GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT

AND

THE UNITED NATIONS DEVELOPMENT PROGRAMME
AWARD: 00058428

PROJECT:
PARTICIPATORY STRATEGIC URBAN PLANNING FOR ALEXANDRIA CITY TILL 2032

UNDAF Outcome	Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved.
Expected CPAP Outcome	Decentralization policies formulated / reformed, adopted and implemented with improved capacity of institutions at the local level in participatory planning, resource management and service delivery.
Expected Output(s)/Annual Targets:	Strategic urban planning of Alexandria City in-use through established detailed projects and management mechanisms.
Implementing Partners:	Ministry of Housing, Utilities and Urban Development (General Organization for Physical Planning- GOPP).
Responsible Parties:	GOPP, UNDP.

Programme Period: 2009-2012

Programme Component: Democratic Governance

Project Title: Participatory strategic urban planning for Alexandria City

Duration: 3 years (Jul 2009 - June 2012)

Management Arrangement: National Execution

Total Budget: US$ 5,000,000

Allocated resources:
- Government   US$ 4,700,000
- Regular   US$ 300,000

Brief Description

The expected outputs of the project are as follows:

A Strategic Urban Plan for Alexandria City to provide the road map that will guide development in the city till year 2032, reflecting the Governorate's vision and goals. The SUP will function as a specific instrument of management to encourage citizen participation in decision-making regarding city development. Through the implementation of the SUP process, the Project will establish partnerships especially created for designing and managing sustainable projects for Alexandria.

Improved capabilities of the Regional Center and Local Partners, including training programmes for administrators and civic officials at departments and districts' levels, and for all other key actors, as appropriate, to enhance leadership qualities and promote the efficient plan implementation and management.

An Urban Management Strategy and Guidelines to ensure a sustainable long-term city development through the implementation of a sound efficient management framework. This framework will include a capital investment plan, a private-public, business and economic forums to exchange management know-how and experience, a developed information systems for city management, and a community-based M&E system.
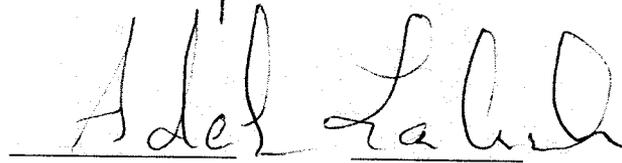
Agreed by:	Signature:	Date:

Dr. Mostafa Kamal Madbouly
Chairman, General Organization
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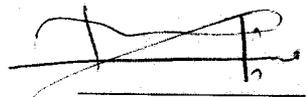Ministry of Housing, Utilities & Urban Development
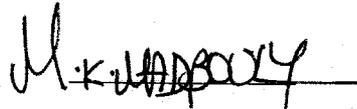
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H.E. General Adel Labeeb
Governor of Alexandria

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H.E. Ambassador Bassem Khalil
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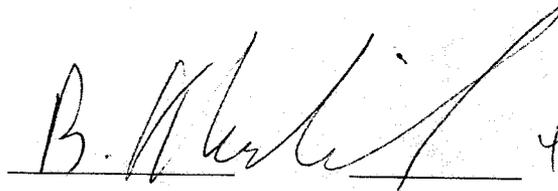
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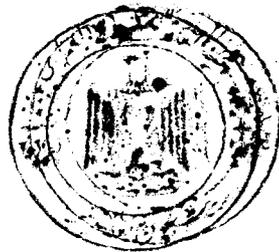Country Director
United Nations Development Program (UNDP)

(signature) 18/10/2009

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Acronyms and Abbreviations

AWP	Annual Work Plan
AG	Alexandria Governorate
ASRO	Arab States Regional Office
CD	Capacity Development
CP	Country Programme
EC	Executive Committee
ALEX MED	The Alexandria and Mediterranean Research Center
GIS	Geographic Information Systems
GMS	General Management Support
GoE	Government of Egypt
GOPP	General Organization for Physical Planning
GSP	Governorate Strategic Plan
HDI	Human Development Index
HQ	Headquarters
IMS	Information Management Strategy
IMP	Information Management Policies
ISS	Implementation Support Service
JMC	Joint Management Committee
LA	Local Authority
LAC	Latin American Countries
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MHUUD	Ministry of Housing, Utilities & Urban Development
MOFA	Ministry of Foreign Affairs
MYFF	Multi Year Funding Framework
NEX	National Execution
OUDA	Operational Unit for Development Assistance
PM	Project Manager
RC /RPPC	Regional Center /Regional Physical Planning Center
SRP	Strategic Regional Plan
SUP	Strategic Urban Plan
TOR	Terms of Reference
UNIFEM	United Nation Development Fund for Women
UNDP	United Nations Development Programme
VAW	Violence Against Women
WB	World Bank
w/g	Working Group

I. __BACKGROUND__

Since its establishment on the Mediterranean by Alexander the Great in 331 BC, Alexandria was always the gateway to Egypt and the point of contact with other civilization, especially those of the Mediterranean. From its foundational narratives to contemporary literature, Alexandria has been imagined as a cosmopolis, an urban space where people and cultures come into contact.

During the last few decades, there was an evident shift in Alexandria image due to its rapid urbanization and the continuous gravitation of the rural population towards the city: the urban population has more than tripled since 1950, amounting to 4 million in 2006 and could reach more than 5.5 million by 2032[1]. This urban expansion presents new challenges for the city especially in terms of planning. Uncontrolled urban growth has generated serious environmental problems, increasing social segmentation and poverty. This accelerated growth poses new challenges to the local authorities, especially in the field of city management and the promotion of socioeconomic development. These problems, coupled with a lack of land use plans and regulations, have pushed to the limit the capacity of the city to provide services such as transportation, housing, energy and security. Despite the major challenges facing the city's development, Alexandria has important competitive regional and national advantages including the following:

□ Two of Egypt's leading ports that handle some 60% of the country's imports and 47% of exports and two international airports,

□ Unique archeological and cultural heritage assets, such as Greco-roman antiquities, Turkish and European architecture, and the reconstruction of Bibliotheca Alexandrina, which attracts alone one million visitors every year,

□ A diverse industrial sector (40% of Egypt's industrial investments), employing about 30% of the local labor force in the Governorate, and

□ the ability to further diversify its economic base in sectors with great but yet untapped potential, such as tourism, information and communications technology, research and development (R&D), and the services sector.

The New Building Law (Law 119/2008) now places strategic urban planning into a stronger position than before and the requirement for physical planning manuals is being formalized by making the manuals attachments to the By-laws of Law 119/2008. The General Organization for Physical Planning (GOPP) as a division of the Ministry of Housing, Utilities and Urban Development (MHUUD) has the following main responsibilities:

□ GOPP HQ is to prepare a national development vision, Regional Strategic Plans (for the Economic Regions), and Governorate Plans.

□ GOPP's RPPCs are to prepare SUPs for cities and villages using private consulting firms.

□ GOPP's RPPC's are to supervise the preparation of detailed plans by LAs. GOPP is building the capacities of local governments and consulting firms.

□ Build capacity to make GOPP a best-practice organization with respect to all levels of spatial planning.

UNDP began assisting GOPP in 1986 when it was establishing the GOPP Regional Center in Ismailia for the Suez Canal Economic Region (GOPP RPPC 3) through project EGY/86/016. Based on the success of this first RPPC, and in accordance with the National trend towards decentralization of spatial planning, GOPP established the Alexandria Regional Center in order to be closer to the beneficiaries of the spatial planning, as well as improving the way that physical plans are prepared, implemented and followed up. In addition, UNDP has been supporting GOPP in several other Projects such as the preparation of the "Strategic Urban Development Plan for Greater Cairo Region", "Development of Regional Physical Planning Centers (Decentralized Planning Participation and Partnership DP3)", "Strategic Development Plan of Southern Egypt", and "Participatory National, Regional and Governorate Strategic Planning for Balanced Spatial Development SPaD".

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[1] Alexandria's population was around 370,000 in 1907 and took 30 years to double to 711,000 by 1937. The next doubling took only 23 years (1.5 million in 1960). The population has sharply increased again to about 4 million 46 years later (2006).

This Project Document addresses the need for a new UNDP and GOPP collaboration to build on the previous successful projects, and to support Alexandria RC in the preparation of a comprehensive management and strategic urban planning schemes that are urgently needed for the city development and welfare. It will support the process of SUP preparation, building capacities of technical staff and decision makers in planning the implementation and follow-up, enhancing participatory mechanisms at the local level, and establishing a comprehensive city management framework.

II. SITUATION ANALYSIS

Although the managers of human settlements face many common challenges, those responsible for the management and development of metropolitan areas and large cities face unique problems caused by the size and complexity of their tasks and responsibilities. Among the characteristics of large cities that require special skills are increasing global competitiveness; their culturally diverse populations; large concentrations of urban poverty; extensive infrastructure networks and transport and communications systems; their strategic role in national, regional and international production and consumption patterns; economic development, trade and finance; and their potential for severe environmental degradation.

Alexandria is no different in that matter, it faces the same problems of large cities, and the significant growth and densification of its urban fabric is imposing an increasing burden on the city management in the form of widespread illegal subdivision of land and construction of properties, illegal unplanned development manifested in the form of squatter settlements characterized by limited access to infrastructure and municipal service and the increased air and water pollution causing deterioration of the environment. In addition, Alexandria is prone to the serious problem of increased sea level rise as a result of the global climate change. An assessment of the vulnerability of Alexandria, the most important economic and historic centre along the Mediterranean coast (the cities of Alexandria, Rosetta and Port Said) suggests that, with a sea-level rise of 50 cm, more than 2 million people would have to abandon their homes, 214,000 jobs would be lost, and the cost in lost property value and tourism income would be over US $35 billion, which does not include the immeasurable loss of world famous historic, cultural and archaeological sites.

The socioeconomic condition of Alexandria City is characterized by the following:
- It produces around 40% of the total economic national product
- Produces approximately 30.5 billion E.P. (8% of the national GDP)
- 60% of its residents are below the poverty line
- 1.3 million of its inhabitants are living in slums
- Its average yearly income is 890 E.P.per capita

Alexandria Governorate faces the challenge of creating more jobs to meet a rapidly increasing demand. The estimated number of jobs that needs to be created each year at minimum is 40,000 jobs to absorb new entrants in the labor market. In addition, Alexandria experiences a large influx of workers commuting daily from adjacent Beheira and Matrouh Governorates, which have higher unemployment rates.

