

**GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT**  
**AND**  
**THE UNITED NATIONS DEVELOPMENT PROGRAMME**

**AWARD: 00047162**  
**PROJECT: 00056471**

<b>UNDAF Outcome(s)/Indicator(s):</b>	By 2011, state's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities, are improved.
<b>Expected Outcome(s)/Indicator (s):</b>	Decentralization policies formulated/reformed, adopted and implemented with improved capacity of institutions at the local level in participatory planning, resource management and service delivery.
<b>Expected Output(s)/Annual Targets:</b>	Demonstration projects for strategic urban planning and development and integrated physical and social slum upgrading are implemented
<b>Implementing partner:</b>	Ministry of Housing, Utilities and Urban Development (General Organization for Physical Planning)
<b>Responsible parties:</b>	General Organization for Physical Planning, UNDP, UNHABITAT, Governorates of Cairo, Giza and Qaluybia

**Narrative**

Recognizing the important role of the Greater Cairo Region as the urban, political, social and economic capital for Egypt and one of the largest urban agglomeration in the world, and within the framework of the Egypt Country Programme Action Plan (CPAP), UNDP will support the General Organization for Physical Planning in preparing the vision and strategic urban development plan for the region and its affiliated mega cities; Cairo, Giza and Shubra El-Kheima. This project document covers the UNDP components in the UNDP/UNHABITAT Joint Programme "Strategic Urban Development Plan for the Greater Cairo Region) which is designed to:

1. Develop the vision and the strategic urban development plan for Greater Cairo Region and its three cities of Cairo, Giza and Shubra El-Kheima. The preparation process of these strategic plans will follow specific steps starting from preparing urban, socio-economic and environmental profiles of GCR, developing the future vision, identify strategic development lines and priority projects on both regional and local levels; and finally the preparation of the plan which will include all legal maps, technical documents and enforcement procedures. The project will adopt the participatory approach in preparing these plans through carrying out an effective communication strategy that ensures the involvement of key stakeholders in the region and in the cities as well.
2. Prepare the Detailed Plans for Priority Subsidiary Projects with national and regional significance such as the transfer of ministries and governmental authorities to a new government city, upgrading and urban development of the north sector of Giza city including Imbaba airport area as a new approach for public private partnership in informal settlements and in the upgrading and prevention of growth of further slums or informal settlements.
3. Establish the Local Urban Observatory Unit for Greater Cairo Region as a monitoring mechanism for urban development that would support the development of future urban policies.
4. Strengthen the Capacity of Local Actors in GCR in Participatory & Strategic Planning, Management & Implementation

- The Expected Outputs of the UNDP component of the Joint Programme are:
  - Establishment of Project Set-up and provision of advisory services
  - Preparation of the Strategic Urban Development Plan
  - Preparation of detailed urban plans and feasibility studies for subsidiary projects

- The Total budget for the Joint Programme is US\$3,570,000 where the total Government Cost-sharing is US\$3,400,000, UNDP TRAC is US\$70,000, and UNHABITAT funds are US\$100,000. This project document covering the UNDP components reflects Government Cost-sharing Contribution of US\$1,400,000 and UNDP TRAC of US\$70,000. The Total Budget for this project document is US\$1,470,000.

**Programme Period:** 2007-2011  
**Programme Component:** Democratic Governance  
**Project Title:** Strategic Urban Development Plan for Greater Cairo Region  
**Duration:** 30 months (January 2008 - June 2010)  
**Management Arrangement:** National Execution

**Total Budget:** US\$1,470,000  
**Allocated resources:**  
• Government US\$1,400,000  
• Regular US\$ 70,000



**Agreed by:**

**Signature**

**Date**

**Dr. Hazem El-Kouedi**

Chairman, General Organization  
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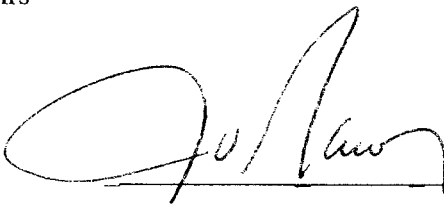
  
  
17.12.2007 ✓

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17.12.07

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## ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CDS	City Development Strategies
CP	Country Programme
GCR	Greater Cairo Region
GMS	General Management Support
GOPP	General Organization for Physical Planning
ISS	Implementation Support Service
LED	Local Economic Development
NUCA	New Urban Communities Authority
PB	Project Board
PWG	Project Working Group
PET	Programme Executive Team
PSC	Programme Steering Committee
SCP	Sustainable City Program
SUDP	Strategic Urban Development Plan
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

## I. BACKGROUND

The Greater Cairo Region (GCR), an agglomeration that comprises Cairo Governorate and the urban areas of Giza and Qalyubiya Governorates, is a place of unique political and cultural significance in the Arab World. It is also home to archeological and historical landmarks that make it one of the most important tourist destinations in the world, including the Pyramids and the Sphinx; the Islamic/Fatimid Cairo with Al-Azhar, the world's oldest university and a mosque of unique stature in the Muslim World; and the well preserved Old Coptic Christian quarter with the suspended church and cobblestone alleys. In modern times, GCR continues to have important landmarks, including the nation's two leading universities of Cairo and Ain Shams which attract many students from the MNA region, and it has become home to the League of Arab States among the many international bodies that choose to set up headquarters in such an influential location in the Arab World. The draw factor of such important landmarks coupled with a very vibrant megalopolis with an estimated 16 million inhabitants makes GCR an important tourist destination, receiving over four million tourists each year.

The term "Greater Cairo Region" is invariably applied in Egypt to describe different overlapping areas, and there is a lack of a common definition of its urban planning and development boundaries. For example; the General Organization for Physical Planning (GOPP) refers to the GCR as the area encompassing the contiguous urbanized area of the three Governorates of Cairo, Giza and Qalyubiya, and the eight new urban communities that surround it. This area falls administratively under four different authorities, namely the three Governorates of Cairo, Giza, and Qalyubiya, and the New Urban Communities Authority (NUCA), while the central government authorities in charge of service delivery, including the water and sanitation holding companies, consider the GCR to be the contiguous urbanized area of the three Governorates of Cairo, Giza, and Qalyubiya only, since NUCA is responsible for trunk infrastructure provision for the new urban communities. To clarify such confusions, the term Greater Cairo Region (GCR) is used and refers to the urbanized built-up area of the three Governorates of Cairo, Giza and Qalyubiya, mainly the cities of Cairo, Giza, *Shubra Al Khayma*, and the eight new urban communities that surround it.

As with other mega-cities, GCR is the prime engine of economic growth and the main population center in Egypt. Yet, this role comes with many key challenges. Most importantly, planning, infrastructure and service delivery have not managed to keep up with very rapid urban growth over the past four decades during which GCR's population more than tripled between in what amounts to an average annual growth rate of over 2.5%, making the GCR the 13<sup>th</sup> largest mega-city in the world today. GCR share of national population increased from 12.5% in 1960 to approximately 20% in 2006 and its share of the urban population is now approximately 40%, which is consistent with the trend of population concentration occurring in other mega-cities. Greater Cairo's share of Egypt's total urban population reached the peak of 43.3% in 1976, then stabilized between 1976 and 1986 around 42.3% and then slightly declined to reach 40.3% in 1996. However, Cairo's population will continue to grow in absolute terms and should reach about 24 million by 2022, resulting in tremendous demands for housing, urban services of all kinds, and high pressure on environment, infrastructure networks and livelihood of citizens.

In an effort to reposition Cairo to take advantage of its competitive endowments and improve service delivery, the Egyptian government seeks to prepare and develop a Strategic Urban Development Plan for the region in order to ensure that GCR retains its position as a "global city" and the prime destination in the Arab World.

## **II. SITUATION ANALYSIS**

The main challenge facing the GCR is its increased un-livability and the inefficiency of its systems on account of deteriorating infrastructure, public services and transportation systems; severe air and noise pollution; chronic traffic congestion; and most importantly, the complex set of institutional arrangements that fragment responsibilities and constrain efficient service delivery. These challenges could be explained more specifically as follows:

### **1. Livability of the GCR is deteriorating:**

GCR suffers from several problems making livability an increasingly obvious problem for residents and visitors alike. Rapid uncontrolled urbanization and significant densification have translated into: (i) residential densities reaching as high as 800 persons per hectare in several districts (e.g. Sharabiya, Matariya, and Imbaba); (ii) a serious lack of open public spaces, estimated at about 0.4 sqm per person; and (iii) deficiencies in infrastructure and services, which cannot cope with growth. The GCR also suffers from significant air and noise pollution; in Cairo, the recent years are witnessing a seasonal recurring “Smoke and Fog Episodes” that cause severe health and respiratory problems. In addition, an inefficient public land management system and inadequate affordable housing policies have resulted in a shortage of supply of affordable land and housing, leaving limited income groups no alternative but to settle in informal and squatter settlements. By some accounts, 70-80% of all new housing stock produced in GCR in the past three to four decades is informal. Finally, the GCR is faced with intra-city mobility problems and severe congestion due to inter-alia inefficient public transportation system and land use planning and zoning.

