

GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT
&
THE UNITED NATIONS DEVELOPMENT PROGRAMME

AWARD:

PROJECT:
PARTICIPATORY NATIONAL, REGIONAL AND GOVERNORATE STRATEGIC PLANNING
FOR BALANCED SPATIAL DEVELOPMENT (SPAD)

| | |
|-------------------------------|---|
| UNDAF Outcome | Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved. |
| Expected CPAP Outcome | Decentralization policies formulated / reformed adopted and implemented with improved capacity of institutions at the local level in participatory planning, resource management and service delivery. |
| Expected CPAP/Project Outputs | Local and national capacity strengthened to regulate integrated, participatory city and village strategic plans. Capacity of sub-national institutions for strategic planning, implementation, monitoring and evaluation improved in line with the decentralization process. |
| Implementing Partners: | Ministry of Housing, Utilities and Urban Development (General Organization for Physical Planning- GOPP). |
| Responsible Parties: | GOPP, UNDP. |

Brief Description

The expected outputs of the project are as follows:

- **A National Spatial Development Plan** to guide physical development of Egypt to 2050. As specified in Building Law No.119/2008, preparation of this Plan will be a major capacity building achievement which will build upon international best practices and expertise as well integrated planning.
- **Two Regional Plans** in accordance with the National Spatial Plan in addition to **seven Governorate Plans** in accordance with the Regional Plans. Regional and Governorate plans will critically address imbalances such as population distribution between densely populated areas and uninhabited land, urban/rural balance and eventually revisiting the regional administrative boundaries. The plan development process will be based on participation and sustainability methodologies developed by a series of prior UNDP/GOPP projects, and will pilot monitoring and evaluation of plan implementation.
- **Consolidation of the Participatory Strategic Planning Capabilities of GOPP's Regional Centers;** the targets are (i) to complete and embed information management systems (developed in the previous UNDP/GOPP projects) throughout all seven of GOPP's Regional Physical Planning Centers, (ii) to take the SUP guidelines through a full budgetary cycle, and (iii) to communicate project achievements to a wider set of stakeholders.

Programme Period: 2009-2013
Programme Component: Democratic Governance
Project Title: Participatory National, Regional and Governorate Strategic Planning for Balanced Spatial Development (SpaD)
Duration: 5 years (Jan 2009 - Dec 2013)
PAC meeting date: 5th February 2009
Management Arrangement: National Execution

2009 AWP Budget: US\$600,000

Total resources required: US\$ 3,850,000
Allocated resources:
 - Government US\$ 3,600,000
 - Regular US\$ 250,000

 GMS 3%

Agreed by:

Signature:

Date:

Dr. Mostafa Kamal Madbouly
Chairman, General Organization
for Physical Planning (GOPP),
Ministry of Housing, Utilities & Urban Development



22.2.2009

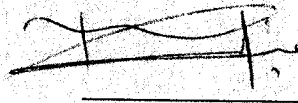


H.E. Ambassador Menha Bakhoun
Deputy Assistant Foreign Minister & Director
of International Cooperation
Ministry of Foreign Affairs



24.2.2009

Mr. Mounir Tabet
Country Director
United Nations Development Program (UNDP)



24.2.2009



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ACRONYMS AND ABBREVIATIONS

| | |
|----------|--|
| AWP | Annual Work Plan |
| CP | Country Programme |
| EC | Executive Committee |
| ESRI | Environmental Systems Research Institute |
| GIS | Geographic Information Systems |
| GMS | General Management Support |
| GoE | Government of Egypt |
| GOPP | General Organization for Physical Planning |
| GSP | Governorate Strategic Plan |
| HDI | Human Development Index |
| HQ | Headquarters |
| IMS | Information Management Strategy |
| IMP | Information Management Policies |
| ISS | Implementation Support Service |
| JMC | Joint Management Committee |
| LA | Local Authority |
| M&E | Monitoring and Evaluation |
| MDG | Millennium Development Goals |
| MHUUD | Ministry of Housing, Utilities & Urban Development |
| MOFA | Ministry of Foreign Affairs |
| MYFF | Multi Year Funding Framework |
| NEX | National Execution |
| OUA | Operational Unit for Development Assistance |
| PM | Project Manager |
| RC /RPPC | Regional Center /Regional Physical Planning Center |
| SIDA | Swedish International Development Agency |
| SRP | Strategic Regional Plan |
| SUP | Strategic Urban Plan |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |
| w/g | Working Group |

I. BACKGROUND

Egypt's population began a period of rapid expansion during the 50's¹, leading to environmental degradation in urban locations and substantial encroachment onto arable land. At that time the Government's institutional structures and physical planning capabilities were not able to prevent this explosion of undesirable land use. In 1973 the government established the General Organization for Physical Planning (GOPP) as a division of the Ministry of Housing, Utilities and Urban Development (MHUUD) in order to attain the well-planned land use that makes optimal use of resources for social and environmental well-being and can attract investment to areas where employment is needed. GOPP is mandated to oversee regional and settlement planning, with responsibilities that include policy and methodological development, preparing strategic plans, training local authority staff and monitoring their planning and implementation activities. GOPP should provide the overall framework for expansion within which the local authorities should be able to successfully manage and implement their urban and governorate plans. GOPP creates these frameworks to be compatible with long-term national plans².