Since the beginning of the twentieth century, Alexandria had four development plans, McLean's (1921), the General Plan (1985), the Comprehensive Plan till 2005 and the General Plan till 2017. As far as the sectors of urban and spatial planning are concerned, the traditional planning approach adopted by those plans is not suitable anymore to meet the city challenges. Centralized, expert-driven, inadequate to tackle global and local challenges that the city is facing today, this conventional planning system cannot give proper and qualitative responses to rapid changes taking place in Alexandria. It does not address the city priorities and cannot guarantee a sustainable development.

Acknowledging those needs, Alexandria Governorate adopted several development and sectoral projects, aiming at improving one or several of the city's development aspects. Alexandria City Development Strategy (CDS), Mariout development projects, City's western development schemes, and ALEX MED activities are all some of the recent initiatives aiming at improving the living conditions and built environment. Through the adoption of this Project (Participatory Strategic Urban Planning for Alexandria City till 2032), Alexandria will take advantage of its competitive endowments, better manages its local assets, removes constraints to private sector-led growth, while ensuring the socio-economic integration of

the poor and the marginalized. It will address the need for adapting to international standards and principles in SUP and management and ensuring that the key actors involved in defining, training and implementing planning are familiar with the new concept of inclusive, strategic and action-oriented planning so as to anchor its principles.

A major constraint to the rapid introduction and implementation of these new approaches in Alexandria - as well as other Egyptian cities - is the relative lack of qualified human resources with operational experience in the above areas of work. This applies to all Governorate entities, the private sector, academia and NGOs. This gap has been recognized by GOPP and several meetings have been held into its HQ to discuss ways and means to strengthen sector capacities, primarily through linking practitioners who have been involved in the development of these new approaches in Egypt and the introduction of several capacity building programmes at the local, regional and national levels. This Project will also build on the lessons learned from the ongoing Project "Strategic Urban Development Plan for Greater Cairo Region" in an attempt to benefit from SUP preparation and implementation experience in similar large agglomerations.

III. PROJECT STRATEGY

The project strategy is based on the following four pillars:

1. Building on International best practices and local experiences

One reason why planning approaches are changing is because governance and societies have changed. Strategic plans have to be negotiated with a range of public and private bodies if they are to be implemented. New techniques and tools are to be introduced, and it is believed that learning from other countries and pilot cases is part of this challenge.

This project seeks to identify both good practice and traps to avoid, in order to produce an innovative and well-adapted framework for SUP and long term city management implementation in Alexandria. This will be primarily achieved through exchanging experience and learning lessons from selected cities within the UNDP network but will also draw in expertise from other cities and international organizations (e.g. south-south cooperation, international planning associations, etc...). The result of such action will also produce and disseminate 'transferable knowledge' that can be used and adapted by other Egyptian cities as a framework to support practical city management solutions.

In addition, experiences and practices from other National similar projects present an opportunity to build on successful actions, and to avoid failures. The Project will benefit from the lessons learned from the different GOPP/UNDP projects (D3P, SpaD, Strategic Development Plan of Southern Egypt, etc..), with special emphasis to the currently implemented GOPP/UNDP Project "Strategic Urban Development Plan for Greater Cairo Region", regarding the following issues:

- □ The need for diversifying participatory techniques and inclusion of new methods that could ensure better inclusion of different stakeholders and marginal groups.
- □ When information gathering shifts from formal interviewing and writing which uses the verbal skills, to participatory mapping, diagrams, photography, which use visual skills, complex issues and relationships can be represented more simply, individuals with less literate skills may participate equally, collective knowledge, and memory are all stimulated.
- □ Thematic workgroups could assist in splitting complex issues and in facilitating the process of sectoral diagnosis and planning. The Project will benefit from the thematic classifications adopted by the Greater Cairo Project and will create more themes that respond to the specific issues and urgent needs of Alexandria City.

2. Participatory Appraisal

The adopted participatory strategic planning process is a consensus-building approach that helps the community to collaborate in formulating a vision and actions for the city development. The community engagement in the SUP creates the sense of ownership, encourages community based analysis of problems and assets, and eventually leads to creative solutions and interventions.

The New Building Law (Law 119/2008) now places participation in plan preparation as an important prerequisite for plan approval. The SUP for Alexandria City will be based on a participation/consultation programme that strengthens public/private partnerships and leads to community involvement in the decision making processes. The Project's participation programme will include focus group discussions, institutional mapping, sectoral working groups, seminars and workshops. It will also include participatory GIS and web-based communications and feedbacks.

The participatory techniques will work on expanding partnerships and cooperation with different institutions and stakeholders. It will also build on the on-going related projects such as the "Strategic National Development Support Project (SNDSP)[2]". A special partnership in the field of disaster management and protecting the City against the possible sea level rise will be emphasized through the collaboration with the Information and Decision Support Centre - IDSC/UNDP's "Disaster Reduction Programme", as well as UNDP/Egyptian Shore Protection Authority Project: "Adaptation to Climate Change in the Nile Delta through Integrated Coastal Zone Management".

3. Capacity Development

The UNDP Strategic Plan 2008–2011 positions capacity development as the organization's core service to programme countries. In placing CD at the heart of its mandate and functions, UNDP is responding to growing demand for support at national and sub-national levels. In response to UNDP's support to capacity development and its rigorous research on and analysis of its theory, methodology and practice, this Project considers CD as a major component of the city development strategy and a firm foundation for an effective plan implementation.

The Project will adopt the basic principles and approaches of UNDP CD, and will start by evaluating existing capacities and then will support local and national efforts to extend and retain them. This is a process of transformation from the inside, based on nationally determined priorities, policies and desired results. CD implementation in Alexandria will adhere to the following five steps – as proposed by the UNDP approach to CD[3]:

- ☐ Engage stakeholders on capacity development;
- ☐ Assess capacity assets and needs;
- ☐ Formulate a capacity development response;
- ☐ Implement a capacity development response;
- ☐ Evaluate capacity development.

Capacity development programmes will targets the following groups:

Alexandria RC staff will receive both formal training and on-the-job training on using the SUP guidelines and the monitoring and evaluation procedures that are encompassed within the guidelines. The project will build staff capacity in information management systems (database, GIS, land information systems, etc..)

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[2] UN-HABITAT is supporting GOPP and the Ministry of Local Development in preparing strategic urban plans for villages and cities in a decentralized and integrated approach to address urban development and land management issues as well as identify urgent socio-economic and environmental actions. The complementarities between the revision of local administration to deepen decentralization and GOPP knowledge infrastructure, tested participatory and subsidiary approaches will strengthen both programmes and improve a natural partnership.

[3] Capacity Development Group, 2009. *Supporting Capacity Development: The UNDP Approach*, Bureau for Development Policy, United Nations Development Programme, New York.

and networking. Senior levels of Alexandria RC staff will receive mentoring and networking-based capacity development through their interactions with international expertise that will be brought in to assist with the preparation of a comprehensive urban management system.

The local authority, through its planning departments, will provide support to enable the fulfillment of statutory roles in decentralized urban management and plan implementation. Logistical support will be provided, to build, and strengthen capacities in strategic planning. The capacity development component will strengthen partnerships between GOPP and local lead agencies in Alexandria, strengthening resource mobilization and networking; and strengthening urban and financial management. Considerable efforts will also be needed to guide the LAs on how to manage consultants and consulting firms who are charged with preparation of detailed plans.

The Project will also support urban development *institutions and stakeholders* and will support cross-cutting activities that aim at strengthening SUP implementation mechanisms. A further dimension of capacity development is that of stimulating debate within the planning profession. GOPP's mandate includes a leadership role in physical planning in Egypt, so each GOPP project should present its achievements and challenges at professional seminars (or organize seminars as project activities), both as a means of gaining additional input that may improve project impact and also as a means of disseminating knowledge gained to a wide selection of relevant stakeholders.

4. Monitoring and Evaluation

A monitoring and evaluation scheme is critical for assessing the effectiveness of SUP implementation. The focus is on a learning approach that uses achievements and problems for better decision-making and accountability. The Project will implement the M&E system – produced by GOPP- in order to assist Alexandria RC staff, LAs, primary stakeholders and the local community learn together in order to improve their development interventions on a continual basis.

The Strategic Urban Planning Guidelines that were prepared by GOPP contain a section on monitoring and evaluation, plus separate, more detailed, Monitoring and Evaluation Guidelines and a set of M&E tools. In addition, a community-based M&E will be introduced to assure the continuous community involvement in development and city management.

IV. Description of Project Activities

The three-year project (2009-2012) will (a) produce a Strategic Urban Plan for Alexandria City using participatory approaches, (b) consolidate and improve capabilities of the Regional Center and related Local Planning Departments through capacity building and network updating; and (c) prepare an urban management strategy and guidelines including a monitoring and evaluation mechanism and terms of reference for specific action and detailed plans. Figure 1, hereunder illustrates the relationship of the intended outcome and the project outputs and activities:

Figure 1: Project Overview

	An Improved Livelihood and Urban Environment for Alexandria City
Outcome	

	A A Strategic Urban Plan for Alexandria City Produced	**B** Capabilities of the Regional Center and Local Partners Improved	**C** An Urban Management Strategy and Guidelines Produced
Outputs			

Activities

A1: Consolidate and refine information on city profile, partnerships and SUP methodologies.
- Hold start-up workshops and formulate working groups to motivate stakeholders' involvement
- Update city profile
- Consolidate SUP methodologies

A2: Formulate a city development mission statement, vision and goals
- Hold workshops to agree on profile & vision and develop long and short-term objectives and priorities.

A3: Prepare the strategic urban plan for Alexandria City
- Formulate development sectoral strategies, objectives and priorities
- Prepare the SUP for Alexandria City
- Prepare the landuse plan and Hayez delimitation
- Formulate detailed and action plans for selected priorities, including cost-recovery schemes and strategies.

A4: Prepare a pilot initiative in selected slum areas, based on UNIFEM-UNDP Safe Cities Project *(Safe Cities Free of Violence against Women and Girls)*
- Select Intervention sites
- Build capacity of local government to respond to safety and security issues and prevent VAW & G in slum dwellings and poor communities.
- Improve policies, legislation to respond to safety and security issues
- Increase awareness of local communities
- Improved local Infrastructure that incorporates practical measures to address community safety and security in urban spaces

B1: Consolidate RC and LA capabilities in SUP.

B2: Develop institutional and human resource capacities at local levels.