### **2. Limited resident satisfaction with infrastructure and services:**

A survey carried out by the World Bank of the extent of end-user satisfaction with the performance of several infrastructure and municipal services (electrical supply, water supply, sewage and sanitation, solid waste management, local transport and road maintenance, cleaning and lights of streets, markets and slaughterhouses, open spaces/parks, issuing of civil documents, and post services) was carried out in Cairo among eight cities in the MENA region. In Cairo, residents are primarily satisfied with postal services (90%) and the supply of electricity (80%). They are less satisfied with sewerage (60%) and the availability/quality of public parks (55%). They are particularly unsatisfied with solid waste management (22%), markets (18%), road maintenance and local transport (38%), and water supply (42%).

One of the important facts underlying such dissatisfaction is the limited funding available to local authorities, which reflects on the quality and coverage of public services. Indeed, sub-national capital investment expenditures in Egypt represents a very low share of total public investment expenditures, approximately US\$12 per capita as compared to about US\$30 in Brazil, US\$55 in Turkey, or US\$80 in Hungary.

### **3. A fragmented and incoherent institutional framework for local management and service delivery:**

The GCR is not a legal entity. GCR is a metropolitan area that is administratively under the jurisdiction of three different governorates (Cairo, Giza and Qalyubiya), in addition to the New Urban Communities Authority (NUCA). In addition, since it is the seat of national government, many other central government ministries and authorities have a direct role or indirect influence on urban management issues. As a result, development and public investment decisions affecting the GCR are typically taken at both central and local government levels by at least the four directly involved government entities, without a commonly defined framework for collaboration and coordination. The GCR is also a composite entity of several layers of local administration that varies by place; on the one hand. Giza and Qalyubiya follow a five-tier local administration system (Governorate,

district/*Markaz*, City, Village and quarter/*Hayy*) on account of having a mix of urban and rural areas, whereas on the other hand Cairo—a special case of an urban Governorate and follows a two-tier system (Governorate, and quarter/*Hayy*).

As mentioned earlier, the different service delivery authorities do not follow the same jurisdictions. In some instances, there are regional authorities in place with responsibility for service planning and delivery for the whole GCR, e.g. Cairo Transport Authority, and the Cairo Water and Sanitation Companies. In other cases, there are multiple de-concentrated or decentralized entities in charge of service delivery (e.g. solid waste collection is managed by each governorate). Not surprisingly, the challenge of coordination between these many entities and the unclear and overlapping jurisdiction between central and local government complicates local management and service delivery. The situation is further exacerbated due to the different boundaries used by the entities in charge of land use planning and service delivery.

#### **4. The challenge of land use planning and management:**

The aim of the successive master plans for Cairo was to divert population growth away from the arable land in the west (Giza), north (Qalyobiya) and south of the GCR towards the desert fringes to the east and the southwest, relying on new towns in a poly-nuclear approach modeled after Paris and London. The first wave of these new towns were conceived as economically independent new towns at distances of 40-60km from the center of Cairo (namely 10<sup>th</sup> of Ramadan and 6<sup>th</sup> of October) and the subsequent wave relied on developing new “satellites” that are nearer to the urbanized area and located along key development corridors. The GCR was to become an agglomeration with satellite towns and to that end a major road construction program was prepared including most notably the ring road and significant investment in infrastructure, services, and large public housing provision in the new towns. The take-off of the first wave of new towns was primarily on account of declaring Cairo closed to large industry in 1983, but new towns struggled to attract residents. Only the second wave of satellite towns started attracting residents, after several fragmented settlements intended for low income groups were consolidated, re-planned into higher end suburban settlements with better services and land parcels for private sector development, especially in New Cairo, and Sheikh Zaiid area and parts of 6<sup>th</sup> of October. The planning approach has somewhat succeeded in reducing the arable land converted into urban uses from 600 to 200-300 hectares per year, but the new towns are still behind their population targets while the density of informal settlements is not showing a sign of reduction.

One of the critiques of former master plans for GCR was their top-down formulation, with very little local stakeholder’s participation at the Governorate level. Planners’ focus on new and satellite town development reduced investments which would have otherwise gone to the existing urbanized areas within the region. Governorates are also limited in their control over public land within their jurisdiction to only those public lands that are within the *zimam* and 2km outside of it. As a result, they are deprived of the authority to decide how public land in their urban expansion areas should be optimally utilized, and are unable to generate local revenues from the public land sale/lease to finance service delivery. In reaction, Cairo and Giza Governorates have in the past capitalized on a legal loophole in the local administration and urban planning laws which has enabled them to prepare their own detailed plans in contradiction to the master plan and use these to dispose of public land and retain the proceeds to finance local service delivery. Through such approach, the two Governorates have released over the past decade some 300 km<sup>2</sup> of public land in the GCR urban expansion areas. In parallel, NUCA released about 1,000 km<sup>2</sup> of public land in the eight new urban communities over the past 25 years. Together, this newly available public land stock represents approximately twice as much as the contiguous urbanized built up area of the three Governorates (estimated at 600-700 km<sup>2</sup> in 2000), which houses about more than 13 million inhabitants.

**5. Extension of Informal Settlements and problems of accessing Land, Housing and Basic Services.**

The successive master plans that have been prepared for GCR aimed at diverting population growth away from the agricultural land to the north and south of the city, and towards the desert fringes to the east and the west, where new urban communities were built. Cairo was to become a “super agglomeration” with satellite towns and major road constructions supporting these objectives, notably the ring road. One of the most noticeable urban dynamics in Cairo has indeed been de-concentration of the old and inner parts of the city. On the whole, central Cairo districts lost a little over million residents during the period 1986-1996. Yet, 1996 census data for Greater Cairo showed that this strong inner city population decline translated into suburban growth mainly to the north and south contributing to extension of informal settlements with only limited growth in the New communities.

Due to high land prices, increasing population density, and shortage of affordable housing, the poor were forced to move out of inner Cairo. Yet due to a lack of public investment, most New Towns could not provide services and housing for low-income population and failed to absorb much of this population. As a result, most urbanization encroached informally over scarce arable lands in the urban fringe on the outskirts of cities, mainly to the west, northwest, and north of GCR in Giza and Qalyubiya, forming several new informal settlements and expanding existing informal settlements. In 2002, around 4 millions inhabitants were living in 152 informal settlements distributed in the three governorates: 68 informal settlements in Cairo in which 2.3 million inhabitants live; 36 informal settlements in Giza with 1.3 million inhabitants; and 48 informal settlements in Qalyubiya in which 1.3 million inhabitants.

The Egyptian government has been carrying out a national program for upgrading these informal settlements since 1993, major improvements have taken place in the form of providing basic infrastructure such as road pavement, water supply and electricity, however such informal settlements still face various problems of lacking proper planning; some infrastructure such as sewage; urban services such as schools, health care units and open spaces; and legal land tenure status.

**6. An inefficient urban transport system:**

The GCR suffers from severe congestion problems due to a lack of an efficient public transport system and road capacity constraints. The GCR has 2.6 million registered motorized vehicles against an existing maximum road network capacity reportedly able to accommodate only 0.5 million motorized vehicles. The annual cost to the national economy due to congestion was estimated in 2000 at LE1.5 billion (\$400 million). Specifically, GCR suffers from the following problems:

- *Serious traffic congestion:* Cairo is experiencing traffic congestion that places it among the worst in the world, one that has serious economic consequences and which contributes to deteriorating air pollution conditions;
- *High accident rate:* Available accident data suggests that well over 1,000 deaths and over 4,000 injuries occur each year in motor vehicle accidents in GCR.
- *Unsafe pedestrian conditions:* very poor provisions for pedestrians to cross heavily traveled streets, with as a result that well over half of motor vehicle related deaths are pedestrians.
- *Poor transport system development and integration:* GCR relies on relatively undeveloped transport system for a metropolitan area of this size. About half of all trips are on small vehicles including shared taxis and micro-buses. System integration among passenger transport modes is critically lacking.



- *Considerable air and noise pollution:* Air pollution in GCR is serious both with regard to particulate matter as well as noxious chemicals such as sulphur dioxide. Noise levels are considerable and are aggravated by an unusually high frequency of motorist honking.
- *Institutional weaknesses and fragmentation:* Like many other cities experiencing rapid population growth and even faster motor vehicle growth, GCR suffers from inadequately developed institutions to deal with urban transport problems.
- *Inadequate financial arrangements:* Overlaying all of the above problems are inadequate financial arrangements including under investment in transport facilities, especially public transport systems; inadequate cost recovery and consequent excessive subsidies for urban passenger transport systems; and inadequate participation of the private sector in financing urban transportation infrastructure and services.

