



**UNITED NATIONS DEVELOPMENT PROGRAMME
GOVERNMENT OF EGYPT
Project Budget**

Project Number: EGY/03/005

Project Title: Participatory Slum Upgrading in El Hallous and El Bahtini

Start Year: 2003
End Year: 2005
Executing Agent: NEX - National Execution
Implementing Agents: UNCHS - UN Centre for Human Settlements
NEX - National Execution
UNDP - UNDP (Direct Execution)
Revision Type: INI - INITIAL

Budget Financing (in US\$)	
INPUTS	REV "A"
UNDP	
01-UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1	0
Cost Sharing	
Government	3,146,860
Country Office Admin. Costs:	141,613
TOTAL	3,288,473

Brief Description:

The purpose of this project is to develop and implement a participatory approach for physical and social upgrading and community development in the slum areas of El Hallous and El Bahtini. The project will also build the capacity for participatory local governance and urban upgrading through the formulation of working groups and the organization of training programmes for authorities and community members on leadership and negotiation skills. A social communication campaign will also be designed and implemented to raise awareness on environmental protection, health and hygiene, rights of the girl child, child care and women empowerment

Approved by:	Signature:	Date:	Name/Title:
JP:		12/10/03	Mr. Antonio Vigilante, Resident Representative
Executing Agent:		9/10/2003	H.E. Mr. Fouad Saad El Din, Governor of Ismailia
Government:			H.E. Ambassador Waguih Hanafi, Director Department of International Co-operation for Development, MOFA

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GOVERNMENT OF EGYPT

THE GOVERNORATE OF ISMAILIA

AND

UNITED NATIONS DEVELOPMENT PROGRAMME

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- D. Target Beneficiaries

Project name:

Participatory Slum Upgrading in El Hallous and El Bahtini

PART II: STRATEGY

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Brief Description

The purpose of this project is to develop and implement a participatory approach for physical and social upgrading and community development in the slum areas of El Hallous and El Bahtini. The project will also build the capacity for participatory local governance and urban upgrading through the formulation of working groups and the organization of training programmes for authorities and community members on leadership and negotiation skills. A social communication campaign will also be designed and implemented to raise awareness on environmental protection, health and hygiene, rights of the girl child, child care and women empowerment.

Date: _____

Abbreviations

CA	Cities Alliance
CBOs	Community Base Organisations
EPM	Environmental Planning and Management
Gol	Government of Italy
IG	Ismailia Governorate
NGOs	Non-Governmental Organisations
SCP	Sustainable Cities Project
SIP	Sustainable Ismailia Project
SIGP	Sustainable Ismailia Governorate Project
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Programme for Human Settlements
WG	Working Group

Part I a : Situation Analysis

A. Previous Upgrading Efforts in Ismailia

Upgrading is not new to Ismailia City; there have been several initiatives that have taken place over the last three decades in areas such as *Hai El Salaam, Abou Atwa, Safa, Zamzam and El Marwa*. The projects built capacities of the technical staff of local authorities. These efforts were undertaken in cooperation with the local popular councils without including the inhabitants, community based organisations and non-governmental organisations of these settlements in the decision-making processes. Furthermore, the upgrading focused on physical works including regularisation of land tenure and infrastructure improvement. These experiences have been documented, for example the *Hai El Salaam* experience, and lessons learned will benefit the upgrading in *El Hallous* and *El Bahtini*. Although some of these experiences were very successful in concepts such as cost recovery through the sale of land on the open market to subsidise infrastructure upgrading, these lessons were not institutionalised judging by the way in which upgrading was done subsequently. This was due to unclarity of the rules and regulations that allow for the replication of such experiences in the future. Physical upgrading was undertaken in isolation of the improvement of the social profile of the inhabitants in terms of capacity building, training and the creation of income generating activities. Another gap was the lack of a proper institutional set-up, such as a co-ordinating body, to address upgrading at the Governorate level and to follow-up, monitor and coordinate upgrading activities with the relevant departments. The role of such a body would be to advise on the control of further growth of slums and informal areas, identify and adequately address problems hindering effective upgrading and enable comprehensive upgrading efforts tackling the physical, environmental, economic, and social aspects to achieve sustainable development.