B3: Conduct multi-faceted capacity development interventions in:
- Local Economic Development
- Pro-poor governance approaches
- Gender and marginalized groups.
- Advocacy and communication
- Management of environmental threats such as possible sea level rise caused by global warming and its direct effect on Alexandria City.

B4: Connect Alexandria RC with the planning departments at the governorate level.

C1: Prepare a Capital Investment Plan for the City development.

C2: Formulate an Urban Management strategy and guidelines, including
- A Land administration mechanism.
- local capacity building in technical, institutional, policy and legal aspects of urban management
- Effective community engagement in urban management
- A management strategy responsive to the threats from the possible sea level rise and its disastrous effects on the City.
- Improving environmental quality and health
- Efficient transport system, including real time surveillance systems.
- Emergency preparedness planning

C3: Prepare TOR for priority projects and detailed plans.

C4: Pilot the follow-up, monitoring and evaluation programme for the SUP.

Output A: A Strategic Urban Plan for Alexandria City Produced

The strategic urban plan for Alexandria City is urgently needed. It will provide the road map that will guide development in the city till year 2032, reflecting the Governorate's vision and goals. The SUP will function as a specific instrument of management to encourage citizen participation in decision-making regarding city development. Through the implementation of the SUP process, the Project will establish partnerships especially created for designing and managing sustainable projects for Alexandria. The local authority will be primarily responsible for fostering opportunities for civil society participation, and for achieving consensus about policies and interventions. The SUP preparation will include the following activities:

A1. Consolidate and refine information on city profile, partnerships and SUP methodologies.
GOPP and AG have previously prepared an analytical study on the present situation of the city, including detailed sectoral studies and an analysis of city's strength, weakness, opportunities and threats. This study will be updated, and consolidated with other previous studies (e.g. WB, ALEX MED, etc...). In addition, a review of stakeholders will be conducted in order to ensure city-wide public participation and involvement and a direct partnership in a sustainable plan implementation and city development.

GOPP prepared and adopted a flexible SUP methodology and guidelines applicable to different urban situations. This methodology will be adapted and tailored to the unique case of Alexandria City in order to establish the framework for planning the large city with special emphasis to its socio-economic and environmental important issues. The first step preparation will include the establishment of specialized working groups including key stakeholders related to each specific subject/sector, such as transportation, infrastructure, land use and ownership, environment, socio-economic aspects, housing and informal settlements. Each working group will be headed by a technical coordinator who would be responsible for delivering the final report of the main outcomes of the working group.

A2. Formulate a city development mission statement, vision and goals
This activity will start with an assets workshop as an important first step for prioritizing development opportunities and determining the city's capacity for development. It is a stage where the most prominent resources are identified and highlighted. The visioning process will explore what is possible and desirable to do with the city assets. In this step the purpose is to develop common general and sectoral visions of what the stakeholders would like the city to become. It will define directions and goals, promotes interest and commitment, and encourages openness to unique and creative solutions for the city issues.

the Project will provide international expertise in that respect through hiring a short term international expert(s) who would be responsible for presenting the international best practices in preparing strategic urban development plans and future vision. In addition, the international consultants will contribute to the coordination and moderation of the specialized workshops and the national seminar that would be conducted for developing the future vision. A final report would be prepared by the international expert(s) documenting the future vision of Alexandria City together with proposing the main strategic lines to realize this vision.

A3. Prepare the strategic urban plan for Alexandria City
Based on the outputs of the previous two activities, in-depth sectoral and cross-cutting studies are identified and prepared through the specialized workgroups. Special emphasis will be given to critical issues such as the environmental problems posed by sea level rise and global warming, transportation efficiency and urban expansions. Those studies will make up the base for several strategic themes that will be discussed through workshops, and presented to the public through media and the Project website.

When the individual focal thematic strategies have been prepared, a larger session will be held to analyze their integration and combined impact. This session will include all consultants and experts involved in the preparation of the individual strategies. Any inconsistencies or conflicts between individual strategies will be identified and dealt with, so that the result is a realistic and implement able set of strategic action areas.

The proposed strategies/strategic actions will also be spatially allocated on maps, which will facilitate the study of spatial distribution and relationship between strategies, and therefore giving a better understanding of how the different selected strategies could be linked together. The agreed upon themes will be detailed to include long and short term objectives, intervention strategic scenarios, projects and priority actions. As a parallel activity, the geographic database of the city will also be developed and populated.

A4: Prepare a pilot initiative in selected slum areas, based on UNIFEM-UNDP Safe Cities Project (Safe Cities Free of Violence against Women and Girls)

Safety, security and violence in urban settings have become the main issues in large cities, affecting the quality of life of all its inhabitants. In recent years, and based on several reports including human development reports showing deterioration in the quality of life in urban neighborhoods in the large Egyptian cities, the Egyptian Government showed interest to develop these areas and upgrade them. According to Alexandria Governorate's Information Center, the total number of slums and squatters in Alexandria City in 2008 is 30, with a population of about 1.6 million. Most of those areas could be perceived as centers of urban decay, deprivation and locations for increased violence against women, girls and children. In overall slum areas pose a huge burden on the overall city safety, infrastructure and social cohesion.

In its 2008-2011 corporate Strategic Plan, UNIFEM committed to deliver a 'Safe Cities' global model inspired by the UNIFEM LAC experience, which has been tested and proven through an impact evaluation. In addition, the UNIFEM ASRO committed to start Safe City Interventions in a path to link the Global Program and come up with a Model that could be up scaled in the future. The notion of Safe Cities for women is a relatively new and innovative approach put into practice by women's and grassroots groups in various sites across the world.

The aim of this activity is to upgrade deprived neighborhoods and slum areas on a socio-physical basis, through strategic planning, and to develop an action plan for these sites in addition to other detailed feasibility studies through collaborating with all interested partners including civil society, local governments as well as research institutions. The Project will contribute to this activity through:

- Selecting Intervention sites
- Building capacity of local government to respond to safety and security issues and prevent VAW & G in slum dwellings and poor communities.
- Improving policies, legislation to respond to safety and security issues
- Increasing awareness of local communities
- Improving local Infrastructure that incorporates practical measures to address community safety and security in urban spaces

Output B: Capabilities of the Regional Center and Local Partners Improved

Both the Alexandria RC and LA staff need to improve their practice in the preparation, management and implementation of the city development. The Project support will include training programmes for administrators and civic officials at departments and districts levels, and for all other key actors, as appropriate, to enhance leadership qualities and promote the efficient plan implementation and management. The capacity development will include the following activities:

B1.   Consolidate RC and LA capabilities in SUP.

GOPP has produced SUP guidelines and several case studies and pilot projects. It has also offered some training to Alexandria RC. The Project will build on the previous efforts and will undertake a set of additional training and on-the-job training in order to consolidate the use of the new SUP methodologies and technologies, and to provide a guided practical demonstration of the methodology in action.

The Project will also provide training and practical materials regarding the development of a project management system, in order to enhance the staff capability in organizing, planning and implementing planning and administrative activities. In addition, the Project will provide the learning materials and expertise necessary for conducting training programmes aimed at RC and LA staff to increase awareness of IT importance in urban planning and decision-making processes

B2. Develop institutional and human resource capacities at local levels.
Institutional and human resource capacities are a major component of a successful plan implementation and city management. GOPP previous assessment of LAs concluded that there is a lack of capacities and preparedness in LA planning departments to undertake the new SUP implementation.

The role of the Project is to ensure that the planning departments in Alexandria are aware of their responsibilities in that matter, and are institutionally well prepared to carry out a holistic city development. This will be achieved through the following activities:

- Conducting an institutional analysis regarding urban management mechanisms and staff.
- Assessing local government expenditure regarding development implementation and the delivery of public services
- Reviewing and revising, as appropriate, mechanisms to increase local autonomy and participation in decision-making, implementation, and resource mobilization and use, especially with respect to human, technical and financial resources and local enterprise development
- Liaising with the local authority for the establishment and operation of an appropriate regulatory framework for conducting productive business.

The outputs and recommendations from the institutional and human resource analysis will be presented in a seminar to the city leaders, stakeholders and decision makers.

B3. Conduct multi-faceted capacity development interventions
As a component of building the staff and stakeholders capacities in preparing and implementing city plans and development, the Project will provide on-the-job training on specific themes that are imperative to the strategic planning. Each theme will be presented in a separate workshop and will include:

- Local Economic Development
- Pro-poor governance approaches
- Gender and marginalized groups.
- Advocacy and communication
- Management of environmental threats such as possible sea level rise caused by global warming and its direct effect on Alexandria City.

The Project will seek the involvement of national and international expertise to expose the trainees to new trends in the matter, best practices and lessons learned.

B4. Connect Alexandria RC with the planning departments at the governorate level.
GOPP has developed a comprehensive set of Information Management Policies (IMP). It has a long term objective to have all planning departments throughout Egypt working digitally and connected to the RCs. The Project will assist in that effort by establishing a trial connection with selected departments in AG. This will include collaboration with AG officials in preparing the necessary infrastructure and the preparation of a training programme for LA and RC staff on how to manage and run the network. By the end of the Project, a complete full and effective data transfer and management protocols between local planning department(s) and RC will be established and running, in order to facilitate data flow, information sharing and collaborative database management.

Output C: An Urban Management Strategy and Guidelines Produced
SUP is widely accepted as a component of an urban management tool. The purpose of the project is to ensure a sustainable long-term city development through the implementation of a sound efficient management framework. This framework will include a capital investment plan, a private-public, business and economic forums to exchange management know-how and experience, a developed information systems for city management, and a community-based M&E system.

The Project will ensure the proper inclusion of essential urban management components such as infrastructure and services development, a management strategy responsive to the threats from the possible sea level rise and its disastrous effects on the City, amelioration of the urban environment, protection of the cultural heritage, socially inclusive safe city, and the promotion of a vibrant economic development and employment opportunities. The production of an urban management strategy will include the following activities:

C1.   Prepare a Capital Investment Plan (CIP) for the City development.
The capital programs will be formulated to meet the forecasted needs for the next five-year horizon, based on the assessment of the present status of services and the city's future requirements reflected in the SUP. The City Capital Investment Plan (CIP) will determine priority investments depending on the gap analysis carried out by the sectoral workgroups. The scheduling or phasing of the CIP will also be based on the choice of specific themes or priorities, with specific focus on the upgrading of services and infrastructure, which would help the city to leverage upon its strength for boosting economic development.