#### **7. The need for a strategic development framework (Opportunity):**

Without a guiding strategic development framework that provides coherence to efforts of land use planning as well as design, budgeting, delivery and management of services and capital investments, and in general decision-making that affects the whole region across its jurisdictions, GCR will be hampered from fulfilling its full potential as a mega-city and the city's livability and efficiency will continue deteriorating. An agglomeration of GCR's size, endowments and comparative advantages has the ability to transform many of the abovementioned challenges into opportunities by adopting a long-term Strategic Urban Development Plan (SUDP) based on a shared vision among stakeholders that defines the metropolitan area's future role and development priorities, and outlines a strategy for increasing the role of the private sector to implement the requisite services and other investments recommended in the SUDP.

Several stakeholders for instance argue that the GCR needs to reposition itself regionally and globally with a vision and strategy intended to revitalize the urban context of the metropolitan area and define its future expansion in addition to attract investment into high value-added sectors and other services and economic activities that could generate new job opportunities in the region. In addition to defining a vision and strategy, the SUDP will more importantly set the foundation for a commonly-agreed and coherent institutional and financial framework for management and delivery of services.

### **III. PROJECT STRATEGY**

Egypt is embarking on a process of decentralization. Urban planning institutions are looking forward to implement a modality where the coordinated roles of central and local institutions can coordinate regulation and implementation of sought strategic plans under development. The outputs of strategic urban plans should be flexible to enable local development and permit regulation of the process of planning and development. Preparing decentralized, i.e. subsidiary and participatory, visions for development and monitoring their implementation is the core of a process that seeks to manage effectively urban policy. The SUDP for the Greater Cairo Region will contribute to its sustainable development and increase its competitiveness on both the regional and global levels. In the short term, this will be achieved through:

- Strengthening the global linkages and integration between the existing urban built-up area and new urban communities;
- Defining the economic role and the competitive economic clusters of the region to leverage their potentials;
- Increasing the efficiency of the institutional framework for managing the region;
- Consolidating the active participation of key stakeholders in the decision making and planning process through the strategic planning approach.

The Government recognizes the above challenges and is currently designing a comprehensive process aiming at drafting a long-term vision for GCR, enhancing coordination among administrative bodies and key public and private stakeholders, and accelerating realization of strategic investments already identified. For doing so, the Government sought the support of international donor agencies, including the UNDP, UNHABITAT, Cities Alliance, GTZ, JICA and the World Bank.

The Greater Cairo Strategic Urban Development Plan will be the overarching long-term framework for development of Greater Cairo Region. Its horizon is 2050 but the plan will entail a medium-term action plan describing activities and projects to be launched in the first five years of the strategic plan. Although, such projects will result from the SUDP based on the preference and priorities of involved stakeholders, it is expected that these projects will tackle the key challenging issues mentioned before such as:

- Developing upgrading Action plans for existing slums and informal settlements within the region and Surrounding them with new planned areas to prevent their informal expansion,
- Transfer of Ministries and governmental buildings from the old inner city center to a new governmental center of the peripheries of the region,
- Relocation of heavily polluting land uses outside the inner city areas,
- Developing a new traffic and transportation strategic plan for the region,
- Developing a new master plan for infrastructure,
- Developing an integrated Local Economic Development Strategy to improve the region's competitiveness,
- Revitalization of Historical Centers within the Region.

However, given the wide range of such projects which would require substantial resources and would consume considerable time beyond the project duration and scope of work, it would concentrate on the preparation of the strategic plans for the regions and the three cities together with selected priority subsidiary projects requested by the Cabinet. It is expected that other subsidiary projects would be prepared and implemented by other governmental agencies or in later stage, which may be formulated in a second phase of the project.

Given the importance of the Greater Cairo Region as the capital of Egypt and the largest city in the Middle East, it is expected to establish a *Ministerial Higher Committee chaired by the Prime Minister and including the concerned Ministers and Governors*, to support and guide the preparation of the SUDP. The Committee will provide timely strategic directions and recommendations as needed, endorse the future vision and main development strategic lines, discuss and set priority projects of regional significance, and ensure that consultation/participation is effective.

#### **The Role of GOPP**

According to the Cabinet's assignment, GOPP will take the lead in managing the preparation of this SUDP. Recently, GOPP has taken major steps towards improving the urban planning process in Egypt through incorporating the participatory planning approach in the current national programs undertaken by GOPP such as Strategic Plans for Egyptian Villages, Strategic Urban Development Plans for Egyptian Cities, Developing New Villages in the Desert Hinterland and Upgrading Informal Settlements in Egypt.

The legalization and enforcement of this new approach would be realized with the enactment of the new unified urban planning and building law, currently under the review of both Shura Council and the Egyptian Parliament. The first chapter of this law stipulates the preparation of strategic urban plans for all levels; the national, regional, Governorate,

city/village and local ones with the active participation of all different governmental and non-governmental stakeholders.

In step towards encouraging the decentralization of the planning process together with building the capacities of local governments and consulting firms, GOPP has shifted its main role from preparing the urban plans by its own staff to be the national managing and monitoring body for the preparation of these plans by private consulting firms. This complies with the new proposed urban planning and building law currently under the review and approval of the Parliament. The law stipulates the necessity of community participation in the planning process and shifting the role of GOPP towards becoming the main regulating body for the urban planning process in Egypt.

Accordingly, within this project, GOPP will manage, finance and monitor the whole process of preparing the SUDP of GCR, reviewing and approving all documents and outputs to be prepared by the selected consulting firms, which would be contracted out to assume this task. In addition, GOPP will be responsible for ensuring the liaison and coordination among different stakeholders concerned with the urban development process. The expected stakeholders groups would be mainly the three governorates constituting the region administrative body, main sectoral organizations responsible for services delivery, key experts and public figures representing the civil society. Given the wide range of different interests and prospected conflict, GOPP would ensure the active participation and agreement of those stakeholders on all crucial decisions affecting the future of the region. This would be more elaborated in coming section of *project coordination and management*.

### **The Role of UNDP**

UNDP will support the GOPP to set up the SUDP structure including the identification and recruitment of the short term consultants and administrative team; the conduct of workshop and working groups; as well as procurement of prproject equipment. This is in addition to providing a) expert advice to develop and implement a Communication Strategy for the SUDP to engage actors and stakeholders in a participatory process for visioning, development of the urban and social profile as well as the strategic plan and b) technical support for processes of international subcontracting.

UNDP will also support the design and implementation of a Monitoring and Communications Plan to capture and analyse information and knowledge generated by the Joint Programme; to make visible Programme achievements and to promote transparency and participation and to conduct periodic project reviews to make necessary decisions.

### **Ongoing Collaboration with Donors**

Furthermore, given the wide scope of work within the region which would require the accumulation of existing and expected efforts exerted by other donors, GOPP has entered into several mutual agreements with donors such as GTZ, JICA and the World Bank, in order to make use of their capacities in relevant subjects, so that the project can focus its resources on realizing its main outcomes. GOPP will make sure that these efforts would be utilized for the project's outcomes and will not be repeated by the project at any stage. Linkages between ongoing and proposed cooperation initiatives between GOPP and donors and how these will support the project is as follows:

#### **1. Updating the Greater Cairo Master Plan and Feasibility Studies for Two main proposed Transportation Corridors (JICA):**

This initiative is being carried out through mutual cooperation between GOPP and JICA. The main objective of this initiative is to update the previous master plan prepared by

GOPP for the region in 1997 in relation to land uses. Then, the initiative will focus on updating JICA funded master plan "CREATS" which has been prepared and come with clear outcomes and suggestions concerning transportation and traffic management in the region through public private partnership. Cooperation with JICA in this activity is expected to define the best alternatives for improving public transportation systems and efficient traffic management within the region. Then, the activity will focus on preparing the feasibility study for developing the two main eastern and western traffic corridors which would connect the existing built up area of the region with the new urban communities through proper means of mass transportation, which would be developed and operated through public private partnership schemes. The outcomes of this activity will provide the project with the required recommendations and policy directions related to transportation planning that would affect the preparation of the GCR SUDP.

**2. Classification of Informal Settlements in the GCR (GTZ):**

Given the magnitude of the informality's problem within the region, GOPP together with GTZ has entered into a mutual cooperation in order to set clear classifications of informal settlements in GCR as a first step towards proposing the most suitable upgrading or development intervention for each classification. The work is being done through a participatory approach that involves also local governments within the three governorates of Cairo, Giza and Qalyubia. The main outcome of this cooperation will be in form of a GIS map for GCR showing all informal settlements according to the agreed classifications. This outcome would be used to come up through the proposed GCR SUDP with an integrated scheme for upgrading the existing informal settlements.