According to Presidential Decree no. 475 of 1977 Egypt was divided into **seven economic regions** containing 26 governorates, which became 28 in 2008 according to Presidential Decrees 114 and 124 of 2008:

1. Cairo Region: Governorates of Cairo, Giza, Qalubiya, Helwan and 6th October.
2. Alexandria Region: Governorates of Alexandria, Beheira, and Matruh.
3. Suez Canal Region: Governorates of South Sinai, North Sinai, Port Said, Ismailia, Sharkiya and Suez.
4. Delta Region: Governorates of Monufiya, Gharbiya, Kafr El-Sheikh, Damietta and Dakahliya.
5. North Upper Egypt Region: Governorates of Beni Suef, Menia, and Fayoum.
6. Assiut Region: Governorates of Assiut and the New Valley.
7. South Upper Egypt Region: Governorates of Sohag, Qena, Aswan and the Red Sea Governorate.

In accordance with this trend towards decentralization of spatial planning, GOPP began establishing Regional Centers in 1986 in order to be closer to the beneficiaries of the spatial planning, as well as improving the way that physical plans are prepared, implemented and followed up. Decentralization of planning is an essential component of the GoEs ongoing efforts to develop the country in a harmonious and sustainable way.

UNDP began assisting GOPP in 1986 when it was establishing the GOPP Regional Center in Ismailia for the Suez Canal Economic Region (GOPP RPPC 3) through project EGY/86/016. Based on the success of this first RPPC, GOPP established Regional Planning Centers in each of Egypt's six other Economic Regions, and was supported by UNDP throughout this decentralization process.

In 1995 the GOPP/UNDP project EGY/95/009; 1995–1998 developed a vision and plan of action to create and build up the seven regional planning centers of GOPP through establishing a network of Geographical Information Systems for spatial planning on a national scale (See Annex 1: Informatics Vision). That project covered the studies to establish the needed volume and types of data, software, hardware and training needed for GOPP and RPPC's to carry out their activities. That project is the 'Mother Project' for all the transformational activities that have taken place since in GOPP. It envisaged that implementation would occur in three phases.

SIDA: The bulk of technical expertise for the first and second implementation phases was provided through parallel financing by SIDA.

¹ Egypt's population was around 10 million in 1900 and took 50 years to double to 20 million by 1950. Then population growth increased sharply and the next doubling took only 28 years (40 million in 1978). The population has doubled again to about 80 million 30 years later (2008).

² The Ministry of Economic Planning prepares national and regional socio-economic plans. GOPP develop physical plans for urban and rural areas to complement the socio-economic plans.

The *First Implementation Phase* (1999-2002; EGY/98/005) explored the technological advances in mapping and physical planning and matched these with Egyptian requirements and capabilities, and introduced new technologies to three of GOPP's Regional Centers – Ismailia, Tanta and Greater Cairo. Parallel activities were upgrading \GOPP HQ. ESRI's Arc GIS was installed in these offices, accompanied by the necessary upgrades to the premises, and the staff capacity building to enable the day-to-day use of GIS.

The outcome of this phase was more than just to install new hardware and software and teach staff to use the new technologies; its most important outcome was the impact on GOPP's senior staff, who became aware of the need to revise and update planning methodologies. This new awareness shaped the formulation of the second implementation phase.

The *Second Implementation Phase* (2004-2008; EGY/03/023) consisted of (a) developing a participatory urban planning methodology and (b) extending GIS capabilities to the other four Regional Centers. During the course of project implementation, the legal adjustments pertaining to the changes being introduced were incorporated into a new planning law, Law No 119/2008, approved by Parliament on 20th March 2008.

Project achievements were (a) to develop participatory urban planning methodologies suitable for Egypt and document them in Strategic Urban Planning Guidelines (SUP), (b) test the SUP in two real-life situations, in Zifta and Awlad Sakr, where new plans were prepared for these two cities by the GOPP Regional Centers in consultation with Local Authorities' Planning Units, using the Guidelines, which were then adjusted in light of experience, (c) develop IT policies for GOPP, (d) develop human resource policies for GOPP, and (e) establish a monitoring and evaluation framework for monitoring physical planning.