B. Sustainable Ismailia Governorate Project - Background

The capacity building project “Sustainable Ismailia Governorate” funded by UNDP and implemented nationally with support from UN-HABITAT is one of the first UN-HABITAT/UNEP Sustainable Cities Programme (SCP) pilot projects. The first phase, “Sustainable Ismailia Project” (SIP), focused on Ismailia City applying the SCP broad-based “Environmental Planning and Management” (EPM) participatory approach. The project included the development of the city profile, and through a broad-based city consultation, and thematic working groups, identified the main issues, priorities and main axes of further intervention. The axes focused on: *Lake Timsah* Pollution, Industry, Agriculture and Urban Upgrading.. The working groups, with UN technical support, developed feasibility studies for several bankable projects. The SIP leveraged funding for the implementation of some of these projects locally from national sources amounting to a total of about LE100 million in the mid 1990s. The second phase of the project, “Sustainable Ismailia Governorate Project” (SIGP), built-up on the successes of the first phase and aimed at replication of the SCP process in the other four cities in Ismailia Governorate. The project directed its efforts to poverty reduction through capacity building of women and youth local NGOs. Throughout the project the capacity of the local authorities was built in participatory Environmental Planning and Management as well as in GIS. As a follow-up to the working group’s activities on urban upgrading a request was submitted to the World Bank/UN-HABITAT Cities Alliance (CA) Programme to fund the feasibility studies aiming at upgrading two priority informal settlements on the Lake Timsah in Ismailia City: *El Hallous* and *El Bahtini*.

C. Selection of the Two Areas

Ismailia city and Markaz contain four informal settlements within its administrative boundaries that require upgrading: *El Bahtini*, *El Hallous*, *Adam*, and Kilo Two. The first two constitute part of the *Abou Atwa* upgrading project. However, as the project headquarters is located away from the two areas, upgrading has not been possible except in some sporadic areas. Furthermore, one of the priorities identified and addressed by the SIP through a broad-based city consultation was the pollution of Lake *Timsah*. These two informal areas are bordering the lake system and are a source of pollution for the lake as well as being affected by it (Bahtini in particular). Attached hereto as *Annex 1* is a CD containing the maps depicting:

- a) The informal settlements in Ismailia City and Markaz
- b) The location of El Hallous and El Bahtini on Lake Timsah in Ismailia City Center
- c) Photographs showing environmental problems in the two areas (lagoons, uncovered drainage, poor housing conditions)
- d) Potential opportunities to create jobs in fishing
- e) Photos of illegal apartment buildings in front of the slum areas
- f) GIS system to support secure land tenure

The informal housing in *El Hallous* and *El Bahtini* is amongst the cheapest in Ismailia, including mud huts, and has attracted inhabitants that are amongst the poorest of the poor. However, some settlers managed to invest in illegal apartment buildings bordering the two areas. The majority of the inhabitants of these two settlements are fishermen by vocation, however their income is very low as it is impacted by a yearly two-month ban on fishing as well as the high percentage of pollution affecting the clams and crustaceans that are collected by the youths and sold despite the dangerous levels of pollution that make them inedible. Other economic activities complement the fishing activities: women weave fishing nets while some men repair and build fishing boats. Nets produced mechanically in Alexandria are much cheaper than the hand woven variety and are therefore impacting on this source of income for women in these communities. The two areas also house a high percentage of vulnerable groups (widows, elderly, handicapped and others). Linking El Hallous to the sewerage system and other infrastructure networks will open up access to such services to several other informal areas including *Ali Eid* and *Adam* with a population of about 30,000.

El Hallous land area is around 71 hectares and houses a total population of approximately 8000 inhabitants of which more than 12% are widows, elderly, handicapped and other vulnerable groups. The majority of the population, 80%, are low-income fishermen. Over and above the low-income of fishermen, the settlement has an estimated 10% unemployment rate. The land is public property and has been informally occupied by squatter (*wad'e yad*) with some landowners who can receive official land tenure in accordance with relevant regulations.

Social services in El Hallous include one primary school, one preparatory school, a youth centre, one community development association and a mosque. It has no health facility or public facilities such as a post office and telephone office.

El Bahtini land area is around 16 Hectares and houses a total population of approximately 7000 with a much worse off profile than El Hallous. Thirty-one percent of the population are from vulnerable groups (widows, handicapped, elderly, orphans etc) while about 70% are low-income fishermen. The unemployment rate is approximately 11.5%.