**3. Defining Urban Development Projects on The Local Level of the Three Cities within the Region (World Bank):**

The activity is being undertaken through a cooperation initiative between GOPP and the World Bank in order to define and prepare detailed feasibility studies for the implementation of top priority development projects on the local level of the three cities within the GCR. Those projects would be selected based on their contribution to achieve local economic development within those cities and fast cost recovery. The outcomes of this initiative would be incorporated in the project overall SUDP.

### **Nine Phases of the SUDP:**

The project will compile the expected outcomes of those activities and initiatives and make use of them through out its different phases. Following the concept of Strategic Planning, the preparation of the SUDP will be divided into the following phases which are also shown in figure 1:

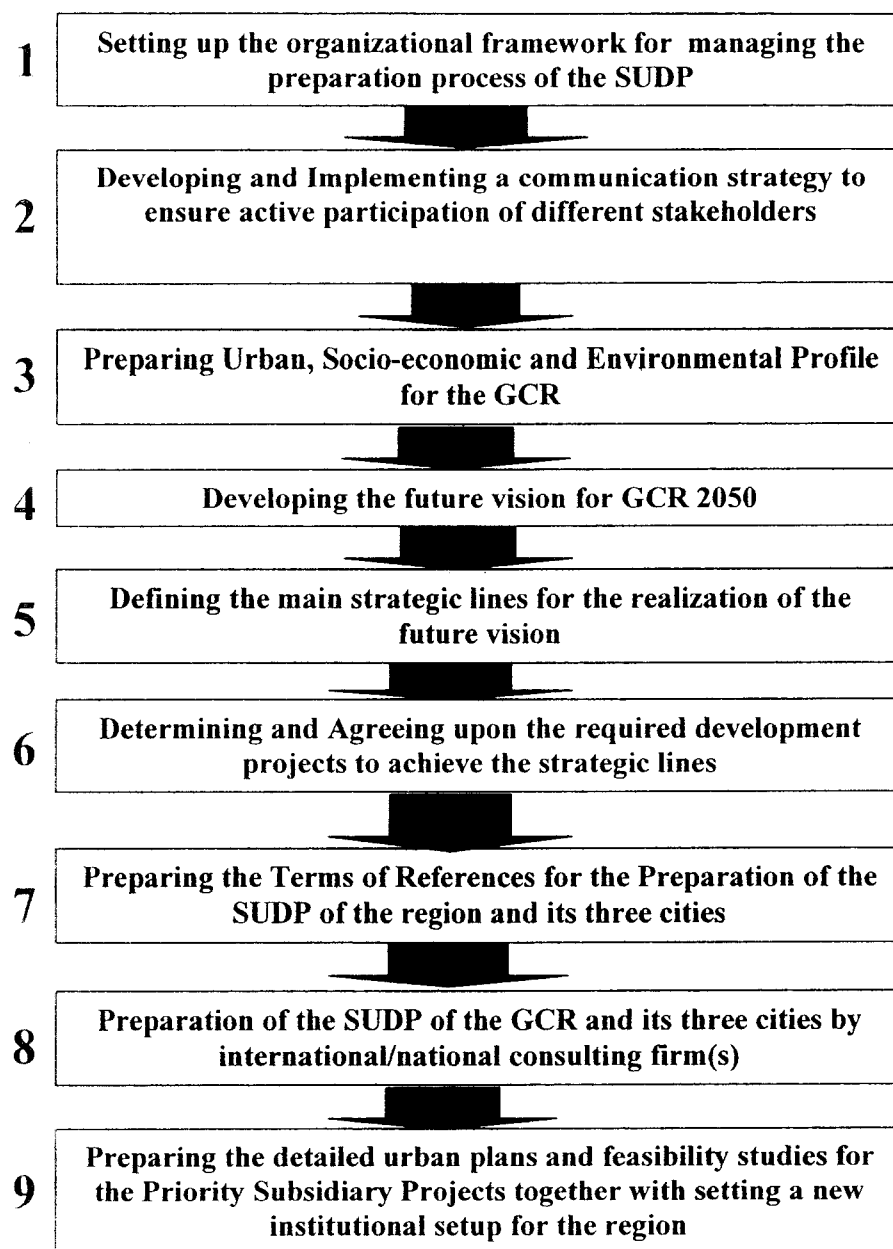


Figure 1: Steps of SUDP of GCR

#### **Phase 1: Setting up the organizational framework for managing the preparation process of the SUDP**

Within this first phase, GOPP will establish the different required bodies that would be responsible for organizing and managing the work within the project. The proposed organizational framework will be based on maximizing the active

participation of key stakeholders in the decision making and planning process. The organizational framework will consist of a tier of committees starting from specialized working groups up-to high level steering committee. This part would be explained in more details in the coming part of the document.

**Phase 2: Developing and Implementing a communication strategy to ensure active participation of different stakeholders**

In order to promote the active participation in the planning process of various stakeholders who may not be all represented in the organizational setup, the project will develop and implement a communication strategy through different activities seeking the wide involvement of different governmental and non-governmental bodies in addition to GCR citizens. The communication strategy would include the following activities that would be carried out along the project period:

- National Seminars under the auspice of HE Prime Minister to be carried out twice or three times annually. Those seminars will seek the attendance and participation of representatives of key Ministries, central governmental organizations, Political Parties, heads of Universities in the regions and deans of concerned colleges, key journalists and from media sector, Non-governmental organizations, urban planners, professionals in Local Economic Development (LED), infrastructure, transportation and social development. The main purpose of those seminars is to get consensus among those stakeholders on critical issues regarding the future vision for the region, main development priorities and key development projects to be undertaken.
- Specialized workshops for sectoral development matters. To agree among the concerned stakeholders on key decisions regarding specific sectors that would influence the preparation of the strategic urban development plan such as transportation, infrastructure, land, housing, etc.
- Media Campaign in Newspapers and Television, to clarify the main objective, methodology, vision and expected outcome of the project to the Egyptian mass given the importance of GCR as the capital of Egypt
- Establishing a Website for the Project, to enable the Egyptian citizens to have direct access to all information about the project, to participate and vote for certain decisions to be taken regarding the vision, priorities and types of development projects such as transfer of ministries and governmental organizations.

**Phase 3: Preparing Urban, Socio-economic and Environmental Profile for Greater Cairo Region**

With the participation of the different stakeholders, the exact area of the region which would be subjected to the planning process along the project, would be defined. Then, all available data consistently with that area would be collected and analyzed in order to come up with the current profile of the region.

The methodology of realizing this phase would be through establishing specialized working groups including key stakeholders related to each specific subject 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. Precisely, Each working group will assume the following tasks:

- Draw up an inventory of statistics and geographic data, as well as information covering the whole the GCR defined area related to its specific sector.
- Review existing works, projects, plans and studies prepared whether by governmental or other entities.
- Define areas under urban pressure or strong influence of the region, as well as areas already selected for future development.

The working group will diagnose the available data and information gathered related to the sector which will notably include the following:

- Analyze the development trends of the GCR, including the following:
  - Demographic trends, including dynamics and interrelations at national and regional level.
  - Land-use spatial distribution and densities, governing regulation and practices, land markets, and infrastructure and services related issues such as local and transit transport networks, water resources, high-valuable open and natural spaces, air pollution.
  - Financial management and revenues/expenditures sector and spatial distribution.
  - Housing demand in the GCR.
  - Impacts, mismatches, and shortcomings of existing planning documents and other enforceable regulations, as well as inconsistencies among planning strategies of different authorities, such as the new towns placed under NUCA authority.
  - Identification and quantification of synergies, mismatches, and gaps among trends, sector strategies such as transport, water, sewerage, and energy supply, and implementations policies.
- Identification of key stakeholders and their current role related to the studied sector
- Defining the priorities development projects related to the studied sector and carry out an estimation of public financing capacities to invest in sector development as well as estimation of investment capacity of other stakeholders.
- Assess and review cross sector issues, potential long-term impacts, and linkages among sector policies or sub metropolitan development strategies.
- Produce maps of the main outputs of the diagnosis related to the studied sector.

The main outcome of each working group would be a technical report for the profile of the studied sector. Those reports would be compiled in one consolidated profile report for the region which would be a main part of the documents to be delivered later to the consulting firms that will be responsible for preparing the strategic urban development plan.

#### **Phase 4 – Developing the future vision for Greater Cairo Region 2050**

Based on the previous sectoral analysis and the outcomes of the GCR profile and understanding of the current state of affairs, a new future vision for the development of the region would be set aiming at increasing its competitiveness, building on its existing strength issues and opportunities. The vision would be concluded with the active participation of different stakeholders through a series of workshops and one national seminar to be conducted for that purpose.