The activities related to the preparation of the CIP will include revision of the logical framework, project priorities, and budgetary alternatives and opportunities. It will also include reviewing potential and current resources.

C2   Formulate an Urban Management strategy and guidelines
The high rate of urban growth in Alexandria City increases the challenge of monitoring land use changes in order to support decision making processes.   Planning for urban sustainability will require efficient mechanisms and data management about the urban development and landuse. The Project will produce an urban management strategy, guidelines and tools to assist LA to carry out development efforts, and to backup Alexandria RC for better M&E application.

The proposed city development website will host SUP documents, city news, initiatives and forums. It will assist stakeholders to participate in development efforts and will inform LA and RC staff on how successfully their actions are appreciated by the community. The website will also include an interactive information system (& GIS) to promote investment opportunities and encourage investors, NGOs and local associations to adopt development initiatives.

The urban management will be facilitated by an urban information system that is based on the city GIS, as well as a powerful networking within LA departments and Alexandria RC. The information system will include a land administration tool, aiming at facilitating transparent data flow regarding land ownerships, values, landuse and regulations. The design and implementation of the system will be carried out using IT, GIS & management experience of national and international experts.

The Project will ensure effective community engagement in urban management through workshops and local capacity building in technical, institutional, policy and legal aspects of urban management.

C3.   Prepare TOR for priority projects and detailed plans.
Based on the gained experience in the preparation of the pilot action and detailed plans, the Project will develop a TOR and guidelines to be used by the GOPP experts and consultancy offices. The TOR/Guidelines will include detailing the process and a comprehensive presentation of the required tools and techniques.

C4.   Pilot the follow-up, monitoring and evaluation programme for the SUP.
Since Egypt has embarked on a large scale programme of planning in both villages and urban settlements, there is a perceived need to see the long term maintenance of subsequent programmes to provide detailed plans, and to review and update the strategic plans.

The SUP guidelines include a requirement for monitoring and evaluation. In addition, it is now a requirement under the executive regulations of Building Law No. 119/2008 that M&E of plans must be undertaken. GOPP has produced M&E guidelines and an M&E toolbox, both available electronically on the GOPP website. The guidelines encompass GOPP's monitoring and that by local authorities for various levels of plans.

The Project will adopt the M&E tools and guidelines in the Alexandria SUP implementation, prepare an annual City-state report, consolidate development indicators, and provide training on M&E tools, techniques and concepts for LA and RC.

In addition, the Project will support a community-enabled M&E system, in order to fill the gap that exists regarding sharing knowledge and experiences among the local community, and to ensure that the community involvement moves in tandem with all ongoing governmental M&E programmes. This will include piloting city level monitoring of local government's adherence to plan by training and awareness raising among civil society organizations, and preparing a Community Monitoring Framework Toolkit in Arabic and English and published in several forms (printout documents, digital formats, web-based presentation, etc..). The lessons learned from Alexandria SUP preparation and development of city management mechanisms will be published and disseminated at the national, regional and local levels.

The Role of GOPP in the Project

GOPP will appoint from within its staff the following at no cost of the project: The Project Manager, Senior Accountant; senior engineers for the working groups, provide premises, and the bulk of finance for the project.

Financing of the project will be on a cost-sharing basis with contributions from the Ministry of Housing, Utilities and Urban Development, both directly to the project and via the allocated budgets to the Alexandria Regional Center. GOPP will also seek technical and financial support from the local community and authorities.

The Role of UNDP in the Project

The achievement of national targets and the Millenium Development Goals hinges on the capacities of individuals, institutions and societies to transform and to attain their development objectives. The UNDP Strategic Plan 2008 – 2011 positions capacity development as the core contribution of the organization to development. In this project The role of UNDP will be :

- **Support Policy development** through Engagement of Stakeholders in the strategic urban planning process. This will be achieved through mapping of key partners and the facilitation of multi-stakeholder processes and dialogues
- **Enhance Knowledge Management** through co-operation with other public agencies is being as the full value of GIS technology rests firmly on the sharing of information among producers, users and consumers. This includes the joint development of protocols for data exchange, meta-database development, and willingness to make available existing data on reasonable terms. The benefits of information sharing far outweigh the costs of withholding important data and of maintaining it in proprietary formats.
- **Facilitate the Mobilization of International Expertise and Comparative Experiences**: UNDP will have an important role in facilitating the exchange of international experience to enable GOPP to examine best practices in the field of physical planning and urban management at the urban level.
- **Strengthen Monitoring and Evaluation:** UNDP is strongly supporting GOPP's pioneering efforts for community involvement in the evaluation of government programmes – in this case to see if the new Strategic Planning methodologies are delivering the community benefits anticipated. The plans are formulated with the participation of community and private interests. Will implementation proceed in line with the plans? That is the fundamental question that needs to be answered by this component.
- **Support the Development of a Communications Strategy** to ensure the visibility of project achievements and wide interpretation to 'stakeholders' in the planning process. At the urban level this entails communication with a variety of local community organizations and the private sector, not just the government officials and consultants involved in the plan preparation. In large cities, such as Alexandria, the stakeholders could be multiple branches of government, not just the planning bodies.
- **Support Capacity Development** through advocacy and advice; methods and tools; knowledge services; programme support and partnerships.

V. PARTNERSHIP STRATEGY

A partnership strategy that has worked successfully previously will be employed, namely a project co-designed by GOPP and UNDP, with financial and technical inputs from the two partners. This project has strategic collaborative relations with Alexandria Governorate and the Ministry of Local Development (the main beneficiaries of the project) and the Urban Observatory Unit of GOPP.

The project will establish participative strategic planning processes that enhance interaction between government, private institutions and the business community. It will implement several pilot planning projects to encourage involvement and create trust between stakeholders. The partnership will be enhanced through and engagement process that includes the implementation of an urban management strategy and a community-based monitoring and evaluation system. It is expected that this process will enhance citizens' leadership to ensure the city develops a strong, vibrant and responsive community-based sector.

The project will provide training to selected Local Authorities' Planning and administration Units in order to enhance their capacities in conducting participatory strategic planning and in enhancing public-private partnerships.

VI. RISK ANALYSIS

As outlined in the attached Risk Log, there are three risks. The financial risk relates to the impact of the global financial crisis, which could reduce the budget allocations for all ministries and consequently leave this project with insufficient funds to proceed. This is not thought likely because the government is strongly behind this project because Alexandria City is in pressing need for the implementation of comprehensive strategic planning and management scheme to proceed successfully towards 2032. Minor reductions in budget can be overcome by seeking additional parallel financing.

An operational risk rests with the governmental salary structure. The Project will provide advanced training and implementation experience to the Alexandria RC and LA staff. After the project ends, there is a high probability of loosing trained staff because the government rules impose a salary structure that is not sufficient to retain good staff familiar with working with modern technology.

The third risk is strategic, as other government or local agencies may not cooperate with the transparency and participatory aspects of the project. Old ways of thinking and working can become more apparent during implementation. By a more frequent involvement of stakeholders in all key stages of project development and implementation the Project could overcome this issue.

VII. COMMUNICATION STRATEGY

Stakeholders are involved in working groups throughout the project so they develop hands-on knowledge of the new procedures. Wider stakeholder communication will be achieved by workshops to discuss and refine the proposed plan and management structures prepared by the experts. The project will develop and implement a communication strategy to ensure the visibility of its progress and achievements.

VIII. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:

Country Programme Outcome 3: Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved

CPAP/Project outcomes: Decentralization policies formulated / reformed,   adopted and implemented with improved capacity of institutions at the local level in participatory planning, resource management and service delivery..

Project Outcome: **An Improved Livelihood and Urban Environment for Alexandria City**

Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.

a- No. of cities/villages with regulated participatory urban/rural plans;
b- No. of slums and their inhabitants;
c- Upgrade in provision of basic services delivered at village and Markaz level;
d- Policies formulated supporting transfer of powers and decision making to lower levels

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Applicable MYFF Service Line:

Fostering Democratic Governance

Partnership Strategy

The project will establish participative strategic planning processes that enhance interaction between government, private institutions and the business community. It will implement several pilot planning projects to encourage involvement and create trust between stakeholders.

The partnership will be enhanced through and engagement process that includes the implementation of an urban management strategy and a community-based monitoring and evaluation system. It is expected that this process will enhance citizens' leadership to ensure the city develops a strong, vibrant and responsive community-based sector.

The project will provide training to selected Local Authorities' Planning and administration Units in order to enhance their capacities in conducting participatory strategic planning and in enhancing public-private partnerships.

Project title

Participatory Strategic Urban Planning for Alexandria City till 2032

ATLAS Award ID:

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/ Budget
A: A Strategic Urban Plan for Alexandria City Produced **_Baseline:_** 1- The current landuse plan and administrative boundaries of Alexandria city is outdated and don't meet the need for future growth. 2- The problem of uncontrolled population growth and encroachment of conurbations around the city is increasing. It currently presents a serious challenge to development and social prosperity. 3- Opportunities for urban development and growth exist but have not been incorporated into strategic planning. **_Output Indicator:_** ▪ A strategic plan for Alexandria city is prepared ▪ A new city boundary (Hayez) is delimited and implemented ▪ A socio-economic plan is activated	**_Target (Year 1):_** ▪ City profile is updated ▪ A long term vision and goals are formulated. **_Target (Year 2):_** ▪ Sectoral strategies are identified ▪ Objectives, priorities and interventions are selected ▪ GIS developed and populated. ▪ Final strategic plan is formulated, including landuse plan, new city boundary, and sectoral plans. ▪ Select "Safe City" intervention sites **_Target (Year 3):_** ▪ Three pilot priority projects (one action plan, two detailed plan) are formulated and implemented. ▪ Local Infrastructure as well as community safety and security improved in selected slum areas.	**Activity A1: Consolidate and refine information on city profile, partnerships and SUP methodologies** **_Sub-activities:_** **Year 1:** ▪ Hold start-up workshops and formulate working groups to motivate stakeholders' involvement ▪ Update city profile ▪ Consolidate SUP methodologies ▪ Hold seminar on city development and future prospect **Activity A2: Formulate a city development mission statement, vision and goals** **_Sub-activities:_** **Year 1:** ▪ Define city assets, strengths and anticipations. ▪ Hold workshops to agree on profile & vision ▪ Develop long and short-term objectives and priorities. **Activity A3: Prepare the strategic urban plan for Alexandria City till 2032** **_Sub-activities:_** **Year 2:** ▪ Define sectoral strategies, objectives and priorities. ▪ Formulate a City Strategy for development including actions, projects and priorities for intervention. ▪ Prepare a landuse plan ▪ Prepare a new city boundary (Hayez) ▪ Develop and populate city GIS	GOPP & Alexandria Regional Center _Partners:_ Alexandria Governorate, Relevant ministries and governmental institutions	$2,500,000 International consultant International travel Local consultancy/ company Supplies Equipment Meeting costs Printing costs Misc.