Given the lack of proper sanitation in both areas, they impact negatively on the surrounding environment. With septic tanks that are not properly cleaned and the disposal of sewer effluent in the canals and in the open areas has polluted the water in the canals and lakes as well as low levels of hygiene manifested by fly infestation and foul odours. Additional information on both areas is attached as *Annex 2*.

D. Target Beneficiaries

The direct beneficiaries of the project are approximately 15000 settlers in the slum areas of El Hallous and El Bahtini, more specifically:

- The fishermen, the most deprived sector of the society, particularly impacted by the development in the last few years (pollution, reduced catch, lack of access to the lakes, two-month fishing bans etc.),
- Vulnerable marginalised groups particularly women (widows, elderly)
- Unemployed youth and,
- Construction Workers of direct employment generated by the project
- The local authorities dealing with the upgrading will benefit from increased capacity in addressing upgrading projects in an integrated comprehensive approach.
- Actors in the upgrading of informal settlements at the national level through documentation of lessons learned and best practices and the organization of workshops/seminars to exchange experiences.

Part I b. Strategy

National Perspective

The National Five-Year Plan (2002 – 2007) aims to achieve spatial dissemination and regional balance through urban development and in particular through the upgrading and development of informal settlements. The Plan calls for participatory planning in local communities to encourage participation in socio-economic development on the national and local levels with a view to creating new job opportunities, avoiding the expansion of physical informal cities, improving land use and public services and making use of human resources of youth. The first year of the National Plan reflects an allocation of L.E.600, 000 for the upgrading of El Hallous and El Bahtini. Expected allocations in the remaining years of the Plan are L.E.2, 400,000.

UNDP Perspective

UNDP policy is to support fair and inclusive democratic governance through decentralization and strengthening local governance with the goal of increasing access to services especially for the poor and the vulnerable and involving them in decision making through community-based programme planning, management and implementation. UNDP interventions focus on gender equality, incorporate a component for women and ensure that women are actors and beneficiaries of programmes and projects.

UNDP policy is also to support the government in meeting its commitment to the Millennium Development Goals (MDG) and to produce MDG Progress Reports which track

government efforts and progress towards achieving the MDGs by 2015. In response to MDG 8 to “*Ensure Environmental Sustainability*” and specifically targets “*a significant improvement in the lives of at least 100 million slum dwellers*”. UNDP in co-operation with the Governorate of Ismailia and Habitat will improve the living standards of the poor in El Hallous and El Bahtini through involving them in decision making, providing them with secure land tenure, improving basic infrastructure services and removing barriers to access credit and job related training. Enhanced security of tenure is key for the improvement of opportunities for accessing to credit by the urban poor which is essential to improve their housing as well as for income generation activities.

In line with the National Plan and UNDP policy, the strategy of the project is to demonstrate and document a best practice for an integrated participatory approach to comprehensive upgrading efforts addressing the physical, environmental, economic, and social aspects to achieve sustainable development through capacity building. The mere provision of physical services and infrastructure will not change the quality of life of the slum dwellers. Community mobilization and development is essential to ensure that the settlers participate in the project and develop a sense of “ownership”. The backing of the community is also necessary to ensure the sustainability of the project achievements. In line with the above, the project is designed to promote the following:

a. Participatory Local Governance for Social and Physical Upgrading

Participatory local governance is an important strategy in urban upgrading. The social profile of inhabitants and the quality of environment can be drastically improved by enhancing their participation in the decisions pertaining to the upgrading process. Mobilization of the local community and involvement of the partners will take place through the organization of a launching conference and inception meetings in the slum areas. This is necessary to enlist formal political and stakeholder commitment and to generate enthusiasm and co-operation. Working groups will also be established in El Hallous and El Bahtini to consolidate and build on the consensus reached in the launching conference and the inception meetings. The *working-groups* modality will utilise participatory decision-making techniques to ensure the participation of the residents, especially women, in upgrading activities. Decisions on alternative possibilities for street widening and provision of utilities or services will be taken in a participatory fashion. This ensures a smoother upgrading process minimising the traumatic effects of upgrading particularly when relocation is necessary. The need to demolish an existing structure or parts of it will be discussed with the families affected and alternative solutions will be reviewed. Furthermore, support in reshaping the remaining portion of the dwelling will be provided by the upgrading officers. The project will support the activities of the working groups through the moderation of meetings, training in facilitation, mediation in negotiation and conflict resolution. The project will also identify community leaders to act as outreach workers. The project will encourage the inclusion and involvement of women in all decision-making mechanisms to build their capacities through practice.