The practice of developing a future development vision for sustainable urban development of GCR and the strategic urban development plan is considered an innovative step that is being adopted for the first time in Egypt and in the Middle East as well, which enables Egypt to take a leading position among developing countries. Since the development of this future vision is a new trend that has not been practiced in Egypt before, 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 GCR together with proposing the main strategic lines to realize this vision.

**Phase 5: Defining the main strategic lines for the realization of the future vision**

Upon completing the future vision, the proposed strategic lines for realizing this vision would be prepared. Those strategic lines would be based on the outcomes of the earlier profile that has been prepared for GCR. These lines will cover all proposed strategies to be undertaken by different organizations together with their affiliated development projects. The strategic development lines would be proposed through another national seminar together with their affiliated projects in order to build consensus among all stakeholders on those lines together with taking into account key issues and strategic choices drawn from previous phases. Each strategic line will describe needed and potential development opportunities for the GCR Area.

With regard to quantified building objectives, each strategic line will finally identify preferable locations of main development projects and related required finance. Designed at 2027 term, the strategic lines will help to assess the need to reserve land and prepare major investments such as highway network improvement, public transportation development, water, and energy facilities. Therefore, an intermediate step (2017) will give a timeframe for decision and triggers evaluation to move from a strategic line to another.

For each strategic line, the followings will be developed:

- National development assumptions underpinning the strategic line (Economy, demography, regional development policies, etc.)
- Regional development assumptions, consistent with the national ones and building on GCR specificities such as development of international facilities and business districts, economic specialization, land availability, environmental issues, etc.
- Projections of main urban indicators describing the evolution of the GCR area: demography (population and relevant breakdown), employment by sector and education prerequisite, housing (numbers and relevant breakdown), other land use (offices, retail, industries, etc.), facilities and public equipments.
- Projection of demand of serviced land and infrastructure (transport, utilities, major equipment) and projection for demand of public and private transport and other main services and utilities.

Estimate of public and private investments at 2012 and 2027 horizons for the whole Metropolitan Area.

The GOPP technical team together with the international expert(s) will prepare the technical documents that consolidate those strategic line and associating as much as possible stakeholders and representatives of all involved public authorities. These documents will also be used in the later stage of preparing the SUDP.



**Phase 6: Determining and Agreeing upon the required development projects to achieve the Strategic Plans**

The strategic lines will lead to define the required development projects that would lead to the implementation and realization of those lines. The projects will be concluded through effective participation of all involved stakeholders based on the sectoral studies carried out by the project.

**Phase 7: Preparing the Terms of References for the Preparation of Strategic Urban Development Plan for the Region and the Three Cities of Cairo, Giza and Shubra El-Kheima.**

Based on the future vision and strategic lines for development within the region, the technical team of GOPP together with international expert(s) prepare the terms of references "TOR" for preparing the strategic urban development plan for the region and its three cities. The TOR will be used for tendering the preparation process to both international and national consulting firms. The TOR will include all the different steps to be undertaken by the consulting firms and the main outcomes of each step together with identifying the process of verification and validation to be carried out by GOPP to approve the plan.

**Phase 8: Preparing the Strategic Urban Development Plan for Greater Cairo Region and its Three Cities**

The output of this phase is a comprehensive document detailing the main strategic lines for the Planning Area and giving guidance to implement the development strategy. The document will also include rules and constraints to be enforced against local land use plans and future projects; it will also include reconciliation proposal for on-going projects that need to be adapted to support the strategic plan. The selected international/ national consulting firm(s) will assume the following tasks among other during the process of preparing the SUDP whether for the GCR or its three cities:

- Greater Cairo Metropolitan (city) background.
- Main goals and quantitative objectives at the development term, including social, economic, and urban issues.
- Structural scheme, including main transport infrastructures and services and main public equipment needed. Sector plans will complete the comprehensive development scheme.
- Economic evaluation: public and private investments, potential for fiscal revenues, and capacity to finance the public services
- Sequencing of development and defining priorities.
- General land use and land protection maps. The maps will also delimitate key-areas and key-spaces with the proper scales.
- Strategies and rules to enforce the master plan against local planning documents, development projects, and main facilities.
- Road maps for key-areas for development and key-spaces to be protected. These road maps will include development or protection objectives, main investments and decisions needed, prerequisite for development, preferable schedule, main triggers and safeguards, evaluation indicators...
- Environmental impact assessment.
- Main indicators for continuous evaluation and follow up activities, including triggers requiring revision of strategic orientations.

The main outcomes of the SUDP would be presented in national seminars in order to get the consensus of all possible stakeholders on critical decisions affecting the future of the region and its three cities.

### **Phase 9: Preparing the Detailed Urban Plans for Subsidiary Projects**

Upon acquiring the consensus of involved stakeholders on the future vision of Greater Cairo, the detailed plans for the following two main subsidiary projects will be prepared:

1 **Transfer of Ministries and governmental buildings from the old inner city center to a new governmental center of the peripheries of the region:**

This project is mainly concerned with solving the problem of traffic congestion and its related environmental problems due to the concentration of Ministries and central governmental organizations within the area of Kasr Al-Ainy in Cairo's city center.

The initial idea of this project would be centered on constructing a new governmental city within the new urban boundaries of GCR to be selected according to SUDP to host the premises of 12 ministries, several central governmental organizations, Prime Minister complex, in addition to other related land uses for administrative, commercial and investment uses to cover the initial cost of this project. Activities such as business parks, campus for international development organizations would complement this new governmental center to encourage private sector participation in project development.

2 **Developing Giza North Sector Upgrading Scheme including Areas surrounding Imbaba Airport.**

This project focuses on adopting a new approach towards upgrading informal settlements in Egyptian cities through public private partnership. The project intends to upgrade the north sector of Giza city, one of the largest informal settlements in Greater Cairo with a total population of 450,000 inhabitants living on 3157 feddans. The area contains the complex of Imbaba airport, which was used in the past for sport/ wind aviation. Being in the heart of this informal area, which exposes the inhabitants to possible risk of any accident, the government decided to halt this activity within the airport and remove to another location in the western part of the region. The empty land of this deserted airport is now considered a unique opportunity for planning a comprehensive upgrading scheme that make use of this land as a potential site for providing the required social and economic services to this deprived sector in the city together with open and recreational spaces. In addition, the government, through this project, would demonstrate its new approach in dealing with those informal areas through public private partnership, through which the government would concentrate on the physical components such as roads and infrastructure while the NGOs and CBOs would focus their efforts on social aspects. In the meantime and in order to ensure the sustainability of the upgrading scheme and self financing the project, it is proposed to dedicate part of the airport's land for private investment projects. The detailed planning of this subsidiary project together with its detailed feasibility study will be prepared within this project.

GOPP will prepare the TOR for these detailed plans in order to tender them to consulting firms. These plans could be initiated parallel to the preparation of SUDP itself. The detailed plans would include action plans for implementation. Within each subsidiary projects, similar phases to the SUDP would be launched on the project level. In specific, additional tasks would be fulfilled such as preparing detailed feasibility studies and financial plans based on clear time schedule for implementation in addition to an executive action plan identifying the responsibility of each stakeholders involved in the project and required cash flow and expected direct and indirect revenues and social and environmental gains.

### **Institutional Development**

Furthermore, the GCR SUDP Programme will focus on coming up with a clear and unified administrative and urban boundaries of the region to be endorsed by the different involved stakeholders especially governmental organizations. In addition, in order to improve the efficiency of urban management within the region and to ensure better integration of the

implementation of expected development priorities, the need to set a new institutional framework that can oversee these challenges become clear. This new institutional framework would come up with different alternatives for redefining the boundaries between the three governorates and new urban communities, propose a new body to coordinate among those different entities or oversee their responsibilities, and define the various mandates within this new framework.

Finally, the GCR SUDP Programme will support the building of land information management capacity. An information system that includes all urban development activities (e.g., land, infrastructure, housing, services and local economic development) will be developed and become accessible and available for the use of all concerned stakeholders within the region to support better decision making.

### **Involvement of Partners and Approval Processes**

GOPP is the permanent body responsible to involve partners and build consensus. Therefore, the international experts, technical teams within the working groups and consultant firms will work closely during the whole mission with GOPP, designing and implementing adequate processes and preparing meetings and other events. The technical teams and consultant firms will be particularly responsible to prepare presentations, evaluate conclusions, and propose adaptations of the process to meet new expectations and bring off consensus. They will also hand over all needed documentation and materials to GOPP, that will work out pending issues and prepare the formal approval process.

As the formal approval process of GCR Physical Structure Plan could be longer than expected, the consultant firms will stay at disposal of GOPP to prepare required modifications and complementary presentations.