The outcome of this phase was to reveal the necessity for an integrated hierarchy of plans. The two planning exercises using the SUP guidelines exposed the need for Regional and Governorate Plans in order to get the full benefit of spatial planning. Existing procedures do not have mechanisms for integration between towns and cities³, even if they use the SUP methodology. For example, whilst the economy and social structure of Zifta are closely linked with those of Mit Ghamr, a larger settlement directly across the river from Zifta, one is in Gharbia Governorate (Zifta) whilst the other (Mit Ghamr) is in the Governorate of Dakhliyya. Ideally, their planning should be done together, but is not, because they are in separate administrative entities (governorates). The new awareness of the need for multi-level integration shaped the development of the 3rd implementation phase (i.e. this project).

The *Third Implementation Phase* (2009-2013) will follow-up on the previous work to consolidate the use of the new SUP methodologies and technologies, adapt participatory and sustainability processes to higher levels of planning (governorates and regions), produce Regional Planning Guidelines, and contribute to national spatial development.

This project (the 3rd implementation phase; 2009-2013) will address the need for supporting GOPP's new role – based on the new Building Law – in preparing and testing methodologies for multi-level strategic planning, building capacities of technical staff and decision makers in planning the implementation and follow-up, and enhancing participatory mechanisms at the local and national levels.

II. SITUATION ANALYSIS

GOPP is now working within the framework of the new Building Law which it helped to create and which, in its first chapter, contains all the best practices derived from previous phases of UNDP/GOPP cooperation, such as:

- integration between physical planning and economic planning
- integration between levels of the physical planning hierarchy, from a national plan, through regional and governorates plans, to urban and village plans
- adherence to common standards, to be achieved by planning manuals for all levels, available on the web to governmental employees and to private sector firms doing planning work on a contractual basis

³ Population of 5,000 = settlement; 5,000-15,000 = village; 15,000-30,000 small town, 30,000-50,000 Town; over 50,000 City; Cairo and Alexandria are mega cities.

Building on the methodology development and knowledge gained in pilot demonstrations in earlier GOPP/ UNDP projects, GOPP has achieved important steps towards supporting decentralization in urban planning and development of planning methodologies and mechanisms. There is now an upgraded physical information network linking the headquarters with all regional centers in the form of local area networks (LAN) connecting all the central departments in each RPPC, and a wide area network (WAN) connecting these regional centers with GOPP. Each center has the required hardware, software and trained personnel to manage and implement this network and the connection with the headquarters. In addition, strategic urban planning (SUP) guidelines were produced in Arabic and English and tested in two cities (Zifta and Awlad Sakr). The SUP guidelines are now disseminated through the GOPP website to staff, consultants and academics. The importance of a solid mechanism for monitoring and evaluating the SUP implementation was also addressed. A preliminary version of monitoring and evaluation (M&E) guidelines has been produced, and includes the roles of GOPP, Regional Physical Planning Centers, and Local Authorities in follow-up processes.

Whilst the previously mentioned activities were considered as a significant accomplishment in upgrading the planning mechanisms in GOPP and Egypt, they revealed the following weaknesses that require additional efforts:

- The need to transform the socioeconomic national vision and goals into a spatial framework that delineates growth areas, development corridors, and socioeconomic services.
- Weak interrelationship between planning objectives and strategies at national, regional and urban levels to coordinate in ways that reflect the national vision.
- Lack of strategic plans at the governorate and regional planning levels.
- Lack of local authorities' capabilities to use and implement the SUP.
- Incomplete utilization of the network between the headquarters and regional centers, as well as lack of connection with the Local Authority departments.
- The need to formulate an inclusive information management policy and standards.
- Low capacity and lack of experience in using GIS techniques in both regional centers and local authorities.

The New Building Law (Law 119/2008) now places regional planning into a stronger position than before and the requirement for physical planning manuals (developed by GOPP) is being formalized by making the Manuals attachments to the By-laws of Law 119/2008. GOPP's main responsibilities:

- GOPP HQ is to prepare a national development vision, Regional Strategic Plans (for the Economic Regions), and Governorate Plans.
- GOPP's RPPCs are to prepare Strategic Urban Plans for cities and villages using private consulting firms.
- GOPP's RPPC's are to supervise the preparation of detailed plans by LAs. GOPP is building the capacities of local governments and consulting firms.
- Build capacity to make GOPP a best-practice organization with respect to all levels of spatial planning.

III. PROJECT STRATEGY

The project strategy is based on the following three pillars:

1. Hierarchic Integration of Plans

Spatial planning is a multi-level process that should incorporate national, regional and local issues and needs.

- **The National Spatial Development Plan** is a reflection of the national socioeconomic goals and vision. Its main purpose is to explore development opportunities, delineate growth areas and corridors, and ensure fair distribution of basic and social services in each region.
- **The Strategic Regional Plan** explores development opportunities in the designated economic regions of Egypt and provides a long-term road map to enhancing the urban environment in each Governorate.

- **The Governorate Strategic Plan** provides an important coordinating framework for individual strategic urban plans within the Governorate, each of which encompasses several towns or cities⁴.

