; 2 studies were created for declaring the Lake as Protected Area and as a result the Lake was placed under environmental management and was put in the tentative list of Protected Areas. UNDP in coordination with EEAA develop an environmentally sustainable strategy for Birket Dahshour. Additionally, to promote sustainable, eco-friendly tourism around Birket Dahshour, programme launched a massive Educational, Training and Awareness Programme in the community which outreached to more than 500 school students, 300 members of the local community and 10 involved governmental bodies.

## II. ASSESSMENT OF JOINT PROGRAMME RESULTS

- a. **Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)**

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

The program extensively achieved this outcome as through the different activities more than 550 permanent jobs and 350 temporary jobs were created / sustained and this number will be increasing even after the project termination as some of the activities and newly established specialized units will continue to provide services aiming at increasing employment, alleviating poverty and empowering the community. These sustainability mechanisms include;

- The Microfinance fund – managed by BEST Foundation – which will continue within Dahshour and its villages as a source of financing new and current MSMEs;
- The Handicraft Production Unit, established within LED Forum which will capitalize on the accumulated experiences and capacities of Dahshour artisans whom have been trained by the programme and the links established with the traders/designers and trade fairs to produce and market Dahshour range of Handicrafts;
- The Tourism Coordination Unit, established within LED Forum, the unit will act as an intermediary between Dahshour Touristic Service Providers and Tourists/Tour Operators. Moreover, the unit will leverage many of the assets and products created by the programme including the logo, brochures, Landscaping elements and developed tourism routes to help in marketing and promoting Dahshour as a touristic destination thus increasing the flow of tourists to the area which will positively impact the economy of Dahshour, create business opportunities leading to job creation.
- New Premises of the Dahshour Antiquity Inspectorate will enable MSA to reinforce the Inspectorate with more staff. Currently 33 persons are working for Dahshour inspectorate. Due to the new premises MSA can increase this number to 50 persons.

The programme also managed to empower women and encourage their participation in program activities. The percentage of women who took loans to start/expand their businesses

were 25% comparing to the 6% MSMEs women ownership percentage in the baseline. In the Handicraft training 85% of the trainees were women; which also reflects women participation. The LED Forum created and facilitated through the programme has 25% women representation in the board reflecting more women empowerment.

The programme managed to revive heritage handicrafts where 427 artisans (369 women and 58 men, mostly youth) were trained on 5 crafts (palm tree branches, arjoun, jewelry, textiles, kilims). 63 of them received advanced “Mastercrafts” training. They will form the basis of new production units and will be capable of training new apprentices. The program established links between the producers, NGOs, designers, trade fairs and traders which enabled the trainees to sell products with a value of EGP 24 thousand (about \$4,000) and have contracts and agreement to guarantee sustainability and to generate income for them.

To support poverty alleviation and job creation, the local program unit established in Dahshour dispersed 300+ loans to beneficiaries (25% of them women) with total value of EGP 1,346,000 (about \$220,000). Various BDS services were provided to the MSMEs including entrepreneurship training for 27 trainees, 3 technical support workshops were held for agricultural services for 145, training and employment of 80 inhabitants of Dahshour in the sectors of RMG.

The programme assured community ownership and participation through establishing the LED Forum which represented the community within the project and provided a great deal of facilitation for the execution of project activities. The programme also assured community sensitization through training more than 140 members of the community have been trained to become master trainers (ToT) and they managed to train, and share the knowledge with more than 3500 members of the local community in the topics of entrepreneurship and tourism awareness.

The programme focused on supporting the locally driven tourism sector through training and technical support to Dahshour tourism M/SMES, designing and developing tourism circuits, compiling a detailed inventory of tangible and intangible tourism resources in Dahshour, training and certifying 29 members of the local community as “Local Touristic Guides”, producing marketing and promotional material (logo for Dahshour - tourism brochures in English and Arabic) and establishing the Tourism Coordination Unit to manage tourism activity and development.

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

The programme had a very good progress towards building the institutional capacity of the governmental counterparts specifically and the “Government at large” generally. The basis of this was through the technical support and facilities provided by the participating UN agencies and the external consultants in this regards.