Year 3:
- Formulate detailed and action plans for selected priorities.

Activity A4: Prepare a pilot initiative in selected slum areas, based on UNIFEM-UNDP Safe Cities Project (Safe Cities Free of Violence against Women and Girls)

Sub-activities:

Year 2:
- Select Intervention sites
- Build capacity of local government to respond to safety and security issues and prevent VAW & G in slum dwellings and poor communities.

Year 3:
- Improve policies, legislation to respond to safety and security issues
- Increase awareness of local communities
- Improved local Infrastructure that incorporates practical measures to address community safety and security in urban spaces

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/ Budget
B: Capabilities of the Regional Center and Local Partners Improved				$900,000
Baseline: 1. Alexandria regional center is currently connected and networked with GOPP headquarters but the connection is not yet utilized. 2. Alexandria RC and local authority's staff are characterized by low capacity in working within computer-based networked environment, and lack experience in using corporate GIS techniques. 3. Low capacity at the local level in implementing SUP, monitoring or evaluating actions and plans. 4. Follow-up of plans is only on the financial aspects or economic plans **_Output Indicator:_** 1. Local staff capable of implementing and following up plans and actions. 3- A full network and data exchange system is running between Alexandria RC and the local planning authority	**_Target (Year 1):_** ■ Assessment of the institutional and budgetary mechanisms issues prepared and presented in a seminar. ■ Increase Capacities of RC and LA staff on SUP ■ A Project management system is prepared and running **_Target (Year 2):_** ■ Increase capacities of RC and LA staff on IT and intervention issues ■ Needs assessment report for networking between RC and LA is prepared **_Target (Year 3):_** ■ A framework for institutional and HR capacities in urban management and city development established and implemented by LA ■ Full and effective data transfer and	**Activity B1:** Consolidate Alexandria RC and LA capabilities in SUP **_Sub-activities:_** **Year 1:** ■ Conduct training courses for Alexandria RC and LA staff on SUP. ■ Establish a project management system, including staff training and practicing **Year 2:** ■ Prepare and conduct training programmes aimed at RC and LA staff to increase awareness of IT importance in urban planning and decision-making processes. **Activity B2:** Develop institutional and human resource capacities at local levels. **_Sub-activities:_** **Year 1:** ■ Conduct an institutional analysis regarding urban management mechanisms and staff. ■ Assess local government expenditure regarding development implementation and the delivery of public **Years 2,3:** ■ Review and revise, as appropriate, mechanisms to increase local autonomy and participation in decision-making, implementation, and resource mobilization and use, especially with respect to human, technical and financial resources and local enterprise development	GOPP & Alexandria Regional Center _Partners:_ Alexandria Governorate, Relevant ministries and governmental institutions	International consultant International travel Local consultancy/ company Supplies Equipment Meeting costs Printing costs Misc

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Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/ Budget

	management protocols between local planning department(s) and RC are established.	• Liaise with the local authority for the establishment and operation of an appropriate regulatory framework for conducting productive business.
		
		Activity B3: Conduct multi-faceted capacity development interventions
		
		***Sub-activities*:**
		Year 2:
		• Conduct training courses for Alexandria RC and LA staff on:
		  - Local Economic Development
		  - Pro-poor governance approaches
		  - Gender and marginalized groups.
		  - Advocacy and communication
		  - Management of environmental threats such as possible sea level rise caused by global warming and its direct effect on Alexandria City.
		
		Activity B4: Connect Alexandria RC with the planning departments at the governorate level.
		
		***Sub-activities*:**
		Year 2
		• Select Planning departments to participate.
		• Assess the needs for software/hardware in the planning department(s).
		Year 3
		• Procure software and hardware.
		• Prepare and Conduct a training programme for Local Authorities and RC staff on how to manage and use the network.
		• Complete full and effective data transfer and management protocols between local planning department(s) and RC.		

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Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/Budget
C: An Urban Management Strategy and Guidelines Produced. **_Baseline:_** 1. Lack of an urban management strategy and implementation mechanisms 2. Inefficient land administration system. 3. Lack of a clear M&E system for development follow-up. 4. Low involvement of local communities in monitoring and evaluating plans implementation reduces the sense of ownership among citizens. **_Output Indicator:_** 1. An urban management strategy prepared and implemented in Alexandria 2. An urban information system is running. 3. Annual city state reports produced. 4. A capital investment plan is produced and adopted by LA. 5. TORs for detailed and action plans produced and used by LA	**_Target (Year 1):_** • City development website produced • A framework for an urban information system prepared **_Target (Year 2):_** • CI plan prepared • Beta version of the urban information system produced. • TORs for detailed and action plans prepared. **_Target (Year 3):_** • An urban management strategy and guidelines prepared and in-use. • The urban information system in-use • M&E tools prepared and in-use by LA and stakeholders. • City-state annual report produced and published. • A Community Monitoring Framework Toolkit prepared and	**Activity C1**: Prepare a Capital Investment Plan for the City Development **Sub-activities:** **Year 2:** • Revise Logical Framework, project priorities, and budgetary alternatives and opportunities • Review potential and current resources. • Prepare CI plan **Activity C2:** Formulate an Urban Management strategy and guidelines **Sub-activities:** **Year 1:** • Analyze current status of urban management activities, weakness and strength. • Produce the City Development website • Prepare a framework for an urban management information system **Year 2:** • Conduct workshops with LA and relevant institutions to define future needs and hindrances for implementing urban management strategy • Develop the City Development website • Implement and test a beta version of the urban information system.	GOPP & Alexandria Regional Center _Partners:_ Alexandria Governorate, Relevant ministries and governmental institutions	$1,600,000 International consultant International travel Local consultancy/ company Supplies Equipment Meeting costs Printing costs Misc

published.

Year 3:
- Formulate a strategy for the city of Alexandria urban management.
- Produce a Land administration plan and mechanisms.
- Local capacity building in technical, institutional, policy and legal aspects of urban management
- Ensure effective community engagement in urban management through representatives and workshops
- Prepare a management strategy responsive to the threats from the possible sea level rise and its disastrous effects on the City.
- Prepare a plan for emergency preparedness in Alexandria.
- Implement the Alexandria urban information system.

Activity C3: Prepare TOR for priority projects and detailed plans

Sub-activities:
Year 2:
- Analyze requirements for TOR/detailed and action plans guidelines
- Prepare guidelines for detailed and action plans preparation.
- Prepare TORs for priority projects (action and detailed plans)

Activity C4: Pilot the follow-up, monitoring and evaluation programme for the SUP

Sub-activities:
Year 2:
- Review current and previous GOPP activities/guidelines regarding M&E implementation.
- Revise monitoring tools and guidelines.
- Prepare outline and content for an annual City state report.
- Provide training on M&E tools, techniques and

concepts for LA and RC.
- Consolidate development indicators.

Year 3:
- Prepare updated monitoring tool for widespread distribution, including a community-enabled M&E system to enhance city management
- Produce and publish the first annual city state report.
- Pilot city level monitoring of local government's adherence to plan by training and awareness raising among civil society organizations.
- Prepare a Community Monitoring Framework Toolkit in Arabic and English and published in several forms (printout documents, digital formats, web-based presentation, etc..).
- Develop Lessons Learned and disseminate the experience in other Egyptian cities and villages.

Table 1: Overview of the three years of the project (Project Operations Plan - POP)

Outputs Activities	2009-2010 targets	2010-2011 targets	2011-2012 targets	Budget $US
A: A Strategic Urban Plan for Alexandria City Produced				2,500,000
A1 Consolidate and refine information on city profile, partnerships and SUP methodologies	▪ City profile is updated			
A2 Formulate a city development mission statement, vision and goals	▪ A long term vision and goals are formulated.			
A3 Prepare the strategic urban plan for Alexandria City till 2032		▪ Sectoral strategies identified ▪ Objectives, priorities and interventions selected ▪ Final strategic plan formulated, including landuse plan, new city boundary, and sectoral plans. ▪ Develop and populate city GIS	▪ Three pilot priority projects (one action plan, two detailed plan) are formulated and implemented.	
A4 Prepare a pilot initiative in selected slum areas, based on UNIFEM-UNDP Safe Cities Project (Safe Cities Free of Violence against Women and Girls)		▪ Select Intervention sites ▪ Build capacity of local government to respond to safety and security issues and prevent VAW & G in slum dwellings and poor communities.	▪ Improve policies, legislation to respond to safety and security issues ▪ Increase awareness of local communities ▪ Improved local Infrastructure that incorporates practical measures to address community safety and security in urban spaces	

Outputs Activities	2009-2010 targets	2010-2011 targets	2011-2012 targets	Budget $US
B: Capabilities of the Regional Center and Local Partners Improved				900,000
B1 Consolidate Alexandria RC and LA capabilities in SUP	▪ Increase Capacities of RC and LA staff on SUP ▪ A Project management system is prepared and running	▪ Increase capacities of RC and LA staff on IT		
B2 Develop institutional and human resource capacities at local levels.	▪ Assessment of the institutional and budgetary mechanisms issues prepared and presented in a seminar.	▪ A framework for institutional and HR capacities in urban management and city development prepared.	▪ A framework for institutional and HR capacities in urban management established and implemented by LA	
B3 Conduct multi-faceted capacity development interventions		▪ Increase capacities of RC and LA staff on intervention issues (LED, pro-poor governance, gender, advocacy and communication, preparedness to sea level rise, etc...).		
B4 Connect Alexandria RC with the planning departments at the governorate level.		▪ Needs assessment report for networking between RC and LA is prepared	▪ Full and effective data transfer and management protocols between planning department(s) and RC are established.	
C: An Urban Management Strategy and Guidelines Produced.				1,600,000
C1 Prepare a Capital Investment Plan for the City Development		▪ CI plan prepared		
C2 Formulate an Urban Management strategy and guidelines	▪ City development website produced ▪ A framework for an urban information system prepared	▪ Beta version of the urban information system produced.	▪ Urban management strategy prepared and in-use. ▪ The urban information system in-use	

Outputs Activities	2009-2010 targets	2010-2011 targets	2011-2012 targets	Budget $US
C3 Prepare TOR for priority projects and detailed plans		▪ TORs for detailed and action plans prepared.		
C4 Pilot the follow-up, monitoring and evaluation programme for the SUP		▪ Outline and content for the city-state annual report prepared ▪ LA and RC staff trained on M&E tools and technique	▪ M&E tools prepared and in-use by LA and stakeholders. ▪ City-state annual report produced and published. ▪ A Community Monitoring Toolkit prepared / published. ▪ Lesson learned prepared and disseminated.	
TOTAL Project Budget				**5,000,000**

IX. BUDGET

(See Annex 1 for full Budget)

1. Government Inputs

Contributions in Kind

Project Manager, Senior Accountant and Senior Engineers will be appointed by GOPP to the project at no cost. GOPP will host the project within its premises and will provide the project with necessary communication facilities. Alexandria Regional Center will be utilized by the project whenever activities are being conducted in their respective areas.