Urban planning should proceed from a Governorate's Strategic Plan, which in turn is compatible with the Strategic Regional Plan of the relevant economic region. In this way the hierarchy of plans can balance development investments in a way that is aligned with national priorities. Central government decision-making will now take into account the priorities identified in the Regional Plans.

The new Law makes physical plan preparation the place for integration between economic and spatial planning. The Ministry of Economic Development has planning units in each governorate and these economic planning units must now liaise with the Local Authorities' physical planning units to assure the economic viability of the developments in the governorate-level plans.

Investment funds allocated to each governorate by the central government will be distributed according to the Governorates' Strategic Plans, within the framework of the relevant Region.

2. Capacity Building

Capacity building is an integral component of this project and targets a variety of stakeholder groups as follows, and in each case the process begins with an assessment of the current situation, identification of the needs for the work, a gap analysis, and a capacity development plan.

- Senior levels of GOPP staff will receive mentoring and networking-based capacity development through their interactions with international expertise that will be brought in to assist with national visions, and also through the proposed international conference on spatial development opportunities and challenges for Egypt and its neighboring countries.
- GOPP employees in all its seven regional branches will receive both formal training and on-the-job training on using the new strategic planning guidelines and the monitoring and evaluation procedures that are encompassed within the guidelines. Information Management Policies prepared by the previous project have been partially implemented. The project will build RPPCs capacity in relation to information management systems using contemporary tools and technologies until all seven RPPC's are fully in compliance with the IMPs.
- Capacity building for Local Authorities' Planning Units is a very huge and long-term undertaking that will begin within this project as the staffs of each RPPC undertake some on-the-job training through joint development for SUPs. The intention of the new Building Law is that RPPC staff will take only a supervisory role, overseeing LA's preparation of detailed plans. The strategic planning approach involving local community participation and monitoring and evaluation is new to the LA Planning Unit staff, so they have to learn to think in the new way by working with GOPP RPPC staff, as well as learning what they can and should expect from consultants who are required to submit their work in ARC-Info GIS formats. Initially, considerable efforts will be needed to guide the LAs on how to manage consultants and consulting firms who are charged with preparation of detailed plans.

A further dimension of capacity building is that of stimulating debate within the planning profession. GOPP's mandate includes a leadership role in physical planning in Egypt, so each GOPP project should present its achievements and challenges at professional seminars (or organize seminars as project activities), both as a means of gaining additional input that may improve project impact and also as a means of disseminating knowledge gained to a wide selection of relevant stakeholders.

3. Monitoring and Evaluation

The Strategic Urban Planning Guidelines that were prepared by the previous project contain a section on monitoring and evaluation, plus separate, more detailed, Monitoring and Evaluation Guidelines and a set of M&E tools were also prepared by the previous project, with support from the Swedish consultants. Initial trials of the M&E procedures showed that more testing and adaptation was required.

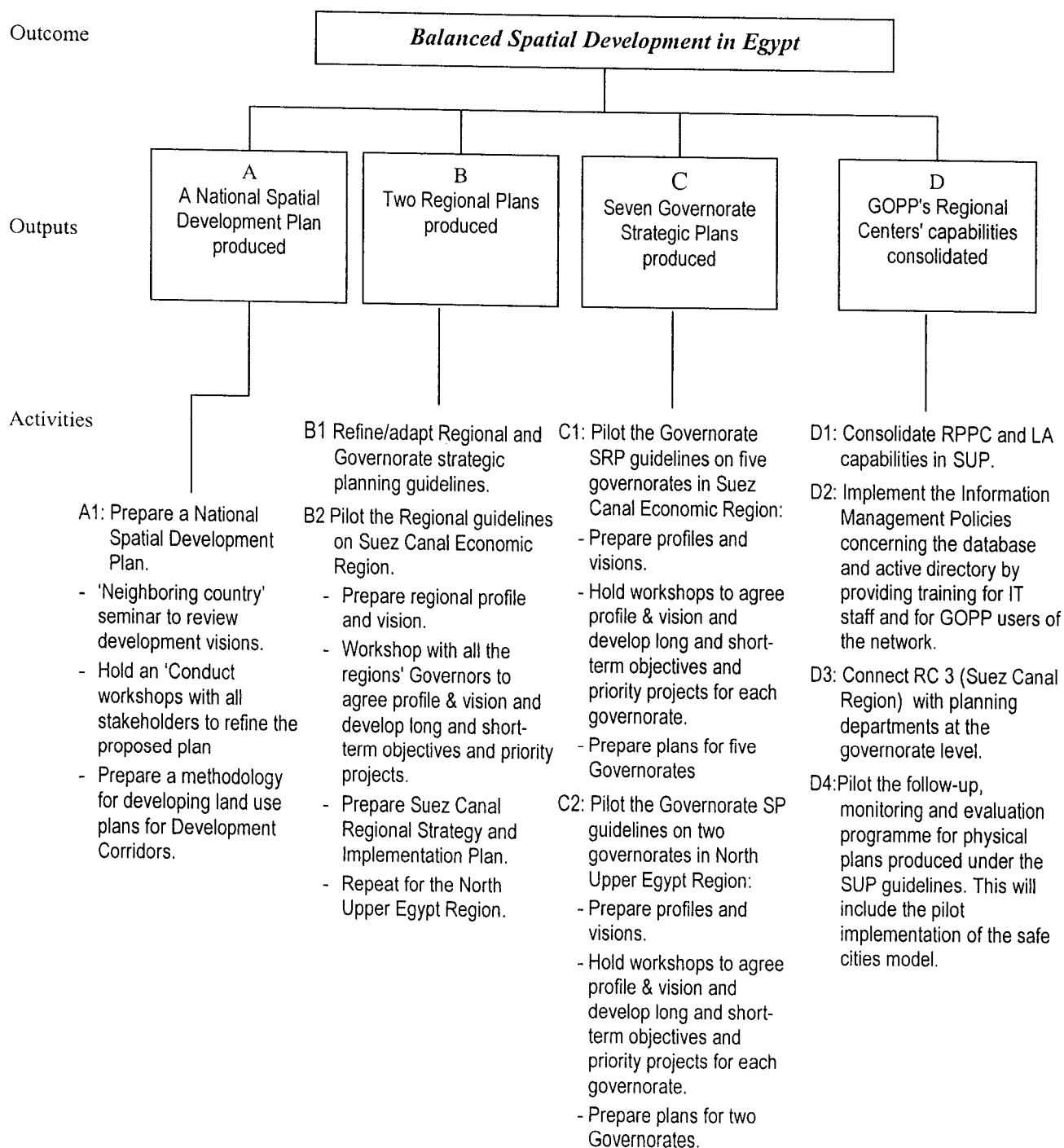
⁴ Except the two Urban Governorates of Cairo and Alexandria which are, by definition, single cities