The Site Management and Spatial Master Plan of Memphis and it Necropolis World Heritage Site with particular attention to Dahshour Cluster was developed and will be used as a platform for the incorporation of all existing plans for other clusters of the same Worlds Heritage Site. This Plan is a corner stone for the long, mid and short term policy, but also strategy for the conservation, management and development of the World Heritage Site by MSA of MSA. This Master Plan is equipped with the Archaeological Sites’ Database available on the GIZ platform, 105 different scale detailed maps, conservation principles, management recommendations, and exhaustive bibliography and references with existing studies, surveys and planning documents. .

The Programme also provided a lot of training and capacity building programs to key relevant governmental institutions; i.e. Archeological Officials and selected persons from local community have been trained by International consultants on Management and Conservation of Archeological and World Heritage Sites.

The programme also developed a Spatial Tourism Plan that have been reviewed by stockholders, embraced by the government and incorporated to the National Tourism Development Plan. As a result, the Government of Egypt, represented by Tourism Development Authority (TDA) and Giza Governorate, committed LE 50 million for the implementation of the Spatial Tourism Plan recommendations. The first tranche of LE 10 million was dispersed and used for paving roads leading to Dahshour.

The Programme has given interest to environment and the environmental resources of Dahshour especially the Seasonal Lake of Dahshour (Birket Dahshour) which was in the centre of the programme efforts to be declared as a protected area. To accomplish this, 2 studies were developed: “Ecological Assessment of the Seasonal Lake of Dahshour (Birket Dahshour) and Associated Ecosystems” and “Opportunities for creating a protected area at Dahshour seasonal lake” and. As a result of these studies the Lake was placed under environmental management by the government and was placed in the tentative list for protected areas.

The programme also produced 3 very important environmental studies which represent the core of “Environmental Strategy and Management Plan”. These studies where: “Environmental Assessment of Dahshour area”, “Baseline Study of Lake Dahshour and Surrounding Water Bodies” and “Solid Waste Management Study and Action Plan” which were presented to the local government to serve as a guide in tackling environmental challenges of the area. Moreover the programme launched a massive Educational, Training and Awareness Programme in the community which outreached to 500 school students, 300 members of the local community and 10 involved governmental bodies. This programme aimed at raising the environmental awareness of the community at all levels and creating a platform for the dialogue between the community members and the governmental authorities about the environmental issues.

#### **b. Capacities Developed during the Joint Programme Implementation that Contributed to the Achievement of the Outcomes**

There were 2 levels of capacity building in the programme:

##### 1- On the local level:

The capacity building of the local NGOs and the newly established LED Forum which had a great positive impact on the achievement of the outcomes as these local NGOs became partners in rendering some of the programme activities which very much facilitated the achievement of the outcomes. Moreover, the NGOs acted as change agents within the communities assisting the understanding and acceptance for the project and lowering the resistance to the induced change in some cases.

##### 2- On the National level:

The capacity building for the national partners and governmental bodies was highly successful to promote national ownership, increase the capacity of the national partners to fulfill their roles within the programme (which helped in achieving the outcomes) and guarantee the continuity and sustainability in pursuing the programme recommendations and activities after its termination.

#### **c. Outputs’ contribution to the Achievement of the Outcomes based on performance indicators**

<p><b>Outcome 1</b> Employment, especially of youth and women in heritage arts, crafts, tourism and creative industries increased, contributing to poverty alleviation and empowerment.</p>	
<p><b>Output 1.1</b> <i>Socio-economic community profile surveyed and LED forum operational to facilitate full community participation</i></p>	<p>ILO has successfully set up the LED Forum, a now formal NGO representing all five villages covered by the project. The LED Forum is functional and has a clear mission. However, it still lacks legitimacy, social base and capacity to fulfill its role.</p>
<p><b>Output 1.2</b> <i>Sensitization to entrepreneurship and capacity building on decent work conditions conducted</i></p>	<p>ILO delivered specific training on entrepreneurship following a Trainer of Trainers approach that reached over 300 people. They also took positive actions conducting training exclusively targeting women. Also UNDP through the SFD delivered a comprehensive training on business development. In both cases, the modules were consistently rated as having been necessary and of very good quality by beneficiaries. However there is no evidence that training has produced behavioral changes prompting trainees to take action.</p>
<p><b>Output 1.3</b> <i>Locally driven tourism sector fostered through training, stocktaking, and technical support to Dahshour tourism M/SMEs</i></p>	<p>In order to support tourism development in Dahshour, UNWTO took two approaches. On one hand, to provide extensive training to over 3000 people on general areas of tourism awareness and services. As value added and based on the audit of tourism skills in the area, training was also provided in English language and on waste management. All training was done through a cadre of local trainers (train-the-trainer programme).</p> <p>On the other hand, many activities were undertaken to develop a tourism circuit in Dahshour. While Dahshour had wide tourism potential in terms of resources, these had not been developed into products nor packaged as a tour. Therefore, in order to fulfil the objective of the project to “foster sustainable development and revenue generation in the community of Dahshour through attracting tourism”, several activities were undertaken: conduct a complete inventory of Dahshour tourism resources by type and market appeal; based on the inventory and recommendations of the Spatial Tourism Plan produced under Outcome 2, design a tourism circuit in Dahshour and equip with through landscaping and small infrastructure; prepare signage along the circuit; undertake marketing and promotion of tourism activities in Dahshour including the design of a new logo for Dahshour, tourism brochures in English and Arabic on the tourism attractions in Dahshour, design of a Dahshour website, and organization of familiarization tours to Dahshour; and, in terms of future sustainability of the Dahshour tourism circuit, establish of a Tourism Coordination Unit which would serve as the business arm of the Dahshour tourism circuit. In this regard, more intensive training was provided to a team of local tour guides, and other local Dahshourian who would provide tourism support services along the circuit.</p> <p>Although the tourism circuit in Dahshour has been established, it is still in a state of infancy and, due to the political situation in Egypt and the adverse impact it has had on the national tourism industry, it has not</p>

