

**EGYPT**

**Mobilization of the Dahshour World  
Heritage Site for Community Development  
(MDGF- 1775)**

*Culture and Development*



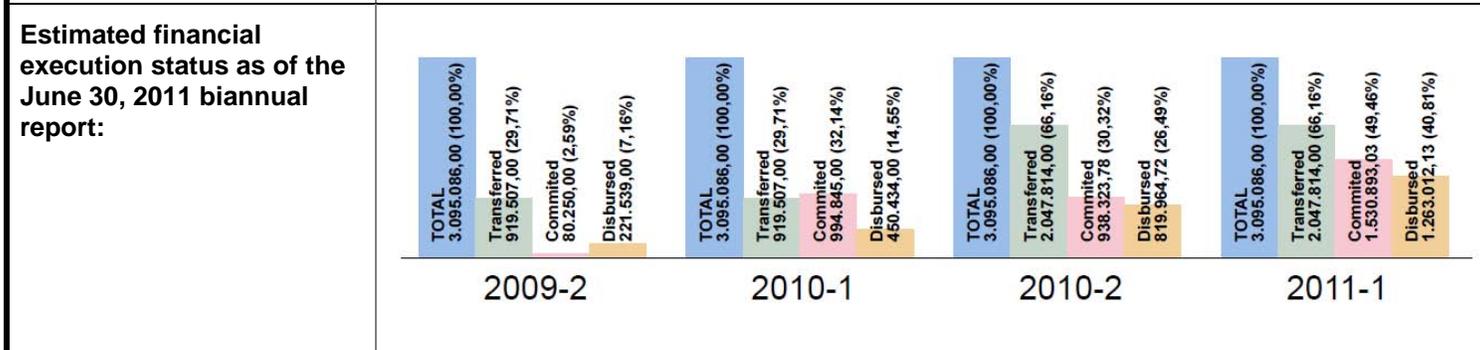
<b>Total Budget:</b>	<b>USD 3,095,086</b>		
<b>Budget by Agency:</b>	WTO: 565,816 UNDP: 966,160 ILO: 450,363	UNESCO: 772,005 UNIDO: 340,742	
<b>Participating Gov. Entities:</b>	Ministry of Foreign Affairs; Ministry of International Cooperation; Supreme Council of Antiquities; Ministry of Tourism; Industrial Modernization Centre; Egyptian Environmental Affairs Agency; Social Fund for Development		
<b>Start Date:</b>	14 April 2009		
<b>Est. End Date:</b>	14 April 2012		
<b>Disbursements:</b>	First Disbursement:	14 April 2009	USD 899,507
	Second Disbursement:	23 August 2010	USD \$1,128,307
	Third Disbursement:		
<b>In Brief:</b>	The aim of the proposed joint programme is to protect the area of the Dahshour pyramids and its ecosystem while fostering sustainable development, cultural and ecological management and revenue generation. This proposal is a pilot based on the Supreme Council of Antiquities (SCA) master plan to conserve and preserve cultural heritage in Egypt and therefore has the potential to be replicated in other regions of the country. The project aims at: - expanding employment opportunities in UNESCO world heritage sites by supporting local community production of arts, promoting the development of creative industries, and small tourism businesses; - building capacity for cultural management and protection of world heritage cultural assets; - promoting public awareness of the social value of world heritage sites, the importance of natural resources, and providing forums for cross-cultural exchanges.		
<b>Outcomes:</b>			
	<ul style="list-style-type: none"><li>• Employment especially of youth and women gainful employment in heritage arts, crafts, tourism and creative industries, increased contributing to poverty alleviation and empowerment.</li><li>• Enhanced institutional capacity to manage cultural heritage and natural resources</li></ul>		
	 A map of Egypt showing major cities and geographical features. Cairo is marked with a star and labeled. Other cities shown include Alexandria, Damietta, Port Said, and Sharm ash Shaykh. The map also shows the Mediterranean Sea to the north and the Red Sea to the east.		
<b>Regions of Intervention:</b>	• Dahshour seasonal lake and the surrounding villages		
<b>MDGs</b>	MDG1 T1.A, MDG3 T3.A, MDG7 T7.A		
<b>Beneficiaries</b>	<b>Direct</b>	<b>Indirect</b>	

<ul style="list-style-type: none"> <li>• <b>No. Institutions</b></li> <li>• <b>No. Women</b></li> <li>• <b>No. Men</b></li> <li>• <b>No. ethnic groups</b></li> </ul>	<p>21</p> <p>1911</p> <p>2659</p>	
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Project coordinator: Mohamed Shaker  
 RCO Focal Point: Heba Wafa  
 Web page: <http://www.un.org/UNInner1.aspx?pageID=71>

**Status**

The joint programme still shows important delays in the implementation and disbursement of funds with only 41% delivery rate after more than two years of implementation (however the delivery rate against planned activities and received budget is 75%, which is – considering the slow start and the revolution – an achievement. The joint programme underwent in our view a very constructive midterm review process that provided good recommendations to reinforce some of the weakest elements in the programme implementation and put forward a serious of recommendations to reinforce the synergies among programme components and the ownership of interventions and achievements by local authorities and communities.



**Main Achievements:**  
*(by expected outcomes)*

Despite the political instability of the country earlier in the year, the programme has made important progress towards the achievement of the expected outputs with the finalization of the Tourism Master Plan, the almost finalized strategic management plans for environment, culture and tourism, the creation of 67 new job opportunities and the creation/upgrading of 85 small medium enterprises (SMEs) among others. In addition to the 300 women who are now being intensively trained on handicraft production (Embroidery, Palm rugs, handmade carpets, beads work....etc).