The first city and town plans using SUP were prepared in 2008. Follow-up and monitoring will take place throughout the project and by 2012 and 2013 and evaluation will be possible.

Description of Project Activities

The five-year project (2009-2013) will (a) produce a National Development Plan and develop the methodology for corridor land use planning, (b) adapt strategic planning to higher levels (Governorates and regions) and produce two regional plans plus seven governorate plans; and (c) do follow-up work on capacity building to consolidate the use of the new SUP methodologies and technologies in all of GOPP's Regional Centers and begin monitoring and evaluation of plans produced under the new SUP guidelines. Figure 1, hereunder illustrates the relationship of the intended outcome and the project outputs and activities:

Figure 1: Project Overview



Output A: A National Spatial Development Plan

A1. Preparing of a National Spatial Development Plan

A National Spatial Development Plan is needed to provide the 'big picture' framework for achieving the national objectives of more balanced urban distribution with due regard to environmental considerations. The importance of a spatial strategy at the national level stems from the fact that the current population is concentrated in the narrow Nile Delta and its Valley, representing only 6.5% of the total area of Egypt. Exploring new opportunities for expansion in other desert areas is essential to alleviate pressure on valuable agricultural land and to accommodate the expected population growth in a harmonious manner.

The National Spatial Development Plan aims to be a road map that will guide development in Egypt to 2050, reflecting the Government's goals and vision. It will highlight areas suitable for urban development as well as a network of expansion corridors and hubs that will interlink main areas of economic activity and major population agglomerations, and identify size, type and location of required transportation routes. In addition, the National Spatial Development Plan will promote the achievement of the social equity and a fair distribution of basic and social services among all Egyptian regions. Overall, the Plan should reflect the state's socioeconomic goals and vision as well as ensure the progress towards the MDGs fulfillment.

The National Spatial Development Plan component of the project will begin with a review of previous studies, including MDGs, and approaches to develop national spatial plans based on functional regions and 'functional corridors' that integrate several economic regions. Egypt's neighbors will be invited to a conference to discuss a regional development vision. This will identify potential impacts of each other's national visions and provide a macro-perspective for the development of Egypt's National Spatial Development Plan for 2050. Then Egypt's current situation will be analyzed and national/international expertise will be invited to assist in studies to identify challenges and opportunities and to suggest projects that can maximize the opportunities, and to develop a corridor planning methodology.

Wider stakeholder communication will be achieved by workshops to discuss and refine the proposed plan structure prepared by the experts. These workshops will also be a forum to prioritize the suggested projects according to the national 5-year plans.

The National Spatial Development Plan will consist of a map of Egypt in 2050 showing the areas for new settlements and the new corridors, and a Report, which will contain chapters on 'Vision', 'Assets', 'Objectives, long term and short term', 'National Projects', and 'Priorities' in 5-year blocks of time.

The lessons learned from the preparation of the National Spatial Development Plan will be consolidated and documented in order to allow for future updating of the Plan. A documented methodology for developing land use plans for Development Corridors will be another documented output of this component of the project.