	<p>been possible within the time frame of the project to proceed further with more training on the business operations of the Tourism Coordination Unit.</p>
<p><b>Output 1.4</b> <i>Creative industries supported, building upon existent local capacities within the Dahshour community</i></p>	<p>UNIDO and IMC focused on providing training on handcrafts using local material (especially palm leaves). We have evidence that tells us that a critical mass of people in Dahshour, particularly women, now know how to produce these products. They have gone much further in the ToC. Through the LED forum they have made efforts to market these products in National Fairs, where the LED Forum represented associations of artisans from Dahshour, and have even gone as far as to sign trading deals with a handful of shops in Cairo. There is an embryo of locally driven industry around the handcraft in Dahshour.</p>
<p><b>Output 1.5</b> <i>BDS and micro-finance facilities provided to Dahshour and the surrounding communities</i></p>	<p>UNDP in close collaboration with SDF and the BEST Foundation set up a microcredit line mainly benefiting Mashiet Dahshour. They have disbursed 294 loans of up to 3,000 EGP. We found anecdotal evidence that this service is actually impacting on the final goal of the project “increasing the economic status of the neediest people in the area”, providing jobs and extra income to the clients. However this impact is not necessarily happening through the tourist industry.</p>

**Outcome 2**

Enhanced institutional capacity to manage cultural heritage and natural resources

**Output 2.1** *The development and implementation of SCA's action plan for the Dahshour component of the UNESCO WHC and its environment is supported.*

UNESCO developed a Site Management and Spatial Plans for the World Heritage Site of Memphis and its Necropolis. It should be once again highlighted that Dahshour is just a cluster of a wider World Heritage Site that encompasses another 3 clusters: Giza Plateau, Abu Site and Saqqara. The incorporation of Dahshour in the wide context of the World Heritage Site is an achievement by itself, as well as the detailed documentation of its archaeological assets done for the first time. The inspectors and the managers of the site are now well equipped with all relevant reference documents, with satellite images purchased by the programme for the master- planning exercise, and also with the recommendations for the conservation, management and protection of the site.. In the current financial situation of the country, MSA cannot commit additional funds for the implementation of the proposed Master Plan. However, MSA is considering reinforcing the Antiquity Services (Dahshour Inspectorate) with more staff which will contribute to the sustainable management of the site. .

UNESCO in close cooperation with Dahshour Antiquities and UNWTO/TDA contributed to the improvement of the tourist experience on the site by establishing of signage on the major monuments (4 sites for main Pyramids developed with the same pattern and same design s for Giza and Saqqara) and also produced Arabic and English versions of a Tourist Map (folded) for Dahshour Cluster and its surrounding rural tourist package.

SCA, in close collaboration with UNESCO has given a plot of land for the construction of the Visitor Centre inside the archeological site. The MoT has committed 4.4 mill EGP to build the centre. By the time of the evaluation we did not have access to the final design for the building.

UNESCO in establishing fully furnished and equipped Dahshour Inspectorate Building with meeting room for 30 persons. The total space is of 300 sq.m., it contains working spaces for managers and inspectors, two meeting rooms, and rest room.