### **Short and Long-term Impact**

The expected short-term impact is effective action on local level facilitated by the establishment of a development vision for the region and identification of priority agreed upon strategic projects. The undertaking of a strategic urban planning in a decentralized, i.e. subsidiary and participatory method will enhance urban governance and further, through inclusiveness, vulnerable groups. The provision of land information will enhance local authorities' ability to manage the urban setting and increase, potentially, local revenue.

The long-term impact will be the contribution to building the capacity of expert teams in strategic urban planning which will expand the capacity of GOPP to continue to assist local authorities in preparing development vision for other cities in Egypt. Furthermore, the project is expected to uncover innovative finance mechanisms to finance local development through public-private partnerships, land regularization, revolving loans, micro finance, etc). Furthermore, the improved living conditions in slum areas, increase of accessibility to drinking water and improved sanitation, improvement in health and educational services and most of all improve job opportunities in urban and rural areas will ensue. As such, the project will contribute to urban poverty alleviation through involving the citizens as active partners in the development process exploiting their human capabilities to be active drivers of change.

Finally, in light of the integrated focus on substantive areas such as land, shelter, services, infrastructure, and economy, as well as the focus on cross cutting issues such as governance, vulnerable groups and environment, the program will contribute to a variety of MDG goals in various areas of development, namely, economy, education, health, governance, environment, water and sanitation, and slums.

**Common Workplan and Budget**

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities/Annual Output targets	2008	2009	2010	Responsible Body	Funding Body	Budget (Amount in USD)	
<b>1. Project Setup is Operational</b>	a) Identify National Programme Manager within GOPP				GOPP	GOPP		
	b) Recruit short-term consultants to lead technical working groups				GOPP/UNDP	GOPP	150,000	
	c) Recruit Administrative Support				GOPP/UNDP	GOPP	20,000	
	d) Conduct workshops and meetings of different committees and working groups				GOPP/UNDP	GOPP	50,000	
	e) Short Term Urban Development Advisor/s ( <i>intermittent 18 m/m</i> )				UNHABITAT	GOPP	180,000	
	f) Recruit international expert(s) for supporting the steps of data diagnosis, vision development, strategic lines identification and assist in preparing TOR for GCR SUDP				GOPP/UNHABITAT	GOPP	60,000	
	g) Procure equipment and consumables for the project set-up				GOPP/UNDP	GOPP	220,000	
	<b>Subtotal</b>						<b>680,000</b>	
	<b>2. Strengthened Capacity of Local Actors in GCR in Participatory &amp; Strategic Planning, Management &amp; Implementation</b>	a) Arrange study tours to model cities				GOPP/UNHABITAT	GOPP	30,000
		b) Conduct training programs/workshops in areas such as strategic urban planning, LED, etc.				GOPP/UNHABITAT	UNHABITAT	50,000
<b>3. Strategic Urban Development Plan for GCR is in Place</b>	<b>Subtotal</b>						<b>80,000</b>	
	a) Develop and implement a communication strategy to ensure the active participation of different stakeholders and to start national dialogue on profiling and vision				GOPP/UNDP/UNHABITAT	GOPP/UNDP	100,000	
	b) Prepare urban and social profile for GCR				GOPP/UNHABITAT/UNDP	GOPP	50,000	

EXPECTED OUTPUTS & MONITORING ACTIVITIES	Key Activities/Annual Output targets	2008	2009	2010	Responsible Body	Funding Body	Budget (Amount in USD)	
	c) Document vision 2050 for GCR				GOPP/UNHABITAT/UNDP	GOPP	30,000	
	d) Prepare Documents and TOR for International Tender				GOPP/UNHABITAT	GOPP	60,000	
	e) Assess tender documents including selection criteria				GOPP/UNHABITAT			
	f) Process call for Proposals				GOPP			
	g) Subcontract international consulting firms to prepare the Strategic Urban Development Plan for GCR				GOPP/UNDP/UNHABITAT	GOPP	2,000,000	
	h) UNHABITAT Technical support in development of TORs, step-by-step review & oversight of outputs of consulting firms				UNHABITAT	GOPP/ UNHABITAT	90,000	
	<b>Subtotal</b>						<b>2,330,000</b>	
	<b>4. Detailed Urban Plan and Feasibility Studies for Subsidiary Projects are in place:</b>	a) Develop a strategy to ensure the active participation of different stakeholders				GOPP/UNDP/UNHABITAT	UNDP	30,000
		b) Subcontract international consultants to prepare the detailed urban plan and feasibility studies for subsidiary projects				UNHABITAT	GOPP	300,000
		<b>Subtotal</b>						<b>330,000</b>
<b>5. Urban Observatory Established for GCR</b>	a) Identify and collect regional and local urban planning & development policies and indicators				GOPP/UNHABITAT	GOPP	100,000	
	b) Agree on institutional setup and means of implementation for sustainable urban observatory on the GCR				GOPP/UNHABITAT	GOPP	50,000	
	<b>Subtotal</b>						<b>150,000</b>	
<b>Total</b>							<b>3,570,000</b>	

**Results and Resources Framework**

**Intended Outcome as stated in the MYFF:**

Decentralization Policies formulated/reformed, adopted and implemented with improved capacity of institutions at the local level in participatory planning, resource management and service delivery

**Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target.**

- Number of cities/villages with regulated participatory urban/rural plans
- Number of slums and their inhabitants
- Upgrade in provision of basic services delivered at village and markaz level
- Policies formulated supporting transfer of powers and decision making to lower levels

**Applicable MYFF Service Line:** Fostering Democratic Governance

**Partnership Strategy :** The Project will partner with all actors and stakeholders to develop the SUDP for GCR, namely the Governorates of Cairo, Giza and Qalyoubia, local councils, civil society, donors such as WB and JICA

**Project title and ID:** Strategic Urban Development Plan for Greater Cairo Region **Award ID:** 00047162

Intended Outputs	Output Targets			Indicative Activities	Responsible parties	Inputs
	2008	2009	2010			
<p><b>Output 1</b> Project Set up is operational</p> <p><b>Baseline</b> There is no organizational framework to manage the SUDP for GCR</p> <p><b>Output Indicator</b> SUDP Organizational Framework comprising project team, high level steering committee and specialized working groups is in place</p>	<ul style="list-style-type: none"> <li>- Themes, members and technical coordinators of specialized working groups are identified</li> <li>- First Meeting of the High Level Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Second Meeting of the High Level Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Third Meeting of the High Level Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Identify National Programme Manager within GOPP.</li> <li>• Recruit short-term consultants to lead technical working groups.</li> <li>• Recruit Administrative Support.</li> <li>• Conduct workshops and meetings of different committees and working groups.</li> <li>• Procure equipment and consumables for the project set-up</li> <li>• Prepare Project Monitoring and Communications Plan</li> </ul>	GOPP and UNDP	National consultants, administrative staff, workshops and equipment
<p><b>Output 2</b> Strategic Urban Development Plan for GCR is in Place</p>	<ul style="list-style-type: none"> <li>- Communication strategy and action plan are adopted by the project</li> </ul>	<ul style="list-style-type: none"> <li>- Sectoral analysis by specialized working</li> </ul>		<ul style="list-style-type: none"> <li>• Develop and implement a communication strategy to ensure the active participation of different</li> </ul>	GOPP and UNDP	National Consultants, workshops, subcontracts

<p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>- There has been references in the media to the policy of the NPD to develop vision for 2050 for the GCR</li> <li>- There is extensive coverage of deteriorating urban environment in Cairo</li> <li>- No reference of holistic approach of GCR</li> </ul> <p><b>Output Indicator</b></p> <p>The vision of the GCR 2050 is presented to a national consultation for consensus building</p>	<p>board and the joint UN project steering committee.</p> <p>Assessment of first phase of implementation of communication strategy</p>	<p>groups is completed.</p> <ul style="list-style-type: none"> <li>- Vision for GCR is documented</li> <li>- Contract awarded to the international consulting firm</li> </ul>		<ul style="list-style-type: none"> <li>• stakeholders and to start national dialogue on profiling and vision</li> <li>• Prepare urban and social profile for GCR</li> <li>• Document vision 2050 for GCR</li> <li>• Process call for Proposals</li> <li>• Subcontract international consulting firms to prepare the Strategic Urban Development Plan for GCR</li> </ul>		<p>\$820,000</p>
<p><b>Output 3</b></p> <p>Detailed Urban Plan and Feasibility Studies for Subsidiary Projects are in place:</p> <ul style="list-style-type: none"> <li>- Transfer of Ministries &amp; Governmental Buildings</li> <li>- Upgrading of Imbaba Airport Area</li> </ul> <p><b>Baseline</b></p> <p>There has only been brief references in the media to options to relocate ministries and set-up a new governmental city and to plans to upgrade the Imbaba airport.</p> <p><b>Output Indicator</b></p> <ol style="list-style-type: none"> <li>1. Consensus workshops with participation of national stakeholders and civil society to adopt strategy/ plan to relocate ministries</li> <li>2. Consensus workshop to adopt strategy/plan to upgrade the Imbaba airport</li> </ol>	<p>Communication strategy and action plan are adopted by the Project Board and the Joint UN Programme Steering Committee</p>	<p>Strategy paper reflecting options to construct a new governmental city is finalized</p>	<p>Strategy paper reflecting options to upgrade Imbaba airport is finalized</p>	<ul style="list-style-type: none"> <li>- Develop a strategy to ensure the active participation of different stakeholders</li> <li>- Subcontract international consultants to prepare the detailed urban plan and feasibility studies for subsidiary projects</li> </ul>	<p>GOPP and UNDP</p>	<p>National consultants and workshops</p> <p>\$30,000</p>

## **V. Annual Work Plan (AWP) Budget Sheet**

The AWP reflecting expected outputs, planned activities, timeframe and planned budget for the year 2008 follows hereunder.