Output B: Two Regional Strategic Plans produced

Regional and Governorate Strategic plans will work within the overall approach taken in the National Spatial Development Plan, while providing more details and establishing a development framework directly linked and supported by local authorities and stakeholder communities at regional, Governorate and city/village levels.

The purpose of such hierarchical planning frameworks is to integrate national economic interests with individuals' needs and with environmental considerations. Planning is conceptualized in a hierarchy where Strategic Urban Plans are developed within the framework of a governorate-wide spatial plan and the governorate plans were developed within the regional plan's parameters, and the regional plans give expression to national economic and social policies.

The 2nd implementation phase produced, with the help of the Swedish consultants, a participatory methodology for Strategic Urban Planning (SUP) and guidelines for how to proceed through the various stages of the process. In the third implementation phase the Regional and Governorate levels will be developed within the framework of the National Spatial Plan, and the Regional and Governorate plans will

be tested, documented, and disseminated to all stakeholders. The development of this integrated model for planning that flows from national vision to urban plans will be a major achievement of the project.

B1. Regional and Governorate Strategic Planning guidelines

The last project produced a first draft of Regional Strategic Planning (RSP) Guidelines with technical assistance from the Swedish International Development Assistance (SIDA). In this project the RSP will undergo further refinement and adaptation to Egyptian conditions, and guidelines for Governorates' Strategic Planning (GSP) will also be developed. National/International expertise will contribute to the preparing of the proposed methodology for both levels, and to write the guidelines after they have been tested. Finally after which the documentation will be published in both English and Arabic.

B2. Pilot the Regional guidelines on Suez Canal Economic Region and the North Upper Egypt Economic Region

The first step of the strategic planning approach is to prepare a regional profile and vision. The profile identifies the assets and constraints of the region. Then a series of workshops between stakeholders and experts develops a vision for the region that is consistent with national priorities (economic, social and environmental) and in which long-term and short-term objectives for the region are agreed upon. The next stage is to discuss potential investments and projects that could meet the objectives and to prioritize them.

The Suez Canal Regional Strategy and Implementation Plan will be developed in conformity with the vision and objectives that will have been agreed in the SUP process by the stakeholders (government ministries, private sector representatives, and community representatives). Any difficulties will be researched and resolved and improvements entered into the SRP Guidelines. Then a second region – the North Upper Egypt Economic Region – will undergo a similar process of vision development and planning in order to test the revised guidelines and then produce the North Upper Egypt Regional Strategy and Implementation Plan.

Output C: Seven Governorate Strategic Plans produced

C1. Pilot Governorate Strategic Planning methodology (5 Governorates in Suez Canal Economic Region)

The Suez Canal Region has six governorates. The project will prepare a Strategic Governorate Plan for five of these governorates - South Sinai, North Sinai, Suez, Port Said and Sharkia. The process follows the same lines as for the Regional Plan, but with different participants and with the added input parameter of working within the framework set by the Suez Canal Regional Strategy and Implementation Plan.

C2. Pilot Governorate Strategic Planning methodology (2 Governorates in the North Upper Egypt Economic Region)

A similar process will be followed in the Beni Suef and Menia Governorates of the North Upper Egypt Economic Region.

Output D: GOPP's Regional Centers' capabilities consolidated

Adopted methodologies and lessons learned in previous pilot projects should be consolidated. It was a recommendation of the independent evaluation of the second implementation phase (2004-2008) that the two pilot strategic urban plans – Zifta and Awlad Sakr – need to be continued through the economic review and the detailed plan stage. Training is needed for Local Authorities' Planning Unit staff and for the staff of the four Regional Centers that did not have a pilot project, so that they may become familiar with use of the new tools and methodologies.

RPPC's supervision of LA's work, which necessarily involves the transmission of maps and large data sets (too heavy for web transmission), will require faster and more efficient networking. The project will investigate the requirements and prepare specifications for fiber-optic networks between RPPCs and LAs' Planning Units and, if additional funds become available, will deploy these networks. The Suez Canal Region is selected for such upgrading because it was the first region to adopt networking and GIS technologies, and includes required capacities to successfully manage the more sophisticated and advanced connections.

D1. Consolidate RPPC and LA Capabilities in SUP

There are two aspects to the follow-up work needed to consolidate the use of the new SUP methodologies and technologies. Firstly, the SUP's for Awlad Sakr and Zifta were prepared as a result of the evaluation of the first implementation phase, which identified the interest of the LA's in having a guided practical demonstration of the methodology in action. Now those same LA's have requested a similar involvement in the preparation of Action Plans for Awlad Sakr and Zifta and for guiding the process through a full budget cycle. Hence sustainability of the SUP methodology requires that the two pilot SUPs continue to get GOPP support through a full budget cycle at the Governorate level.

The project will also implement on a pilot scale in Awlad Sakr the model of Safe Cities Free of Violence against Women and Girls. The Concept Note to guide the implementation of this pilot demonstration is attached as Annex 4.