UNDP also produced the water analysis with a proposed water quality improvement intervention for the Governorate of Giza that has not been taken any further.

**Output 2.2** *Development of a government corroborated and locally driven Spatial Tourism Development Plan*

UNWTO produced an integral tourist plan developed with the community and the MoT at the initial stages of the project. Following the recommendations of the tourist plan the MoT allocated 50 mill EGP for basic infrastructure in Dahshour (three roads) and allocated 4.4 million EGP to build the visitors centre on the plot of land that the MoA gave to the project. This has been the most significant contribution that the project has done on providing “basic infrastructure”. The construction of the roads has already started.

<p><b>Output 2.3</b> Environmental support to the Dahshour Lake provided thorough assessment and development of a nationally approved sustainable strategy</p>	<p>UNDP produced a quality environmental assessment and a protected area report as stated in the PRODOC. They pushed the envelope further lobbying to get the area “officially protected”. This was not possible because of the opposition of the Ministry of Defense. However, the Ministry of Environment finally declared the area “environmentally managed”. This is a format where protection level is more flexible than that of a “protected area” in terms of agricultural management and building permits although still provides the framework to control hunting activities and protects bio-diversity. There are some incipient steps to set up a commission within the Governorate of Giza to manage the new area. However, this has not taken shape yet and no budget has been allocated for it.</p>
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**d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)**

- Citizens who received training and capacity building at the community, institutional, local, national levels (2,076 men – 1,682 women)
- Citizens who benefited from Creating socio-economic opportunities for women (craft, entrepreneurial skills, etc) (573 women)
- Citizens who benefited from Awareness raising through workshops, dialogue, information sharing, etc (515 women – 552 men)
- National institutions that benefited from Training and capacity building at the community, institutional, local, national levels (19 institutions)
- Local institutions that benefited from Training and capacity building at the community, institutional, local, national levels (19 institutions)
- Micro, Small and Medium Enterprises that benefited from technical support (145 MSMEs)
- Micro, Small and Medium Enterprises that benefited from Promoting private enterprises and activities (300 MSMEs)

**e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:**

**a. To what extent and in which capacities have socially excluded populations been involved throughout this programme?**

The vast majority of the beneficiaries of the programme were from the marginalized groups (youth and women) and they mostly participated in activities that aimed at building their capacity especially training. A multitude of training programmes were offered for handicrafts, entrepreneurship, tourism, and environment. The socio-economic impact assessment indicated:

- *“From the interviews conducted with the trainees and the SMEs it can be concluded that the project provided a considerable increase of skill level to a large number of individuals. Trainees of various levels were trained in a series of crafts and SMEs received support to develop their activities”.*
- *“All the trainees indicated that the benefits from the content of the training were above their expectations”.*
- *“The capacity building training produced a significant side effect in so far as the women actively perceive the change of status by establishing their own project or at least apply the acquired knowledge to some work that is of benefit for the family and community”.*

**b. Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?**

The programme contributed to increasing the decision making power of excluded groups through 2 steps:

- Promoting participation and Empowering:

The programme encouraged the participation of the marginalized groups (women – youth) in its activities, built their capacity and empowered them. This resulted in very high participation (the majority of the beneficiaries of the project activities were youth - about 50% of the beneficiaries were women) and empowerment (percentage of women who received loans to start/expand businesses was 25% comparing to 6% in the baseline – 25% of the LED Forum board members were women).

- Participation in decision making:

Becoming actively participating in the project activities and in community bodies (LED Forum – various NGOs), youth generally and women specially had increasing participation in dialogues with other parties including the government, other NGOs and the project itself. Some remarkable examples were present for women who became presenters for their villages in the LED Forum and assumed high positions within their NGOs. They participated in discussing many policies, plans and activities. A rapid Socio-Economic Assessment conducted in February, 2013 indicated about the LED Forum *“The gender issue has been addressed and the acknowledgment of the presence of women in the board and the acceptance of the women as equal discussion partner is a significant performance. The ladies met showed a remarkable enthusiasm for the activities of the forum and the role of the forum”*

**c. Has the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.**

One of the programme main objectives was to promote community engagement and empower civil society. Through the course of the programme there was a focus on partnering with and building the capacity of the local NGOs. The local NGOs were engaged directly with the UN agencies and national partners in rendering the activities of the project. The capacity building of the NGOs included several trainings and donating some equipment. The programme engaged with more than 12 local NGOs who directly conducted trainings, awareness workshops and handicraft activities.