### **Government Cost-sharing Contribution:**

- Government Cost-sharing Contribution to the Project is US\$1,400,000 (L.E.7,756,000 according to the November 2007 exchange rate of L.E. 5.54). The Schedule of Payments of the Cost-sharing will be as follows:

- o Upon signature of the project document, GOPP will transfer the equivalent of US\$ 500,000 to the CIB Bank, Zamalek Branch. Address: 10 Al Saleh Ayoub, Zamalek. Tele Account name: UNDP, Account No. 0790105183. Swift Code: CIBEEGCX007.
  
- o In September 2008, GOPP will transfer the equivalent of US\$ 500,000 to the CIB Bank, Zamalek Branch. Address: 10 Al Saleh Ayoub, Zamalek. Tele Account name: UNDP, Account No. 0790105183. Swift Code: CIBEEGCX007.
  
- o In June 2009, GOPP will transfer the equivalent of US\$ 400,000 to the CIB Bank, Zamalek Branch. Address: 10 Al Saleh Ayoub, Zamalek. Tele Account name: UNDP, Account No. 0790105183. Swift Code: CIBEEGCX007.

- The value of payment, if made in a currency other than United States dollars, shall be determined by applying 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. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

- The budget includes 5% General Management Support (GMS) on the government cost sharing to be paid to UNDP on the basis of expenditure and delivery.



**Annual Work Plan Budget Sheet 2008**

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description Amount USD
1. Project Setup is Operational	a) Identify Programme Manager	X				GOPP		
	b) Recruit short-term consultants to lead technical working groups	X	X	X	X	GOPP/UNDP		50,000
	c) Recruit Administrative Support	X	X	X	X	GOPP/UNDP		6,000
	d) Conduct workshops and meetings of different committees and working groups		X	X	X	GOPP/UNDP		30,000
	e) Short term Urban Development Advisor					UNHABITAT		
	f) Recruit international expert(s) for supporting the steps of data diagnosis, vision development, strategic lines identification and assist in preparing TOR for GCR SUDPP					GOPP/ UNHABITAT		
	g) Procure equipment and consumables for the project set-up	X	X	X		GOPP/UNDP		150,000
	h) Design and Implement the Project Communications Plan	X	X	X	X	GOPP/UNDP		20,000
	i) Prepare Project Monitoring Plan	X						500
	h) Conduct project audit				X			500
3. Strategic Urban Development Plan for GCR is in Place	a) Develop and implement a communication strategy to ensure the active participation of different stakeholders		X	X	X	GOPP/UNDP		100,000
	b) Prepare urban and social profile for GCR							
4. Detailed Urban Plan and Feasibility Studies for Subsidiary Projects	a) Develop a strategy to ensure the active participation of different stakeholders			X	X	GOPP/UNDP/ HABITAT		20,000
	b) Subcontract international Consultants to prepare the detailed Urban Plan and feasibility studies for subsidiary projects							
<b>TOTAL</b>								<b>377,000</b>



**Annual Work Plan**

Egypt - Cairo

Award Id: 00047162

Award Title: Strategic Urban Dev. Plan for Greater Cairo Region

Year: 2008

Report Date: 12/12/2007

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US \$	
00056471	Strategic Urban Dev. Plan for	GCR Strategic Urban Plan			EGY-General Organization For	04000	UNDP	71400	Contractual Services - Individ	20,000.00
					EGY-General Organization For	30071	GOPP	71400	Contractual Services - Individ	0.00
					EGY-General Organization For	04000	UNDP	72100	Contractual Services-Companie	0.00
					EGY-General Organization For	04000	UNDP	74500	Miscellaneous Expenses	30,000.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	60,000.00
		Project Setup is Operational			EGY-General Organization For	30071	GOPP	71300	Local Consultants	50,000.00
					EGY-General Organization For	30071	GOPP	71400	Contractual Services - Individ	6,000.00
					EGY-General Organization For	30071	GOPP	72100	Contractual Services-Companie	21,000.00
					EGY-General Organization For	30071	GOPP	72200	Equipment and Furniture	75,000.00
					EGY-General Organization For	30071	GOPP	72800	Information Technology Equipm	50,000.00
		Subsidiary Projects Urban P			EGY-General Organization For	30071	UNDP	71400	Contractual Services - Individ	0.00
					EGY-General Organization For	30071	GOPP	71400	Contractual Services - Individ	50,000.00
					EGY-General Organization For	04000	UNDP	72100	Contractual Services-Companie	0.00
					EGY-General Organization For	30071	UNDP	74500	Miscellaneous Expenses	0.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	15,000.00
<b>TOTAL</b>										377,000.00
<b>GRAND TOTAL</b>										377,000.00



Annual Work Plan

Egypt - Cairo

Award Id: 00047162

Award Title: Strategic Urban Dev. Plan for Greater Cairo Region

Year: 2009

Report Date: 12/12/2007

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Fund	Donor	Planned Budget		
			Start	End				Budget Descr	Amount US\$	
00056471	Strategic Urban Dev. Plan for	GCR Strategic Urban Plan			EGY-General Organization For	30071	GOPP	71300	Local Consultants	5,000.00
		Project Setup is Operational			EGY-General Organization For	30071	GOPP	72100	Contractual Services-Companie	700,000.00
					EGY-General Organization For	04000	UNDP	71300	Local Consultants	20,000.00
					EGY-General Organization For	30071	GOPP	71300	Local Consultants	0.00
					EGY-General Organization For	30071	GOPP	71400	Contractual Services - Individ	20,000.00
					EGY-General Organization For	30071	GOPP	72800	Information Technology Equipm	20,000.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	30,000.00
		Subsidiary Projects Urban P			EGY-General Organization For	30071	GOPP	71300	Local Consultants	5,000.00
					EGY-General Organization For	04000	UNDP	72100	Contractual Services-Companie	0.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	10,000.00
<b>TOTAL</b>										<b>810,000.00</b>
<b>GRAND TOTAL</b>										<b>810,000.00</b>



**Annual Work Plan**

Egypt - Cairo

Award Id: 00047162

Award Title: Strategic Urban Dev. Plan for Greater Cairo Region

Year: 2010

Report Date: 12/12/2007

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00056471	Strategic Urban Dev. Plan for	GCR Strategic Urban Plan			EGY-General Organization For	30071	GOPP	71300	Local Consultants	10,000.00
					EGY-General Organization For	30071	GOPP	72100	Contractual Services-Companie	188,000.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	20,000.00
		Project Setup Is Operational			EGY-General Organization For	30071	GOPP	71300	Local Consultants	10,000.00
					EGY-General Organization For	30071	GOPP	71400	Contractual Services - Individ	5,000.00
					EGY-General Organization For	30071	GOPP	72800	Information Technology Equipm	10,000.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	10,000.00
		Subsidiary Projects Urban P			EGY-General Organization For	30071	GOPP	71300	Local Consultants	10,000.00
					EGY-General Organization For	30071	GOPP	74500	Miscellaneous Expenses	20,000.00
<b>TOTAL</b>										
<b>GRAND TOTAL</b>										
283,000.00										
283,000.00										

## VI. MANAGEMENT ARRANGEMENTS

The Project will be nationally executed by the General Organization for Physical Planning (GOPP) of the Ministry of Housing, Utilities and Urban Development in coordination with other national partners such as, the Ministry of State for Economic Development, the Ministry of Local Development and the three Governorates in addition to potential non-governmental stakeholders to be identified within the project phases.