Secondly, four of GOPP's Regional Offices were equipped and received some training during the last project but have not yet implemented the new procedures – Fayoum, Alexandria, Assiout, Aswan – these RPPCs will receive additional training and undertake Strategic Urban Planning using the new SUP guidelines during this project.

D2. Implementation of IMPs and training

A comprehensive set of Information Management Policies (IMP) was developed during the 2nd implementation phase with the help of Swedish experts. The next stage, to be carried out in this project, is to implement the policies throughout the GOPP network. This will be accomplished by training for GOPP staff who are potential users of the data warehouse and for the IT staff on how to complete the structuring and maintenance of database and active directory. Only then will it be possible to make comprehensive use of the network connecting GOPP HQ and 7 RPPCs.

D3. Connect RPPC 3 (Suez Canal Region) with planning departments at the governorate level

The long-term objective is to have all planning departments throughout Egypt working digitally. The first link will be a trial exercise in Region 3 during the course of which it will be possible to develop the best practices that can then (in the future, not in this project) be shared with other governorates.

D4. Pilot the follow-up, monitoring and evaluation programme for physical plans produced under the SUP guidelines

The SUP guidelines include a requirement for monitoring and evaluation, and is now a requirement under the executive regulations of Building Law No. 119/2008 that m&e of plans must be undertaken. The previous project produced, with the help of Swedish Consultants, M&E guidelines and an M&E toolbox, both available electronically on the GOPP website. The guidelines encompass GOPP's monitoring and that by local authorities for various levels of plans. Initial trials for village level questionnaires showed that further clarification and training was required, which will be undertaken in this project, in addition to reviewing the monitoring tools.

The first two urban plans produced by following the Strategic Urban Planning Guidelines were completed in 2008 for Awlad Sakr and Zifta. The implementation of the Zifta plans will be 'evaluated in 2012 and 2013, at which time that level of the monitoring and evaluation hierarchy will be tested.

The Role of GOPP in the Project

GOPP will appoint from within its staff the following: The Project Manager, Senior Accountant; senior engineers for the working groups ,provide premises - at no cost to the project - and the bulk of finance for the project. It will also seek parallel financing for the International Spatial Development Vision Seminar with Egypt's neighboring countries.

Financing of the project will be on a cost-sharing basis with contributions from the Ministry of Housing, Utilities and Urban Development, both directly to the project and via the budget of RPPC3. (During the 1st cooperation between GOPP and UNDP, the UNDP helped to establish a special financial unit for RPPC. Because of that relative financial independence which enabled it to have its own budget, RPPC3 became the most mature of the GOPP RPPCs and is in a position to contribute financially to the present project).

The Role of UNDP in the Project

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

- **Support Policy development through Engagement of Stakeholders** in the national, regional and governorate planning processes. This will be achieved through mapping of key partners and the facilitation of multi-stakeholder processes and dialogues
- **Enhance Knowledge Management** through co-operation with other public agencies is being as the full value of GIS technology rests firmly on the sharing of information among producers, users and consumers. This includes the joint development of protocols for data exchange, meta-database development, and willingness to make available existing data on reasonable terms. The benefits of information sharing far outweigh the costs of withholding important data and of maintaining it in proprietary formats.
- **Facilitate the Mobilization of International Expertise and Comparative Experiences:** UNDP will have an important role in facilitating the exchange of international experience to enable GOPP to examine best practices in the field of physical planning and urban management at a regional level. Knowledge sharing will be supported both in the International Regional conference at the start of developing the Egyptian National Spatial Vision to 2050 and in the involvement of international expertise to identify and plan for development corridors.
- **Strengthen Monitoring and Evaluation:** UNDP is strongly supporting GOPP's pioneering efforts for community involvement in the evaluation of government programmes – in this case to see if the new Strategic Planning methodologies are delivering the community benefits anticipated. The plans are formulated with the participation of community and private interests. Will implementation proceed in line with the plans? That is the fundamental question that needs to be answered by this component.
- **Support the Development of a Communications Strategy to ensure the visibility of project achievements and** wide interpretation to 'stakeholders' in the planning process. At the urban and village level this entails communication with a variety of local community organizations and the private sector, not just the government officials and consultants involved in the plan preparation. At the regional level, the stakeholders are multiple branches of government, not just the planning bodies. In addition, some semi-academic semi-public meetings will be scheduled during the second half of the project to stimulate debate about the role of spatial planning in some of the vital issues for the achievement of Egypt's targets in the Millennium Development Goals.

IV. PARTNERSHIP STRATEGY

A partnership strategy that has worked successfully previously will be employed, namely a project co-designed by GOPP and UNDP, with financial and technical inputs from the two partners.

This project has strategic collaborative relations with the Ministry of Local Development (the main beneficiary of the project) and the Ministry of Economic Development (which is responsible for national budgeting) and the Urban Observatory Unit of GOPP.