The project will identify community leaders to mobilize and link with the local community. The project will train them on how to communicate and interact with members of the community to be able to raise their awareness on environmental preservation, health and hygiene, rights of the girl child and the role of women. They will directly support a) the design and implementation of the social communications campaign, b) the organization of the launching

conference and inception meetings and c) the formulation and operation of the working groups.

b. Institutional Capacity Building for Integrated Upgrading

- The project will support the establishment of a High Level Committee for Slum Upgrading (HLCSU) at the Governorate level through conducting a stakeholder analysis to identify representatives of local authorities, community representatives, NGOs, the private sector etc. Upon completion of the analysis, the Governor will issue a decree to establish the committee and specify its members. This committee will review institutional and procedural aspects with a view to facilitate the implementation of upgrading activities and to enhance the participation of the local communities in all upgrading activities. Once tested and feedback from lessons learned are applied for improvement, this High Level Committee will be institutionalised to address all upgrading activities in the Governorate.

Capacity building of the local authorities in addressing upgrading of informal areas is an integral component of this project. The aim is to build the capacity of the different departments in the Governorate and municipality that design and implement upgrading of slum areas applying the participatory integrated approach that will be applied throughout the project. At the decision-making level, the High-Level Committee for Upgrading Slum Areas will be sensitised to the approach and issues involved and supported in effecting change in the Governorate as a whole based on the experience gained from this project.

UN-HABITAT will support the capacity-building activities through its two Global Campaigns on Secure Tenure and Urban Governance, Gender focal point, NGO focal point, and the training materials developed by the Training and Capacity Building Branch. As the approach of this projects aims to address upgrading in a participatory integrated way, there is a need to mobilizxe all actors and to enable them to participate actively in the upgrading activities. The training will aim at building the capacity of local authorities (technical staff), community leaders, members of local popular council, women and youth. The capacity-building will focus on the following thematic areas:

- Leadership skills and local governance in local development and upgrading, (utilising “Training for Elected Leadership Series - set of 13 volumes” including the following skills: Communication, Negotiation, Enabling, Power-Brokering, Decision-Making, Policy-Making, Facilitating, Financial Management, Overseeing of projects, Institution Building, Guardian of the environment and leadership),
- The use of urban governance indicators to ensure participation and good governance principles are utilised throughout the project implementation (utilising the “Urban Governance Indicators and Index Tools”)
- The enhancement of the role of women in local development (utilising UN-HABITAT tools on “Women's Empowerment: Participation in Shelter Strategies at the Community Level in Urban Informal Settlements”, “Getting the Issues Right: Women in Human Settlements Development”, “Women in Human Settlements Development”, “Policy Paper on Women and Urban Governance”
- Enhancement of Local Government NGO/CBO Collaboration (utilising the training materials on “Building Bridges between Citizens and Local Governments: Through Managing Conflict and Differences” and “Building Bridges between Citizens and Local Governments: Through Participatory Planning”)

- Participatory urban upgrading, decision-making and management. (Utilising global training materials on “Tools to Support Participatory Urban Decision Making”)

Furthermore, UN-HABITAT’s Regional Office for Africa and the Arab States will avail experiences from other countries utilising integrated urban upgrading approaches to benefit from relevant experiences, and will provide technical support through its various normative substantive units including the Global Secure Tenure Campaign, the Global Urban Governance Campaign, the Training and Capacity Building Branch, the Gender focal point and the NGO focal point. Habitat will also support the project to participate in the meetings of the Cities Alliance Programme, on Shelter, Urban Management Planning, Sustainable Cities Programme among others.

c. Improvement of the Social Profile with a Focus on Women and Youth

Urban upgrading should not focus only on the physical and infrastructure upgrading, but should also strive to improve the social conditions and economic prospects of the poor. In addition to adopting a participatory approach in upgrading and capacity building activities, the project will improve the social profile of the two slum areas through:

- Enhancing educational services that are currently available in the two areas, raising awareness on girls’ education and establishing a school environment that is girl-friendly and discourages dropout. The project will renovate the two school buildings; will equip each with a T.V. set, a satellite dish and computer. The quality of education will be improved through training the teachers on computer skills. The community will be more involved in the education of their children through establishing participatory modalities such as the parent-teacher association
- Enhancing the income of the poorer groups in the community through the creation of temporary and permanent jobs and supporting the inhabitants in accessing the work market. In order to enhance their chances of increasing their income, the project will identify indigenous skills and will enhance them through the organization of training programmes to improve quality, productivity and secure job opportunities. The project will also provide training in new vocational skills and will support inhabitants in accessing micro-business funds from the Social Fund for Development training.
- Improving the status of women through providing them with ID cards, voting cards and establishment of a women club attached to the social compound where literacy classes will be organized to eradicate the women illiteracy and raise their awareness on their role in the community, rights of the girl child, child care etc. Indigenous skills of women and youth will be identified and enhanced through
- Improving health services through supporting the establishment of a health unit and liaising with the Ministry of Health to furnish and equip the unit and provide the inhabitants with health IDs.

This component will also receive support from UN-HABITAT (see materials in section b above).

PART II: Results Framework

The project is designed to demonstrate a best practice in participatory social and physical upgrading with specific outputs and activities such as the formulation of working groups within the local communities, organizations of consultations, improving the social profile of the slum areas through building capacity for incoming generation activities, organizing literacy classes for women and providing them with IDs, etc. The project outputs and related activities are detailed in the attached logical framework.

PART III: Implementation Arrangements

The project will be nationally executed by the Governorate of Ismailia. The United Nations Development Programme (UNDP) will implement the personnel component as per the attached project budget. The capacity building component of the project will draw upon the expertise of UN-HABITAT and will be conducted in the Capacity Building and Training Center, which was established by the UNDP/Social Fund for Development in co-operation with the Governorate of Ismailia. The project will be executed under the UNDP national execution modality.

A. Project Management Arrangements

The project management arrangements at the Governorate level will be as follows:

1. A High-Level Committee for Participatory Slum Upgrading:

The Committee will be headed by the Governor of Ismailia and will be entrusted with the responsibility of coordinating and orchestrating the efforts of all local authorities that are stakeholders and/or actors in the upgrading process of slum areas in Ismailia. The purpose is to provide a model for future possible replication at the national level. This committee will also be responsible for discussing policy and implementation related matters and make recommendations accordingly. The Committee, which will meet on a quarterly basis, will also review project progress reports, facilitate procedures for project implementation and recommend follow-up actions and may recommend the commissioning of studies and evaluations when deemed necessary. The composition of the Committee will be as follows:

1. Governor of Ismailia
2. Secretary-General of the Governorate
3. Heads of relevant City Councils
4. Member of the Local Popular Council
5. Representative of the Committee of Urban Planning
6. Representative of the Directorate of Social Affairs
7. Representative of the Directorate of Health
8. Representative of the Directorate of Education

9. Representative of the Suez Canal Authority
10. Representative of the Suez Canal University
11. Representative of the General Organization for Physical Planning
12. Representative of the Regional office of the Egyptian Environmental Affairs Agency.
13. Representative of the reconstruction agency
14. Representatives of the private sector

The Technical Advisory Unit will act as the technical secretariat to the Committee.

2. The Project Steering Committee

A Project Steering Committee will be established to provide overall guidance and follow-up on project progress and implementation. The Committee will meet twice a year, with the first meeting taking place on a quarterly basis and will be headed by the Governor of Ismailia, and composed of:

- One representative from the High Level Committee for Upgrading,
- Secretary General of the Governorate
- Chairman of Ismailia City Council
- Head of the Local Popular Council for the City of Ismailia
- Two representatives from the local community (preferably including one woman)
- Representative from the Ministry of Planning
- Representative from the Ministry of Local Development
- Representative (s) of the National Council for Women and the National Council for Childhood and Motherhood
- The Italian Co-operation and
- UNDP

The Technical Advisory Unit will act as technical secretariat to the Committee.