As the Implementing partner of the project, GOPP will be responsible for identification of the Programme Manager and co-ordinating, planning and overall management of all project activities. GOPP will be responsible for reporting, accounting, monitoring and evaluating the project according to the applicable UNDP NEX Guidelines. GOPP will allocate premises for the project with appropriate facilities and connectivity. GOPP will be also responsible for coordination with the relevant ministries, governorates and other government and local entities. The management arrangements of the project will be as follows:

1. **A Project Board (PB)** will be composed of the signatories to this agreement, together with, as appropriate, representatives from the Ministries of Economic Development, and Local Development, Governorates and heads of main concerned governmental agencies, in addition to selected experts. The Board will be responsible for the coordination among key governmental stakeholders, approving the terms of references for preparing the SUDP, approving the selection of the different international experts and consulting firms. The PB has the responsibility to review project plans and changes, including project revisions and issues raised by the Project Manager. The Project Board also has the responsibility to identify any substantial changes to this Project Document must be approved by this Project Board. The PB will meet annually or as deemed necessary.
2. **A Project Working Group (PWG)** will be established to take executive management decisions and to provide guidance to the Project Manager, including approval of budget revisions and of the project's annual work plan. The PWG will guide the project implementation, resolve/negotiate implementation issues or conflicts between the project and external bodies. In addition, it will approve the appointment and responsibilities of the Project international experts, consulting firms and other local experts. It will meet on monthly basis or as required. The PWG will be responsible in specific in preparing the TOR for strategic Urban Development Plans and detailed plans for subsidiary projects. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. The PEG will be composed of GOPP regional center for Greater Cairo Region together with selected technical experts hired by the project in addition to the Project Manager and the Urban Development Advisor from UNHABITAT and UNDP Programme Analyst.
3. **A Project Manager** will be nominated by GOPP to be responsible for the successful running of the project and all managerial aspects concerning the preparation of annual work plans, budgets, progress reports, etc.. The Project Manager will be responsible also for overall project coordination at the national and local level, including liaising between the Project Board, the Project Executive Group, and national partners. The Project Manager must meet with cooperating governorates as required in order to ensure oversight and management functions appropriately. The draft TOR for the Project Manager is attached as **Annex I**.
4. **Project Assurance**: The Project Assurance role 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. UNDP will

designate a Programme Officer to provide this oversight, which is mandatory for all projects.

5. **Technical Working Groups** would be formulated to provide the support for the consulting firms in the different sectors that are deemed necessary for the preparation of the SUDP such as infrastructure, transportation, housing etc... The members of such groups would be defined by GOPP upon nomination from the related ministries or organizations. Each group would be headed by one local expert, who would work in close coordination with the project coordinator and consulting firm(s) and would be responsible for delivering the expected outcomes of the working group.
6. The recruitment of local staff/consultants and the procurement of equipment may be implemented by OUDA. Any OUDA fees will be charged to the respective budget lines. If UNDP is requested to implement selected activities; Implementation Support Service (ISS) costs will be recovered and charged to the same budget line as the project input itself, based on the universal price list.

## **VII. MONITORING AND EVALUATION**

The project will help GOPP to establish a local urban observatory on its GCR regional center to monitor urban development. Urban planning and development policies on the local and national levels will have to be established as well objectively verifiable indicators to enable effective urban reporting and management. The project will seek to agree on an institutional setup for sustainable implementation. This will require the identification of means and expertise for future implementation. Local Authority will receive GIS Training. Furthermore, the data collected for each city will populate the UO as base line data.

Monitoring and evaluation will be conducted therefore through two different levels: an urban development level and a project level. On the project level, project development and management (including the strategic plan) will be monitored through a results framework. On the urban development level, the urban observatory will monitor urban development and inform policy makers of the need to revise urban plans and/or redefine city limits. The responsiveness of the planning process is crucial for urban development and effective regulation.

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In addition, results-Based project monitoring by the Project Manager, supported by the UNDP, will be conducted through the preparation and use of the following tools:

1. **Annual work plan (AWP)**: The POP covers the lifetime of the project which is three years, in which an annual work plan will be prepared. The POP will monitor progress towards the achievement of results at the outcome/output levels, through the establishment of indicators for both outcomes and outputs and annual targets.
2. **Monitoring Plan** must be prepared during the project's initiation by the Project Manager to track progress and to ensure that evaluative evidence is documented and properly generated for the purpose of project evaluation. The Monitoring Plan should describe which activities and outputs will be monitored, reviewed and evaluated, how

and by whom. Resources for the purposes of the Monitoring and Evaluation are allocated in the project budget

3. **Communication Plan** must articulate the types of communications and associate scheduling required during the project, as well as methods of communications with stakeholders.
4. **AWP Monitoring Tool** should be used for time project monitoring and reporting and should be updated on a quarterly or on a semi-annual basis (attached as Format in **Annex II**). The AWP Monitoring tool will be developed in the first 3 months of the project and presented to the project board for approval.
5. **Annual Project Report** will be prepared annually to document progress towards the achievement of outputs and outcomes, report implementation issues and lessons learned
6. **Final Project Review and Evaluation** will be conducted as a basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. This review will involve all key project stakeholders and the Implementing Partners, and focus on the extent to which progress has been made towards outputs, and that these remain aligned to appropriate outcomes. The project/joint programme will be evaluated by an independent consultant. The timing of this project evaluation, as well as the terms of reference for the evaluation will be agreed upon by the Project Executive Team. UNDP and UNHABITAT reserve the right to conduct external project or outcome reviews/evaluations during or following the lifetime of the project by external consultants. The Terms of Reference for evaluations shall be agreed upon by the Project Executive Team and the Project Board.
7. **Project Final Report** should be prepared at the end of the project by the Project Manager, including a narrative and financial report and reporting on the relevant indicators related to each output.

The Project Manager is responsible for the timely submission of the mentioned documents to the Project Board and the Project Executive Group.

Other sources of information for monitoring are minutes of the Project Board meetings and Project Executive Team meetings as well as any project reviews.

### **VIII. 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.



ANNEX II: The Annual Work Plan (AWP) Monitoring Tool

Year \_\_\_\_\_

CP Component \_\_\_\_\_  
 Implementing Partner \_\_\_\_\_

EXPECTED CP AND INDICATORS INCLUDING ANNUAL TARGETS	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING CP OUTPUTS <i>Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</i> <ul style="list-style-type: none"> <li>- <i>Whether risks and assumptions as identified in the CP M&amp;E Framework materialized or whether new risks emerged</i></li> <li>- <i>Internal factors such as timing of inputs and activities, quality of coordination and/or other management issues</i></li> </ul>
OUTPUT 1:  INDICATOR 1.1 WITH TARGET FOR THE YEAR:  INDICATOR 1.2 WITH				

TARGET FOR THE YEAR:				
INDICATOR 1.3 WITH TARGET FOR THE YEAR:				
OUTPUT 2:				
INDICATOR 2.1 WITH TARGET FOR THE YEAR: ETC.				

## ANNEX I:

### Draft Terms of Reference

- I. **Project Title:** Strategic Urban Development Plan for Greater Cairo Region
- II. **Post Title:** Project Manager
- III. **Project Duration:** 30 Months

IV. **Background:** Recognizing the important role of the Greater Cairo Region as the urban, political, social and economic capital for Egypt and one of the largest urban agglomeration in the world, and within the framework of the Egypt Country Programme Action Plan (CPAP), UNDP will support the General Organization for Physical Planning in preparing the vision and strategic urban development plan for the region and its affiliated mega cities; Cairo, Giza and Shubra El-Kheima. This project document covers the UNDP components in the UNDP/UNHABITAT Joint Programme “Strategic Urban Development Plan for the Greater Cairo Region) which is designed to:

- o Develop the vision and the strategic urban development plan for Greater Cairo Region and its three cities of Cairo, Giza and Shubra El-Kheima. The preparation process of these strategic plans will follow specific steps starting from preparing urban, socio-economic and environmental profiles of GCR, developing the future vision, identify strategic development lines and priority projects on both regional and local levels; and finally the preparation of the plan which will include all legal maps, technical documents and enforcement procedures. The project will adopt the participatory approach in preparing these plans through carrying out an effective communication strategy that ensures the involvement of key stakeholders in the region and in the cities as well.
- o Prepare the Detailed Plans for Priority Subsidiary Projects with national and regional significance such as the transfer of ministries and governmental authorities to a new government city, upgrading and urban development of the north sector of Giza city including Imbaba airport area as a new approach for public private partnership in informal settlements and in the upgrading and prevention of growth of further slums or informal settlements.
- o Establish the Local Urban Observatory Unit for Greater Cairo Region as a monitoring mechanism for urban development that would support the development of future urban policies.
- o Strengthen the Capacity of Local Actors in GCR in Participatory & Strategic Planning, Management & Implementation

#### V. Responsibilities:

The overall responsibility of the Project Manager 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:

- o 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 programme 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 quarterly work plans and annual work plan from Project Director.
- 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