Moreover, the Programme fostered the establishment of the Local Economic Development (LED) Forum, which started as an informal body to gather the people of Dahshour from 5 villages to discuss and practice activities that will promote economic development, preserve the unique cultural and environmental heritage of Dahshour and represent and advocate Dahshour villages vis-à-vis external parties and government as one voice of 5 villages. Later on, the LED Forum was registered and formalised as NGO and the programme empowered it further by establishing 2 specialized sustainable units within the LED Forum for Handicraft and Tourism. The socio-economic impact assessment indicated *“A clear change occurred in the way the villages operate. From an individual unit the villages evolved to become a part of a network making use of the advantage of each village for the purpose of the community. The LED forum plays an important role in this network as coordinating body and it is therefore understandable that the goal of the members is to continue the activity”*.

**d. To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?**

Although there is no clear cut indicators to indicate the effect of the programme on the marginalised groups, the anecdotal indicators strongly indicate that the programme positively affected and improved the lives of Marginalized Groups (youth – women). These anecdotal indicators include:

- The percentage of women who received loans to start/expand businesses was 25% comparing to 6% in the baseline
- About 370 women were trained on handicrafts; about 100 of them are constantly producing handicrafts that are marketed by NGOs. Their monthly income averages EGP 200.
- 40% of the loan borrowers to start/expand their businesses were in the age bracket (21-30) and 32% within the age bracket (31- 40)

**e. Describe the extent of the contribution of the joint programme to the following categories of results:**

The programme allowed a very good level of national and local leadership. The national partners were actively engaged in planning and executing the activities of programme.

National and Local NGOs were largely mobilized to provide community services such as Capacity building program, public awareness program, training, Business Development Services and Micro-credit program. Moreover, Through LED forum the citizens are actively participating in all Management decisions in the field level, citizens are mainly the trainers and the trainees in all training programs taking place in Dahshour and citizens were regularly invited to events of the project; i.e. presentations of developed studies and plans, consultation meetings, official PMC meetings (when possible), etc.

The Joint Programme is fully aligned with Egypt's UNDAF Outcome 3 (2007-2011), which promotes environmental sustainability and reduction of regional human development disparities.

The office of the Resident Coordinator has played a pivotal role to facilitate and coordinate the work of all UN Agencies . In addition it has assumed the function of focal point between all implementing agencies and the MDG-F Secretariat. The Resident Coordinator has provided strategic leadership and oversight of implementation to ensure that the programme was on track, promised results were achieved, and participating organizations were meeting their obligations.

### **III. GOOD PRACTICES AND LESSONS LEARNED**

- a. Key lessons learned and good practices that would facilitate future joint programme design and implementation
- The programme is fully aligned with National partners' mandates as well as with UNDAF and the MDGs. However, the design phase of the programme had important pitfalls, most relevantly the lack of involvement of key stakeholders, which had implications on the implementation phase and on the results achieved.
  - The project uniquely combines in an integrated manner cultural heritage aspects, natural heritage dimensions, and community development components. The fact that the programme is in an enclave situated inside the *Memphis Necropolis*, which is arguably the most important archeological site of the world, gives this initiative a special relevance as a cultural development programme.
  - The project succeeded in creating a common motivational horizon shared by all stakeholders and in planning activities and outputs that were to be the foundational building blocks to get there. This vision has strongly captured people's imagination and in consequence, raised expectations that went well beyond the scope of the project.
  - While the project accomplished pretty much all it was set to do, expectations raised (most importantly within the community of Dahshour) were much higher than its stated objectives.

- Despite efforts done by the implementing team to produce a revised M&E framework including performance indicators that measure impact, there is still a heavy inclination towards utilizing activities or output indicators, while there were not sufficient indicators that capture progress at the level of impact. The presence of M&E officer within the programme would have been very beneficial.
  - In the midterm evaluation the relationship among the implementing partners was described as “silos” working in parallel. This is not the case anymore, the partners are now more engaged and a good number of cooperative efforts have been documented. However, it was widely acknowledged that these types of synergies (among governmental partners, UN agencies and at the local level) should have been facilitated and articulated in a more formal manner. The “jointness” of the programme is expressed through its capacity to jointly undertake and execute common activities such as planning, procurement and monitoring. However, the “pass-through” funding method does not provide sufficient basis for joint management of programme components.
  - As this project was part of a wider UN joint programme, another key success factor has been in establishing partnerships and synergies with the other partner UN agencies (where feasible) in order to pool resources and give greater support to common objectives by establishing joint activities.
- b. Report on any innovative development approaches as a result of joint programme implementation

The Joint Programme in Dahshour represents an innovative approach; which combines in an integrated manner initiatives to improve the quality of life of the people of Dahshour through community development while at the same time preserving the unique cultural heritage and biodiversity of the area for future generations. The programme design helped to introduce a new concept in management of archaeological sites in Egypt where the Ministry of Antiquities has openly embraced the idea of engaging the community in the protection of archaeological sites.