Cost sharing

The total cost of the project is US$5 million.

GOPP will make available to UNDP US$ 4,700,000 toward the financing of this project under the following schedule of payments. The first payment will be made upon signature of the project document.

Due Date	US $
November 2009	950,000
April 2010	750,000
November 2010	750,000
April 2011	750,000
November 2011	750,000
April 2012	750,000
TOTAL	4,700,000

2. UNDP Inputs

UNDP will provide US$ 300.000 from TRAC funds in equal annual payments of $100,000 in years 2010, 2011, and 2012.

X. MANAGEMENT ARRANGEMENTS

The project will be nationally executed by GOPP Head Office (General Organization for Physical Planning of the Ministry of Housing, Utilities and Urban Development) and implemented at the Alexandria Regional Center of GOPP and HQ, in coordination with other national partners (Ministry of Local Development) and Alexandria Governorate. The project will be implemented in accordance to the UNDP NEX Guidelines. The management arrangements for this project are in line with the UNDP requirements as reflected in the UNDP User Guide and are as follows:

Figure 2: Project Structure
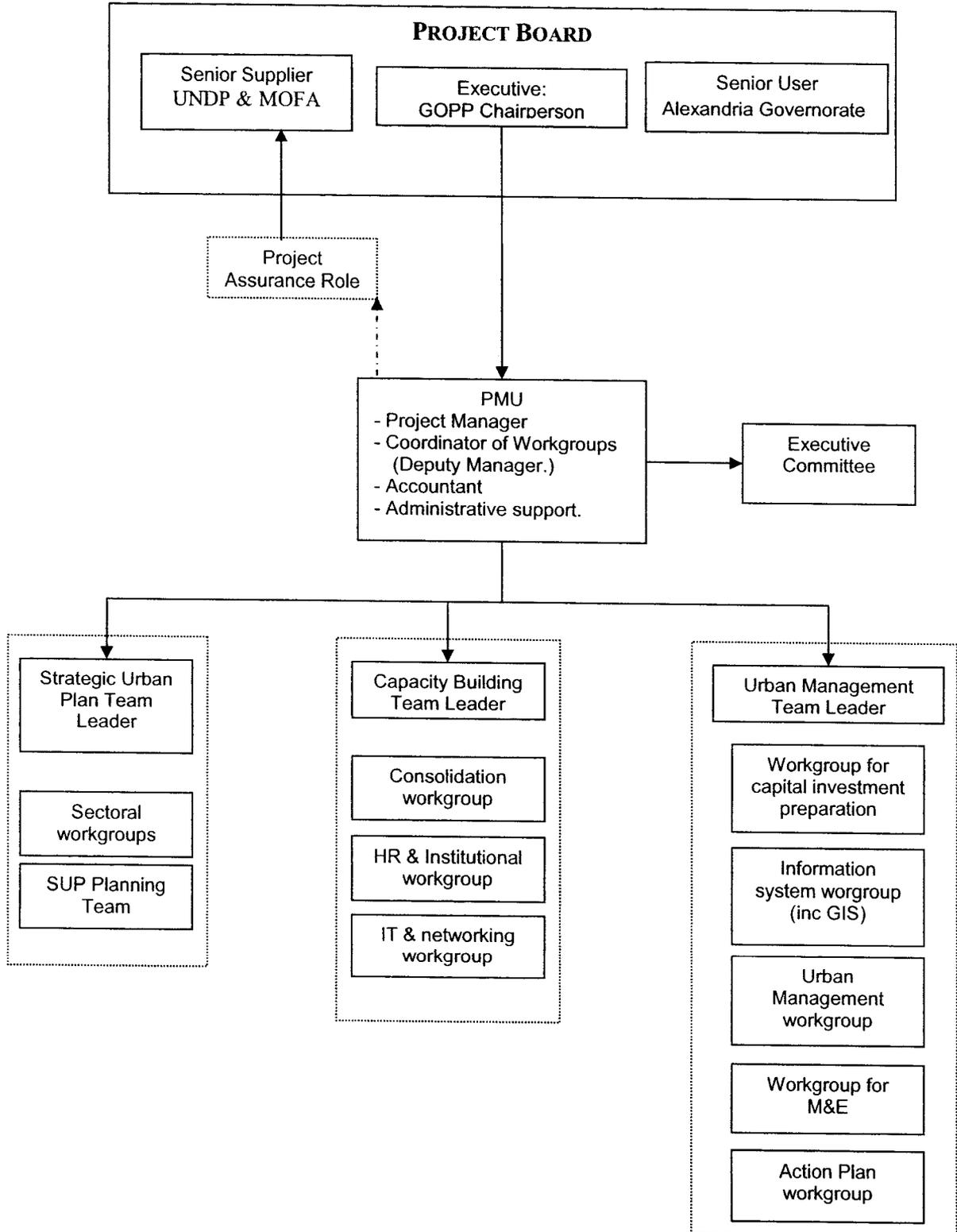
As the implementing partner of the project, GOPP will be responsible for the identification of the Project Manager.

1. The Project Board

The Project Board is the high-level decision-making entity for the project. It will be established to take executive management decisions and to provide guidance to the Project Manager, All variations from the agreed Annual Work Plan have to be made by the Project Board.

The Project Board consists of three roles:
- The Executive role is the Chairperson of the Project Board: For this project MHUUC has appointed the GOPP Chairman as Chairperson of the Project Board.
- The Senior Supplier role represents the development partners funding the project
- (For this project it will be UNDP and MOFA).

- The Senior User role represents the beneficiaries of the project
- (For this project it will be representatives from Alexandria Governorate).

Ex Officio: The Project Manager, who is responsible for making and circulating a record of the meetings.

The Project Board must meet at least once a year and approve the Annual Work Plan and annual reports as presented by the Project Manager. The Board also receives and discusses the Issue Log and Risk Log as presented by the Quality Assurance role. Individual members of the Project Board can request an extraordinary Project Board meeting at any time in the project cycle when ad-hoc direction of the project is required. The Project Manager may request a meeting of the Board to introduce a substantial variation to the AWP. Changes to AWP outputs, activities or targets must be approved by the Project Board and be clearly recorded in the Minutes of Meeting as agreements. The minutes should also record discussion concerning any rejected proposals.

Minutes of the Board Meeting: The Project Manager acts as Board General Secretary and is responsible for convening the meeting, preparing the agenda and overseeing the processing of materials and tools required for the meeting and also preparing and distributing minutes of the meeting.

1. Project Assurance:
This role is held by UNDP and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

2. The Project Manager
The Project Manager is responsible for coordinating, planning, and overall management of all project activities. Day-to-day implementation of the project is by workgroups, therefore the Project Manager will appoint a coordinator for the workgroups, who will also serve as the deputy manager, to arrange, monitor, and report to the Project Manager on meetings by workgroups. The Project Manager must ensure the quality and timeliness of project activities and outputs, formulate and submit requests for project funds, prepare Quarterly and Annual Progress Reports in accordance with the applicable UNDP NEX guidelines, and liaise with the Project Assurance role and request ad-hoc directions from the Project Board when required. The Project Manager will be a senior staff member of GOPP and will be appointed by GOPP at not cost to the project. The draft terms of reference for the Project Manager are attached hereto.

3. Operational Management Structure
The operational structure is based on workgroups and committees. Numerous working groups will be established to ensure widespread input of ideas and dissemination of new procedures. A number of national consultants will be appointed to assist the project in technical and specialist inputs. UNDP will provide international expertise. The workgroups consist of persons directly involved in developing and implementing Strategic Urban Planning and Urban Management procedures (planners, surveyors, civil engineers, economic and demographic researchers and administrative support staff). The technical

committees involve other stakeholders, thereby ensuring that many people gain exposure to the improved planning process.

Executive Committee

The Executive Committee is empowered to make decision that *do not alter the Annual Work Plan's outputs, targets or activities* as shown in the AWP approved by the Project Board. It will meet every month to make detailed decisions with regards to project activities and will assist the Project Manager to prepare the budget request for the next quarter. The Committee will consist of the following persons:

- □ UNDP Programme Officer or designated incumbent of the Project Assurance role
- □ Project Manager
- □ Head of GOPP Alexandria Regional Center
- □ Head of the Information Center
- □ Coordinator of Workgroups

The Project Manager is responsible for making a record of the meetings and circulating the minutes.

When Governorates' plans are being prepared, the Executive Committee may also include the following persons:

- □ Representative from the relevant department of the Ministry of Local Development
- □ Representatives of Planning, Planning and Follow-up departments in Alexandria Governorate
- □ Invited guests if required to provide additional input regarding specific issues

Working Groups

The primary implementation modality for the project is through working groups.

A. Strategic Urban Planning Sectoral Workgroups & Planning Team

These workgroups are considered as the core of SUP participatory preparation. They will define the development vision and goals, prepare scenarios and detail thematic and strategic priorities. The core membership of these workgroups is given below. They will be assisted by international and local consultants when required by the various stages of the work.

- □ Team Leader: To be selected by the group
- □ GOPP's sectoral representative(s)
- □ Representatives from Alexanria Governorate.
- □ Representatives from the civil society and relevant public actors.

The workgroups will elect their own Team Leader, who will be responsible for liaising with the Coordinator of Workgroups and main planning team, preparing meeting agendas, meeting reports in Arabic, and an English summary of key issues raised and decisions taken. The English report is to be prepared in consultation with the Coordinator of Workgroups.