Does the JP incorporate gender considerations in its **tools/ activities/outputs/outcomes**? (example)

The programme is strongly supporting gender equality and empowerment of women by primarily targeting women living in Dahshour. Through Outcome 1 which aims at increasing employment especially of youth and women in heritage arts, crafts, tourism and creative industries it contributes to poverty alleviation and empowerment. Around 300 local women from different villages in Dahshour are engaged in intensive technical trainings on a variety of creative industries and handicrafts. In addition to training the programme aims at supporting these women to approach the market helping them to generate income. Through the programme the Micro-Credit Scheme and Business Development Services have distributed 71 loans, 29 of them are for women (40%)

In addition, the board of the Dahshour Local Economic Forum (LED Forum) which was created by the program has a balanced gender representation where three of the 7 members are women from the local community. The forum is the window through which the community is involved in the project management process. The scope of work for the forum includes cultural and economic development, the support of local enterprises, local industries, and tourism, as well as the protection of the environment. The Forum is expected to continue playing an important role within the community after the phase out of the project as it will be registered as a non- governmental organization.

**Observations**

**Paris Declaration**

**Leadership of national and local governmental institutions:**  
 There is strong national-ownership and interest. The government is represented in the project through national agencies, which work hand in hand with UN agencies.  
 Ensuring national ownership, good leadership and communication between partners has

	<p>improved coordination and the implementation process.</p> <p><b>Involvement of CSOs and citizens:</b> Civil society and local communities are involved in the implementation process, capacity building activities, awareness programs, training courses, micro-enterprise support and Business Development Services.</p> <p><b>Alignment and Harmonization:</b> The programme's strategic outputs such as master plans are to become governmental policy papers. Additionally, programme interventions are bridging and ensuring greater harmonization and coherence between the plans of the Supreme Council of Antiquities and the Ministry of Tourism. For instance; a master plan for two thirds of the Giza Plateau Pyramids in Cairo are being developed by the government (Giza and Sakkara sites), however the third and last part (Dahshour) will be done by the JP. Hence, the entire World Heritage Site have a single integrated master plan.</p> <p><b>Innovative elements in mutual accountability:</b></p>
<p><b>Delivering as One</b></p>	<p><b>Innovative elements in harmonization of procedures and managerial practices:</b></p> <p><b>Role of the RCO and synergies with other MDG-F JPs:</b> The importance of efforts led by the UN resident coordinator and his office to ensure the coordination of all MDG funded joint programmes with other ongoing joint programme in-country to maximize synergies and build on best practices.</p> <p><b>Inter-agency coordination:</b> It took some time to get the UN agencies and national partners to create momentum and start working together, this was not considered in the JP design and thus has affected the implementation rate. Some UN agencies that do not have a physical presence in the country face some challenges in implementations of their interventions.</p>
<p><b>Sustainability</b> (concrete actions and strategic partnerships)</p>	<p><b>Sustainability Plan in place?</b> The project has recently drafted -Exit Strategy and Sustainability Plan, this draft has been already distributed among stakeholders to collect comments for the final plan which is expected to be developed within 2 weeks.</p> <p>However, the programme's interventions are designed to be sustainable by nature; for instance the programme has adopted the Local Economic Development approach which enables the participation of the local community in the implementation of the different activities and consolidates their ownership. This guarantees the sustainability of the expected outcomes beyond the project lifetime. In terms of training, the identification and training of trainers from within the local community will ensure that the concepts of tourism and the skills required for tourism development and management rest within the local community.</p>
<p><b>Innovation and Scale-up</b></p>	
<p><b>External Factors and mitigation</b></p>	<p>The Egyptian revolution in January 2011 has impacted in the pace of implementation of this joint programme.</p>

<b>Communication and Advocacy</b>	<p><b>C&amp;A plan in place? Yes</b>  The Communications and Advocacy Strategy aims at accelerating the progress of the MDGs by increasing awareness and support for the Dahshour project both at the policy and general public level. It mainly targets: (1) implementing partners, stakeholders, local NGOs and government organizations; (2) local communities and the City Council of Dahshour; and (3) the general public.</p> <p>Since a significant proportion of the community of Dahshour is illiterate, audio-visual means of communication, such as a photo exhibition and a documentary will be used. Other means of communication tools include articles published in UN newsletter, coordinated with the other two MDG-F JPs, lectures at universities to raise awareness among students. Furthermore, the project will make optimal use of existing means of communication such as Teamworks, mailing lists and the website.</p>	
<b>M&amp;E</b>	<p>The monitoring evaluation aspect of the joint programme was weak and the mid-term review provided useful recommendations as to the aspects that needed improvement. For example, at the outcome level, there are very little impact indicators. In Outcome 1 are there a few impact indicators relating to employment, although it remains unclear on how they will be measured. In Outcome 2, there are no impact indicators despite the fact that there is an expectation of impact among the stakeholders.</p> <p>The Management team has undertaken a workshop to, among other; update the M&amp;E framework. During this exercise, the experiences of UNDP were utilized to develop an updated M&amp;E framework. The developed framework was distributed and eventually approved by implementing partners and concerned stakeholders.</p>	
<b>Missions from MDG-F Secretariat:</b>	<b>Date:</b> 3-7 June 2008 September 2011	<b>Members:</b> Sophie De Caen and Sara Ferrer Olivella Sophie De Caen
<b>Mid Term Evaluation:</b>	<b>Evaluator:</b> Eva Otero <b>Period:</b> November 2010- January 2011 <b>Link to final report and improvement plan</b>	