3. The Technical Advisory Unit (TAU):

The day-to-day management and backstopping of project activities will be the responsibility of the National Project Co-ordinator, supported by the technical team of the Technical Advisory Unit (TAU), who will report directly to the Governor of Ismailia, The Debt-Swap Management Committee (MC) and UNDP. The Unit will be composed of:

- National Project Coordinator (NPC)
- Technical Team composed of an Upgrading Officer (Planner/Civil Engineer), a Community Development officer and a Capacity Building Officer,
- Pool of short term consultants including a planner/GIS expert, economist/local initiatives expert, social development expert, communications/media expert and Project Evaluator
- Administrative Team composed of one administrative assistant and one finance assistant,
- Support staff composed of one messenger and one driver

The TAU will be responsible for the overall management and monitoring of project implementation; preparation of quarterly reports for review by the High-Level Committee and the Project Steering Committee; organization of the launching conference and the inception meetings, identification of the community leaders, formulation of working groups, providing

guidance to the Implementation Units (IUs) (see below) at the various project sites; carrying out studies and surveys agreed upon; organizing and delivering the capacity building and training components of the project in co-operation with Habitat; assisting in resource mobilization; maintaining contacts with donors; networking and exchanging experiences with other upgrading projects at the national level and with the Cities Alliance Programme; organizing publicity and media coverage for project activities; overseeing the temporary committee for the selection of contractors, to be headed by the Secretary-General of the Governorate; designing and implementing in collaboration with local authorities, the social communication and advocacy campaign. The Unit will be managed by a National project Co-ordinator who will be contracted by UNDP based on the following qualifications:

- University degree in relevant field
- Project Management skills preferably with development projects supported by multilateral and/or bilateral donors
- Experience in co-ordinating with governmental and non-governmental organizations
- Report writing and presentation skills in Arabic and in English

4. Implementation Units (IUs)

In each of the two slum areas, a Project Implementation Unit (IU) will be set up to direct and follow-up on a daily basis the physical and infrastructure component of the project. The IUs will be staffed each with a surveyor, assistant and social worker, all seconded and provided with appropriate office space from the Governorate. The IUs will be responsible for ensuring the smooth implementation of physical and social surveys, overseeing contractors and sub-contractors, troubleshooting and mobilization and dealing with public queries and complaints at the site. Though they will receive guidance from the TAU, the IUs will report directly to the City Council. Another important function of the IUs will be assisting in setting up of the working groups, attending their consultations and meetings and reporting on progress to the TAU. The IUs will also be entrusted with the task of facilitating the process of registering properties.

5. The Working Groups

In order to operationalize the concept of participatory slum upgrading and urban governance, Working Groups (WGs) will be established in each slum area on a voluntary basis. The WGs, composed of stakeholders including local NGOs, CBOs, women, youth, associations, community leaders etc. will be responsible for identifying and prioritizing issues and problems that need to be addressed. The WGs will act as a liaison between the community and the local authorities, ensuring that the voice, needs and aspirations of the community are heard and addressed.

The project will install basic municipal infrastructure for which the feasibility studies have already been prepared and are ready to be tendered. Copy of the feasibility studies for the a) supply of piped water; b) electricity network c) road network and d) sanitation are attached hereto as *Annex 3*. These include the paving of roads, the installation of piped water network, the extension of electricity network, sanitation schemes as well as solid waste management facilities. In addition, other activities such as tree planting, house painting etc will be implemented to improve the overall environment. These works will be carried out by contractors, through competitive bidding, under the supervision of the Technical Advisory Unit and the field

Implementation Units (IUs). The local council will in turn be responsible for supervising the work of the Implementation Units.

The project will address the issues of social and community development through a holistic participatory approaches using WGs to identify priorities and fast track activities required by the people such as health awareness, informal and formal education, poverty and unemployment etc. A number of urgent needs have already been identified such as the establishment of health units and the upgrading of school facilities. A social communication campaign will be designed and implemented to induce behavioural changes and raise awareness on environmental protection, health and hygiene, rights of the girl child, child care and women empowerment.

B. Monitoring and Evaluation

To be able to measure and assess project performance and to manage the outcome and outputs as reflected in the Project Results Framework, the following UNDP Monitoring and Evaluation tools will be deployed;

1. Project Operation Plan (POP): It will be prepared by the project to monitor yearly progress towards the achievement of results at the outcome/output levels, through the establishment of indicators and annual targets, the timeframe of the POP covers the lifetime of the project.