Consulting firms may be hired to prepare specific inputs in the different sectors that are deemed necessary for the preparation of the plans, such as infrastructure, transportation, housing, economic development etc. The relevant workgroup will monitor consultant's work and ensure that they deliver the expected outcomes.

B. Consolidation workgroup

This workgroup will oversee the activities related to capacity building and the preparation of training programmes and materials.

- □ Team Leader: To be selected by the group
- □ Head GOPP's Planning Sector
- □ Planners from the Planning Units of the Governorate.

C.   HR & Institutional workgroup

This workgroup will oversee the activities related to analyzing the institutional frameworks and available human resources required for the plan implementation and development follow-up. It will consist of the following:

- Team Leader: To be selected by the group
- Alexandria RC member
- HR and institutional development consultant
- Planners from the Planning Units of the Governorate.

D.   IT & Networking workgroup

This workgroup is responsible for establishing the protocols and procedures to enable full two-way information flows throughout the GOPP and LA network. It will include the following members:

- Team Leader: To be selected by the group
- Information management/GIS consultant.
- Planners from the Planning Unit of the Governorate.
- Planners from the Alexandria RC
- GIS experts from the GOPP Regional Information Unit.

E.   Workgroup for capital investment preparation

This workgroup will prepare the CI plan for the selected priorities and SUP. It consists mainly from representatives from the SUP sectoral workgroups as well as:

- Team Leader: To be selected by the group
- Planning Consultant.
- Alexandria RC member.
- Members from the Planning and follow up Unit of the Governorate.

F.   Information system workgroup

This workgroup is responsible for establishing the city management system and implementation mechanisms, it will include the following members:

- Team Leader: To be selected by the group
- Information management/GIS consultant.
- Planners from the Planning Unit of the Governorate.
- Planners from the Alexandria RC
- GIS experts from the GOPP Regional Information Unit.

G.   Detailed and Action Plans workgroup

This workgroup will prepare the pilot detailed and action plans as well as TOR formulation. It consists mainly from representatives from the SUP sectoral workgroups as well as:

- Team Leader: To be selected by the group
- Planning Consultant.
- Alexandria RC member.
- Members from the Planning Units of the Governorate.
- Representatives from the civil society and relevant public actors.

H.   Workgroup for M&E

This workgroup will oversee the monitoring and evaluation activities through preparation and implementation of guidelines as well as analyzing the current situation in the Governorate. It will consist of the following members:

- Team Leader: To be selected by the group
- M&E Consultant.

- Alexandria RC member.
- Members from the Planning/ Planning and Follow up Units of the Governorate.
- Representatives from the civil society and relevant public actors.

4. Operational Unit for Development Assistance (OUDA)

The project will enter into an Operational Management Agreement (OMA) with the Operational Unit for Development Assistance (OUDA) for the provision of managerial and operational services to the project. Any OUDA fees for implementation would be part of the budget lines.

5. UNDP Support to Implementation

As implementation proceeds UNDP will provide specific services to the implementing partner in support of delivering the expected outputs. The costs of these support services will be charged directly to the project budget.

6. Audit

Financial audits are conducted by July every year.
An allocation of $2000 for the conduct of the annual project audit .

XI. Financial Arrangements
In case of cost-sharing include:

- The Schedule of Payments is mentioned within Section VIII Budget

- The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

- The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

- UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

- All financial accounts and statements shall be expressed in United States dollars.

- If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

- If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

- Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

(a) 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices.

(b) As implementation proceeds UNDP will provide specific services to the implementing partner in support of delivering the expected outputs. The costs of these support services will be charged directly to the project budget at the rate of 1 %.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

XII. MONITORING AND EVALUATION

Project monitoring will be based on regular dialogue and meetings between the Project Manager and the Project Assurance Role and will be in line with the results-based monitoring policies and procedures outline in the UNDP RMG. The monitoring tools listed below are designed to ensure proper documentation of all project activities and knowledge products with a view to consolidate the necessary knowledge base for project evaluation. It is the responsibility of the Project Manager to produce the necessary documents and reports pertaining to these tools for presentation to UNDP and to the Project Board:

1. On A Quarterly Basis
- An Issue Log to facilitate tracking and resolution of potential problems or requests for change
- A Risk Log to review the external environment that may affect the project implementation. It will be based on the initial risk analysis for the project
- A Communication Plan to articulate the types of communications and associate scheduling required during the project, as well as methods of communications with stakeholders.
- Quarterly Project Workplan and Budget Request
- Quarterly Progress Reports (QPR) for submission to the Project Board through Project Assurance, using the standard report format
- A Project Lessons-Learned Log to facilitate the preparation of the Lessons-Learned Report at the end of the project

2. On An Annual Basis
- Annual Project Workplan (APR)
- Project Budget Revisions
- Annual Project Review Report
- Annual Project Review. These reviews shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes
- A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as a basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons-Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes

3. Project Evaluation:

The project will be evaluated by a team of independent consultants (national or international). The timing, TOR and composition of the evaluation team will be agreed to by the Project Board.

4. M&E Resources:

The project budget reflects an allocation of $30,000 for the conduct of monitoring activities; an allocation of $2000 for the conduct of the annual project audit and an allocation of $20,000 for the conduct of the project evaluation.

XIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Egypt and the United Nations Development Programme, signed by the parties on January 19, 1987. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she has assured that the other signatories of the project document have no objections to the proposed changes: Revisions in, or additions of, any of the annexes of the project document; and

- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions to re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility

Award Id :
Award Tip3 Participatory Strategic Urban Planning for Alexandria City till 2030
Year : 2009 - 2012

UN DP

Key Activies	Time frame		Responsible Party	Planned Budget						
	Start	End		Fund	Donor	Budget Desc	2009/2010	2010/2011	2011/2012	Total
A: A Strategic Urban Plan for Alexandria City Produced	2009	2012	EGY- GOPP	04000	UNDP	71200 International Consultants	50,000	50,000	50,000	150,000
			EGY- GOPP	30071	GOPP	71200 International Consultants	100,000	225,000	200,000	525,000
			EGY- GOPP	30071	GOPP	71300 Local Consultants	150,000	200,000	200,000	550,000
			EGY- GOPP	30071	GOPP	61000 Salary Costs - Regular Staff	50,000	50,000	50,000	150,000
			EGY- GOPP	30071	GOPP	72100 Contractual Services - Companies	30,000	30,000	30,000	90,000
			EGY- GOPP	30071	GOPP	71600 Travel	80,000	100,000	60,000	240,000
			EGY- GOPP	30071	GOPP	72200 Equipment and Furniture	40,000	40,000	30,000	110,000
			EGY- GOPP	30071	GOPP	72400 Communications and Audio Visual Equipment	30,000	30,000	20,000	80,000
			EGY- GOPP	30071	GOPP	72500 Supplies	50,000	50,000	30,000	130,000
			EGY- GOPP	30071	GOPP	72700 Hospitality	50,000	45,000	30,000	125,000
			EGY- GOPP	30071	GOPP	73200 Premises Alterations	20,000	10,000	0	30,000
			EGY- GOPP	30071	GOPP	74200 Audio Visual and Printing Production Costs	40,000	30,000	40,000	110,000
			EGY- GOPP	30071	GOPP	74500 Miscellaneous Expenses	40,000	40,000	40,000	120,000
			EGY- GOPP	30071	GOPP	75100 Facilities and Administration	10,000	10,000	10,000	30,000
			EGY- GOPP	30071	GOPP	74700 Contingency	20,000	20,000	20,000	60,000
Total							**760,000**	**930,000**	**810,000**	**2,500,000**
B: Capabilities of the Regional Center and Local Partners improved	2009	2012	EGY- GOPP	04000	UNDP	71300 Local Consultants	0	40,000	5,000	45,000
			EGY- GOPP	30071	GOPP	71200 International Consultants	30,000	40,000	50,000	120,000
			EGY- GOPP	30071	GOPP	71300 Local Consultants	40,000	50,000	50,000	140,000
			EGY- GOPP	30071	GOPP	71600 Travel	30,000	40,000	40,000	110,000
			EGY- GOPP	30071	GOPP	11000 Cash & Near Cash	10,000	20,000	30,000	60,000
			EGY- GOPP	30071	GOPP	71400 Contractual Services - Individuals	0	10,000	0	10,000
			EGY- GOPP	30071	GOPP	72200 Equipment and Furniture	25,000	25,000	5,000	55,000
			EGY- GOPP	30071	GOPP	72400 Communications and Audio Visual Equipment	0	10,000	5,000	15,000
			EGY- GOPP	30071	GOPP	72500 Supplies	5,000	15,000	15,000	35,000
			EGY- GOPP	30071	GOPP	72700 Hospitality	5,000	20,000	20,000	45,000
			EGY- GOPP	30071	GOPP	72800 Information Technology Equipment	0	10,000	10,000	20,000
			EGY- GOPP	30071	GOPP	73100 Rental and Maintenance - Premises	0	15,000	15,000	30,000
			EGY- GOPP	30071	GOPP	73300 Rental and Maintenance of Information Technology Equipement	0	5,000	5,000	10,000
			EGY- GOPP	30071	GOPP	74100 Professional Services	5,000	10,000	10,000	25,000
			EGY- GOPP	30071	GOPP	74200 Audio Visual and Printing Production Costs	5,000	20,000	30,000	55,000
			EGY- GOPP	30071	GOPP	74500 Miscellaneous Expenses	10,000	25,000	25,000	60,000
			EGY- GOPP	30071	GOPP	74700 Contingency	10,000	15,000	15,000	40,000
			EGY- GOPP	30071	GOPP	75100 Facilities and Administration	5,000	10,000	10,000	25,000
Total							**180,000**	**380,000**	**340,000**	**900,000**
C: An Urban Management Strategy and Guidelines Produced.	2009	2012	EGY- GOPP	04000	UNDP	71200 International Consultants	50,000	10,000	45,000	105,000
			EGY- GOPP	30071	GOPP	11000 Cash & Near Cash	20,000	30,000	30,000	80,000
			EGY- GOPP	30071	GOPP	61000 Salary Costs - Regular Staff	20,000	30,000	30,000	80,000
			EGY- GOPP	30071	GOPP	71200 International Consultants	100,000	150,000	100,000	350,000
			EGY- GOPP	30071	GOPP	71300 Local Consultants	80,000	80,000	60,000	220,000
			EGY- GOPP	30071	GOPP	71600 Travel	50,000	50,000	50,000	150,000
			EGY- GOPP	30071	GOPP	72100 Contractual Services - Companies	20,000	30,000	30,000	80,000
			EGY- GOPP	30071	GOPP	72200 Equipment and Furniture	30,000	20,000	30,000	80,000
			EGY- GOPP	30071	GOPP	72500 Supplies	40,000	30,000	50,000	120,000
			EGY- GOPP	30071	GOPP	72700 Hospitality	5,000	10,000	20,000	35,000
			EGY- GOPP	30071	GOPP	72800 Information Technology Equipment	0	10,000	10,000	20,000
			EGY- GOPP	30071	GOPP	73200 Premises Alterations	0	10,000	0	10,000
			EGY- GOPP	30071	GOPP	73300 Rental and Maintenance of Information Technology Equipement	0	0	10,000	10,000
			EGY- GOPP	30071	GOPP	73400 Rental and Maintenance of Other Equipment	0	0	10,000	10,000
			EGY- GOPP	30071	GOPP	74100 Professional Services	0	20,000	20,000	40,000
			EGY- GOPP	30071	GOPP	74200 Audio Visual and Printing Production Costs	5,000	20,000	30,000	55,000
			EGY- GOPP	30071	GOPP	74500 Miscellaneous Expenses	20,000	30,000	30,000	80,000
			EGY- GOPP	30071	GOPP	74700 Contingency	10,000	15,000	15,000	40,000
			EGY- GOPP	30071	GOPP	75100 Facilities and Administration	5,000	15,000	15,000	35,000
Total							**455,000**	**560,000**	**585,000**	**1,600,000**