- c. Indicate key constraints including delays (if any) during programme implementation
- a. Internal to the joint programme
    - The delay in recruiting the Programme Manager (November 2009)
    - The change in programme management (JPM resigned in December 2011 and a new one was hired in April 2012)
    - By design nature of this JP, the Project Management Unit has no direct access to monitor the utilization of the financial resources; this makes it difficult to PMU to have regular, accurate and updated financial reports. In addition, it is not an easy process to re-allocate budgets among partners so as to ensure effective utilization of the financial resources.
  - b. External to the joint programme
    - The Egyptian revolution and the security issues that came along disturbed the programme implementation and caused delay to all partners.
    - The political turmoil happening in Egypt during the past two years.
    - The tourist industry collapsed after the revolution and it still has not showed signs of recovering.
    - The revolution had a powerful effect upon the mood of all stakeholders at every level (positive attitude in the beginning then became bit negative with the unrest afterwards).
    - The structure and the power balance of many of the institutions involved within the project, and more concretely the governmental partners, also got greatly affected by the political events which translated into frequent changes in the mission of the institutions, in the senior management and in the focal points assigned to the project.

- Continuous changes in governmental officials, starting from the Revolution, has significant impacts on decision making, follow up and implementation of Project's interventions. 48 personnel changes in governmental partners and UN agencies since the beginning of the project implementation were counted.

c. Main mitigation actions implemented to overcome these constraints

- Several coordination meetings and workshops are arranged between implementing partners in order to maximize benefits and to eliminate duplications and/or overlapping of activities.
- Priority was given to communicate with new governmental officials so as to maintain governmental support and engagement.
- The Programme followed a contemporary approach to vastly adapt to the changes keeping shorter communication and decision making lines, more frequent PMC meetings and higher coordination between the partners.
- The programme management team is worked closely with all involved partners to complete the activities with a result-oriented vision.

d. Describe and assess how the monitoring and evaluation function has contributed to the programme:

The M&E framework developed by the programme provided a very good monitoring tool to all partners to assure that the activities conducted in the field and their outputs will contribute to achieving the outcomes of the programme. Moreover, the M&E framework set the indicators, targets and the baseline to facilitate data collection, verification and comparison against baseline which indicated variation (either positive or negative).

Although the mid-term evaluation process and its products (Improvement Plan – Exit Strategy) should have had a great impact on the programme execution enhancement. The implementation of the programme was struck by the Egyptian revolution immediately after releasing the results of the evaluation and developing the products. The situation and the effect of the revolution contradicted the theory that the programme was built around (enabling environment and preparing the community and the area of Dahshour to be a touristic destination which will result in developing the area). If the Mid-term evaluation was conducted little bit later, it would have been a great opportunity to shuffle the project and change its tactics in light of the new variables.

e. Describe and asses how the communication and advocacy functions have contributed to the:

The communication efforts have increased awareness about the MDGs and Dahshour JP. Innovative cases and success stories have been highlighted and shared through newsletters and media. The following specific interventions contributed to the overall communication strategy;

- 4000 copies of Brochure, in English and Arabic are printed to use and distribute for media, in conferences and other events
- A Facebook page now exists to help Increase the visibility of project with regularly updated news
- A newsletter has been established as a channel to Facilitate coordination between the different partners for better cooperation , it is updated monthly
- A partnership with Nogoom Fm radio has been developed: the broadcast of a one hour program about Dahshour will be followed by others, the overall impact of the program

on the local community has been very empowering in terms of higher self-esteem and enthusiasm towards helping the project to be a success for them and for their community.