2. Project Annual Work plan (AWP): It has a time frame of 12 months and thus a new AWP will be prepared for each year of project implementation. The AWP will reflect activities and relevant indicators which will be used to measure progress and performance

3. Project Steering Committee: To ensure commitment, ownership, follow-up and feedback on performance, the project will establish a steering committee composition and periodically mentioned in Part III: Implementation arrangements.

4. Project Progress Report: The Project TAU lead by the National Project Co-ordinator will prepare biannual progress reports as required by the Debt Swap Management Committee to assess progress towards the implementation of the Annual Work Plan

5. Field Visits: As the project is implemented in a slum area in Ismailia Governorate in the Delta region, Habitat and UNDP will conduct field visits and biannual meetings to follow-up on and assess progress

6. Project Evaluation: The project will be evaluated by an independent consultant. The timing of the project evaluation, at mid-term or at six months prior to the completion of project activities, as well as the terms of reference for the evaluation will agreed upon by the Project Steering Committee.

PART IV. 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 the Arab Republic of Egypt

and the United Nations Development Programme, signed by the parties on 19 January 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 is assured that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revision in, or addition of, any of the annexes of the Project Document;
- b) Revisions that do not involve significant changes in the immediate objectives, outputs, or activities of a project, but are caused by the rearrangements of inputs agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions, which re-phase the delivery of agreed, project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Logical Framework

Project Number/Title
Year:

2003 - 2005

EGY/03/005 - Participatory Upgrading in El Hallous and El Bahini

SRF Strategic Area of Support (SAS):	Social Cohesion through Development Planning and Decision Making Process at the Sub National Level					
SRF related Outcome:	Enabling Environment for citizenship and citizen participation					
Indicator:	Number of governorates with participatory for a for development planning					
Partnership strategy:	UNDP will closely work with the Governorate of Ismailia and the Italian Co-operation to implement the social and physical upgrading in El Hallous and El Bahini with the participation of the local community and local authorities to ensure ownership and sustainability of project achievements					
Baseline Information:	<ul style="list-style-type: none"> * Two slum areas with almost 15000 inhabitants that are amongst the poorest of the poor * Two areas deprived of sanitation network, road network, electricity and system for solid waste management * Absence of health unit and public facilities such as post-office or telephone office * Poor social profile of the two areas 					
Project Outcome:	* Absence of the participatory and community development aspect in slum upgrading projects in the governorate					Comments
	Indicator	Targets:2002-2006	Resp.	Targets		
To enhance the living conditions of slum dwellers in Hallous and Bahini in Ismailia through a comprehensive and participatory upgrading approach.	<ul style="list-style-type: none"> * Civil works (electricity, roads, sanitation, solidwaste management) * Number of literate women with IDs cards * Guided book on integrated slum upgrading 	1 2003	2 2004	3 2005	4	5
Output 1:	A high Level Committee on Slum Upgrading is set-up within the Governorate of Ismailia.					
Activities	<ul style="list-style-type: none"> A1.1.1. Governor issues Decree for establishment of committee. A1.1.2. Convene regular meetings HLCSU 					

<p>Output 2:</p> <p>1.2 The capacity of the Governorate of Ismailia is built in the area of participatory slum upgrading.</p>	<p>The Project Technical Advisory Unit (TAU) is established and becomes operational.</p>										
<p>Activities</p> <p>A.1.2.1 Recruit National Project Coordinator and TAU Staff.</p> <p>A.1.2.2 Procure Office Equipment & Maintenance</p> <p>A.1.2.3 Recruit short term consultants/ Experts</p> <p>A.1.2.4 Prepare brochures, media material, videos and CDs</p> <p>A.1.2.5 Governorate allocates office space for implementation units IUs.</p> <p>A.1.2.6 Prepare handbook and studies</p> <p>A.1.2.7 Organize study tours</p>											
<p>Output3:</p> <p>R 1.3. Local communities are fully mobilized and empowered to participate in decision making, planning, implementation and monitoring of the upgrading.</p>	<p>Three broad-based Working Groups and sub groups are established in each of the slum areas and community mobilized around key challenges.</p>										
<p>Activities</p> <p>A.1.3.1. Organize launching conferece</p> <p>A.1.3.2. Organize two inception consultations at the two sites and</p> <p>A.1.3.3 Identify community leaders</p> <p>A.1.3.4. Organize monthly WG meetings</p> <p>A.1.3.5. Document process of community mobilization</p>											