Project Outcome: An Improved Livelihood and Urban Environment for Alexandria City

		Ouputs/Activities	2009 Q4	2010 Q1	2010 Q2	2010 Q3	Responsible party	source of funds	Amount USD
A.1		**Consolidate and refine information on city profile, partnerships and SUP methodologies**							
	A.1.1	Hold start-up workshops and formulate working groups to motivate stakeholders' involvement	X						
	A.1.1.1	Meet with the Governor, Popular and Executive Councils	X						
	A.1.1.2	Formulate core team and liaising mechanisms with the Governorate and stakeholders	X						
	A.1.1.3	Formulate sectoral and specialized workgroups and coordination mechanisms	X						
	A.1.1.4	Establish an international/national consultation programme.	X						
	A.1.2	Update city profile	X	X					
	A.1.2.1	Review available data on the Regional, local and sectoral levels	X						
	A.1.2.2	Through workgroups, udpate sectoral data and information	X	X					
	A.1.2.3	Collect and analyze additional data required for the SUP	X	X					
	A.1.2.4	Update GIS for the city	X	X					
	A.1.2.5	Present the updated profile to the stakeholders and Governor		X					
	A.1.3	Consolidate SUP methodologies	X						
	A.1.3.1	Review available SUP Guidelines and methodoligies prepared by GOPP	X						
	A.1.3.2	Consolidate lessons learned from previous SUP case studies in pilot and large cities	X						
	A.1.3.3	Establish Project SUP methodology, process and tools	X						
	A.1.4	Hold seminar on city development and future prospect		X					
A.2		**Formulate a city development mission statement, vision and goals**							
	A.2.1	Define city assets, strengths and anticipations.		X					
	A.2.1.1	Through workgroups define sectoral and thematic assets		X					
	A.2.1.2	Produce a draft document on city assets and citizens' anticipations		X					
	A.2.1.3	Discuss the document with stakeholders through seminars, workshops and media		X					
	A.2.1.4	Finalize the city assets document		X					
	A.2.2	Hold workshops to agree on profile & vision			X				
	A.2.2.1	Through workgroups prepare sectoral and thematic visions			X				
	A.2.2.2	Liaise with stakeholders and authorities in formulating a city-wide vision			X				
	A.2.2.3	Present the vision and profile in a workshop and through media			X				
	A.2.3	Develop long and short-term objectives and priorities.			X	X			
	A.2.3.1	Based on the agreed upon vision, develop long term objectives			X				
	A.2.3.2	Establish thematic workgroups covering main city priorities				X			
	A.2.3.3	Prepare priorities list and short term objectives/strategies				X			

Code	Activity	C1	C2	C3	C4	C5	C6	C7	C8
B.1	**Consolidate Alexandria RC and LA capabilities in SUP**								
B.1.1	Conduct training courses for Alexandria RC and LA staff on SUP.		X	X	X				
B.1.1.1	Assess the needs for training courses and staff to be involved		X						
B.1.1.2	Prepare training materials, documents and premises			X					
B.1.1.3	Prepare training programmes (2010-2012)			X					
B.1.1.4	Conduct first year training programme				X				
B.1.2	Establish a project management system, including staff training and practicing	X	X	X					
B.1.2.1	Assess the needs for project management consultancy and software/hardware procurement	X							
B.1.2.2	Design a tailored management system for SUP and Project activities	X							
B.1.2.3	Implement management system		X						
B.1.2.4	Provide training for GOPP Alex Rc staff on project management			X					
B.2	**Develop institutional and human resource capacities at local levels.**								
B.2.1	Conduct an institutional analysis regarding urban management mechanisms and staff.			X	X				
B.2.1.1	Formulate specialized workgroup on institutional development			X					
B.2.1.2	Review current situation regarding institutional state and development strategies			X					
B.2.1.3	Analyse current situation and formulate recommendations for further improvements				X				
B.2.2	Assess local government expenditure regarding development implementation and the delivery of public			X	X				
B.2.2.1	Formulate specialized workgroup on local/public finance			X					
B.2.2.2	Review current situation regarding regulations, processes and national strategies			X					
B.2.2.3	Analyse current situation and formulate recommendations for further improvements				X				

ANNEX 3   Risk Log

Award ID:

Date: *25 July 2009*

Project: GOPP – Participatory Strategic Urban Planning for Alexandria City till 2032

ID	*Type*	*Description*	*Comments*	*Owner*	*Mitigation/ Adaptation measures*
1	Strategic	Counterpart non-cooperation	Other government agencies may not cooperate with the transparency and participatory aspects of the project. Old ways of thinking and working can become more apparent during implementation.	Project Executive Group/Programme Officer	Frequent involvement of stakeholders in all key stages of project development and implementation.
2	Financial	Shortage of funds	The global economic crises may result in unavailability of fund to complete the implementation of the project.	Project Executive Group	Seek parallel funding from other donors.
3	Operational	Maintenance failure	After the project ends, there is a high probability of loosing trained staff because the government rules impose a salary structure that is not sufficient to retain good staff familiar with working with modern technology.	Project Executive Group	

ANNEX 4

Draft Terms of Reference

I. **Project Title:**   Participatory Strategic Urban Planning for Alexandria City till 2032

II. **Post Title:**   **Technical Coordinator**

III. **Project Duration:**   3 Years

IV. Background:

This Project addresses the need for a new UNDP and GOPP collaboration to build on the previous successful projects, and to support Alexandria RC in the preparation of a comprehensive management and strategic urban planning schemes that are urgently needed for the city development and welfare. It will support the process of SUP preparation, building capacities of technical staff and decision makers in planning the implementation and follow-up, enhancing participatory mechanisms at the local level, and establishing a comprehensive city management framework. The expected outputs of the project are as follows:

- **A Strategic Urban Plan for Alexandria City** to provide the road map that will guide development in the city till year 2032, reflecting the Governorate's vision and goals. The SUP will function as a specific instrument of management to encourage citizen participation in decision-making regarding city development. Through the implementation of the SUP process, the Project will establish partnerships especially created for designing and managing sustainable projects for Alexandria.

- **Improved capabilities of the Regional Center and Local Partners**, including training programmes for administrators and civic officials at departments and districts' levels, and for all other key actors, as appropriate, to enhance leadership qualities and promote the efficient plan implementation and management.

- **An Urban Management Strategy and Guidelines** to ensure a sustainable long-term city development through the implementation of a sound efficient management framework. This framework will include a capital investment plan, a private-public, business and economic forums to exchange management know-how and experience, a developed information systems for city management, and a community-based M&E system.

V. Responsibilities:

The overall responsibility of the Technical Coordinator is to successfully run the project, oversee the production of deliverables; leading the project team and notifying the Project Board for decisions. These specific responsibilities include:

1. *Management:*

- Assumes operational management of the project in consistency with the project document.
- Ensures that UNDP rules and regulations are implemented in all projects' activities, procurement and recruitment cases and others;
- Manages project staff;
- Participates in all project meetings and annual reviews;
- Liaises with UNDP programmes officer on daily/weekly basis to ensure proper monitoring and realizing results;
- Supports resource mobilization efforts for project outputs and insures cost sharing paid on time where applicable.

- Supports to media/communications work of the project;
- Ensures that UNDP is invited to all important meetings.

2. *Technical*

- Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- Prepares annual and detailed quarterly work plans and discusses draft with UNDP and executing agency.
- Obtains approval on annual work plan from Project Board.
- Implements quarter work plans and monitors activities.
- Ensures proper resources and level of effort provided for timely delivery of activities.
- Plans and arranges, in consultation with UNDP, the procurement of project services in line with laid out process;
- Shares with UNDP draft document and outputs for comments, as well as final products.
- Prepares TOR for relevant project's staff and consultants and follow up their work.

3. *Financial*

- Acts on behalf of the executing agency in preparing and adjusting commitments and expenditures.
- Acts as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
- Authorizes commitments of resources and expenditures for inputs including staff, consultants, goods and services and training
- Acts as the Responsible officer for the delivery of project's services and achieving annual financial targets;
- Manages the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintains asset register;
- Ensures that appropriate accounting records are kept and organized;
- Facilitates and cooperate with audit requirements at all times, as required.

4. *Reporting*

Prepares draft technical and other documents as required including the reporting on the following requirements:
- Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project;
- Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats;
- Final financial report at the end of the project;
- Technical, policy and briefing papers as requested by UNDP and the executing agency;
- Any documents needed for the Project Board meeting and other meetings.

5. *Facilitation*

- Ensures that UNDP's name is mentioned in all publications, workshops, and project's activities;
- Serves as the focal point of the project for coordination of the project activities with UNDP, the Government and other partners;
- Ensures that the Government's in kind inputs for the project are available;
- Leads efforts to build partnerships for the support of outputs indicated in the project document;
- Any other business as required

Reporting Line:
To the Executing Agency and the Project Board