- A documentary film was prepared to help increase visibility of project nationally and internationally
- Multiple articles were published about the programme in different media channels
- The programme appeared on Nile TV through TERRA programme in more than 3episodes

f. Please report on scalability of the joint programme and/or any of its components

- a. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

The unique approach that the programme adopted in developing the rural community of Dahshour through as integrated initiatives to improve the quality of life of the people of Dahshour through community development while at the same time preserving the unique cultural heritage and biodiversity of the area for future generations was very stimulating to the Government of Egypt. The Egyptian government - realizing the potential - signed protocols to develop similar areas in Egypt utilizing the same innovative approach.

- b. Describe the joint programme exit strategy and asses how it has improved the sustainability of the joint program

By the design nature of the JPs in general and Dahshour JP in particular, these projects largely depend on existing management structures and mechanisms of both national institutions and UN agencies. For Dahshour JP, most of, if not all, the interventions are implemented by national partners in full collaboration with UN counterparts. So, the project has not created new management structures that need to be maintained. This has promoted sustainability of the JP to a large extent, and has helped much in developing a feasible exit strategy.

In this context, the Dahshour exit strategy will mainly adopt the “phasing over” approach while in some few cases will adopt “phasing out” approach. Dahshour JP will phase over of the project strategic interventions to the government, i.e. policy-related activities, strategic plans, management plans, infrastructure...etc. while it will phase out of programmed interventions which are of unsustainable nature and have already met their targets, i.e. capacity building programs and public awareness activities. The ‘phase-out’ will also involve the withdrawal of Project financial resources except for revolving funds of micro-financing program which will be phased over to the government and civil society organizations.

#### IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

a. Provide a final financial status of the joint programme in the following categories:

1. Total Approved Budget 2.Total Budget Transferred 3. Total Budget Committed 4.Total Budget Disbursed

	<b>Total budget Approved</b>	<b>Total Amount Transferred</b>	<b>Total Budget Committed</b>	<b>Total Budget Disbursed \$</b>	<b>Delivery rate</b>
UNDP	966.160,00 USD	\$ 966,160.00	\$ 966,160.00	\$ 956,160.00	100%
ILO	450.363,00 USD	\$ 450,363.00	\$ 450,363.00	\$ 424,363.00	100%
UNESCO	772.005,00 USD	\$ 772,005.00	\$ 767,005.00	\$ 697,005.00	99%
UNWTO	565.816,00 USD	\$ 565,816.00	\$ 565,816.00	\$ 434,955.00	100%
UNIDO	340.742,00 USD	\$ 340,742.00	\$ 340,742.00	\$ 333,842.53	100%
<b>TOTAL</b>	<b>3.095.086,00 USD</b>	<b>\$ 3,095,086.00</b>	<b>\$ 3,090,086</b>	<b>\$ 2,846,325.53</b>	100%

b. Explain any outstanding balance or variances with the original budget

#### V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

## VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certify that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE
UNDP	Mr. Ignacio Artaza-Zuriarrain	UNDP Country Director		
UNIDO	Ms. Giovanna Ceglie	Representative and Director - UNIDO Regional Office in Cairo		
UNESCO	Mr. Bechir Lamine	Director - UNECO Regional Bureau for Science in Arab States		
ILO	Dr. Yousef Qaryouti	ILO Decent Work Team for North Africa Cairo office Director		
UNWTO	Mr. Taleb Rifai	UNWTO Secretary General		

## VII. ANNEXES

1. List of all document/studies produced by the joint programme
  - Solid Waste Management Integrated study
  - Environmental Assessment Study
  - Baseline Report on the Social Component
  - Tourism Circuit Design and Implementation Report
  - Tourism Attractions Inventory Report
  - Baseline Study of Lake Dahshour and Surrounding Water Bodies
  - Opportunities for creating a protected area at Dahshour's seasonal lake Study
  - Ecological Assessment of the Seasonal Lake of Dahshour and Associated Ecosystems
  - Environmental Assessment and Proposed Buffer Zone for the Memphis Necropolis World Heritage Site
  - Master Planning, Programming and Site Management Study
  - A Socio-Economic Study of Dahshour
  - Strategic Spatial Framework for Sustainable Tourism Development
  - Tourism Training Needs Assessment Study
2. List all communication products created by the joint programme
  - Communication strategy
  - Brochure of the programme (Arabic & English)
  - Flyers
  - Editorials
  - Newsletters
  - Articles
  - Documentary Movies
3. Minutes of the final review meeting of the Programme Management Committee and National Steering Committee
4. Final Evaluation Report
5. M&E framework with update final values of indicators