Output 4: R.2.1 All inhabitants have access to paved lighted roads and safe footpaths	Percentage of paved and lighted roads to total roads in km.									
Activities A.2.1.1 Organize competitive A.2.1.2 Install/extend road										
Output 5: R2.2. All inhabitants have access to piped potable water.	Population with access to piped potable water as a percentage of total population.									
Activities A.2.2.1 Organize competitive bidding A.2.2.2. Install piped potable water to houses and establishments										
Output 6: R 2.3 All inhabitants have access to electricity.	Population with access to electricity as percentage of total population									
Activities A.2.3.1 Organize competitive bidding A.2.3.2 Install electricity network and connections to all houses and establishments										
Output 7: R2.4 All inhabitants have access to latrines and connection with sanitation network	No. of Households connected with latrines and connected with sanitation network as a percentage of total number of households.									

Activities																				
A.2.4.1. Install latrines and connectivity to sanitation network in all houses and establishments.																				
Output 8:																				
R.2.5. Living environment enhanced in terms of green areas, renovating buildings, street names and signage and house numbers		Venue of different houses is easily accessible																		
Activities																				
A.2.5.1. Establish system for solid waste management.																				
A.2.5.2 Paint and maintain buildings as necessary																				
A.2.5.3 Plant trees and develop green areas where possible.																				
A.2.5.4 Develop recreational areas.																				
A.2.5.5 Number houses and name streets.																				
A.2.5.6 Support dwellers to acquire secure tenure																				
A.2.5.7 Build two low cost buildings to relocate 20 very poor families																				
Output 9:																				
R.2.1. Health services are available in Hallous		Number of Health IDs issued																		
Activities																				
A3.1.1 Build health unit in Hallous.																				
A3.1.2 Equip and staff health unit																				
A3.1.3 Issue health ID cards for dwellers.																				

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Output 10: R3.2 School facilities and educational services are improved	Parent boards established in schools.										
Activities A.3.2.1 Renovate school establishments A.3.2.2 Procure computers, TVs and satellite dishes for schools. A.3.2.3 Organize teacher training A.3.2.4 Assist communities in organizing parent boards and associations											
Output 11: R.3.3. The income of households is increased through the creation of temporary and permanent jobs.	Number of youth employed in upgrading works										
Activities A.3.3.1 Train and recruit community members to carry out upgrading A.3.3.2 Train youth on operation and maintenance skills.											
Output 12: R.3.4. Women in local communities are empowered	Number of women with IDs and voting cards.										
Activities A.3.4.1 Train women on new vocational skills. A.3.4.2 Provide credit for micro-business through Social Fund for Development. A.3.4.3 Provide women with ID and voting cards. A.3.4.4 Organize literacy classes for women.											

<p>A.3.4.5 Build a multi-purpose social complex including a women's club etc.</p> <p>A.3.4.6 Furnish social compound and social club</p>										
<p>Output 13:</p> <p>R.3.5. The attitudes and behaviour of local communities with regards to harmful practices are changed.</p>	<p>Participation of community leaders and members in sensitization sessions</p>									
<p>Activities</p> <p>A.3.5.1 Prepare TORs to design social communication campaign to raise awareness on health hazards, child care environmental preservation, girls rights, women empowerment</p> <p>A.3.5.2 Identify campaign messages</p> <p>A.3.5.3 Design and implement campaign</p>										
<p>Output 14:</p> <p>R.4.1 The capacity of community leaders, members and CBOs is built in local leadership, decision making, collaboration techniques, negotiation skills etc.</p>	<p>Community members, local leaders and CBOs demonstrate higher levels of participation, articulation of problems etc.</p>									
<p>Activities</p> <p>A.4.1.1 Adapt and prepare training materials</p> <p>A.4.1.2 conduct training sessions.</p>										

Output 15:											
R 4.2. The capacity of local authorities and IU members is built in participatory monitoring and implementation of slum upgrading.	Local authorities and IU members recognize importance of participatory local governance										
<i>Activities</i>											
A.4.2.1 Adapt and prepare training materials											
A.4.2.1 Conduct training sessions.											