The project will also contribute to the development of partnerships between Egypt's Economic Regions primarily through embedded structural interactions with the Ministry of Local Development and the Ministry of Economic Planning, sub-regional (governorates) and local levels.

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

On the local level, the project will provide training to selected Local Authorities' Planning Units in order to enhance their capacities in conducting participatory strategic planning and in enhancing public-private partnerships.

V. RISK ANALYSIS

As outlined in the attached Risk Log, there are three risks. The financial risk relates to the impact of the global financial crisis, which could reduce the budget allocations for all ministries and consequently leave this project with insufficient funds to proceed. This is not thought likely because the government is strongly behind this project because the nation needs such a hierarchy of integrated plans to proceed successfully towards 2050. Minor reductions in budget can be overcome by seeking additional parallel financing.

An operational risk rests with the governmental salary structure. Well qualified people are required to maintain the IT systems of the GOPP network with its RPPCs and to keep the website updated as the major source of Guidelines for Spatial Planning. When the project ends it is unlikely that the networks and database can be maintained by government-level salaried staff.

The third risk is

V I. COMMUNICATION STRATEGY

Stakeholders are involved in working groups throughout the project so they develop hands-on knowledge of the new procedures. Wider stakeholder communication will be achieved by workshops to discuss and refine the proposed plan structure prepared by the experts. These workshops will also be a forum to prioritize the suggested projects according to the national 5-year plans. The project will develop and implement a communication strategy to ensure the visibility of its progress and achievements. The budget includes an allocation of \$10,000.

PROJECT RESULTS AND RESOURCES FRAMEWORK

| | |
|--|--|
| <p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</p> <p>Country Programme Outcome 3: Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved</p> <p>CPAP/Project outcomes: Local and national capacity strengthened to regulate integrated and participatory city and village strategic plans. Capacity of sub-national institutions for strategic planning, implementation, monitoring and evaluation improved in line with the decentralization process.</p> <p>Project Outcome: Balanced Spatial Development in Egypt</p> | |
| <p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.</p> <p>a- Number of regions with regulated participatory plans; b- Number of governorates with participatory strategic plans.; c- Policies formulated supporting transfer of powers and decision making to lower levels.</p> | |
| <p>Applicable MYFF Service Line:</p> <p>Fostering Democratic Governance</p> | |
| <p>Partnership Strategy</p> <p>The project will contribute to the development of partnerships between Egypt's Economic Regions primarily through embedded structural interactions with \ the Ministry of Local Development and the Ministry of Economic Planning, sub-regional (governorates) and local levels.</p> <p>The project will establish participative strategic planning processes that enhance interaction between government, private institutions and the business community. It will implement several pilot planning projects to encourage involvement and create trust between stakeholders.</p> <p>On the local level, the project will provide training to selected Local Authorities' Planning Units in order to enhance their capacities in conducting participatory strategic planning and in enhancing public-private partnerships.</p> <p>The Project will also collaborate with UNIFEM for the implementation of the pilot demonstration of the Safe Cities Free of Violence against Women and Girls.</p> | |
| <p>Project title</p> <p>Participatory National, Regional and Governorate Strategic Planning for Balanced Spatial Development</p> <p>ATLAS Award ID:</p> | |

| Intended Outputs | Output Targets (years) | Indicative Activities | Responsible parties | Inputs/Budget |
|--|---|--|---|--|
| <p>A: A National Spatial Development Plan</p> <p><u>Baseline:</u> 1- There is an Egyptian National 2017 Spatial Plan but it does not include a long term vision or strategies to address issues related to urban growth and expansions in a holistic approach. 2- The problem of uncontrolled population growth and encroachment of conurbations on agricultural land is increasing. It currently presents a serious challenge to development and social prosperity. 3- Opportunities for urban development and growth exist but have not been incorporated into planning.</p> <p><u>Output Indicator:</u> National Strategic Plan methodology for developing land use plans for growth corridors prepared.</p> | <p><u>Target (Year 1):</u> A long term national vision for urban growth and development is formulated.</p> <p><u>Target (Year 2):</u> Corridors identified. Policies based on the vision of development articulated, reviewed and approved.</p> <p><u>Target (Year 3):</u> Prepare methodology for development plan and land use plan for the development corridors</p> | <p><u>Activity A: Prepare a national development plan.</u></p> <p><u>Sub-activities:</u> Year 1:</p> <ul style="list-style-type: none"> ▪ Review situation regarding current growth poles, agglomerations and directions for expansions at the National level. ▪ Hold International Seminar on Regional Physical Planning Visions for Egypt and her neighboring countries. ▪ Evaluate available resources and future energy alternatives ▪ Assess needs for future land use allocation using suitability/capability models ▪ Produce scenarios for future development and possible expansions. Discuss/evaluate scenarios on national/local levels ▪ Prepare a long term vision for future national development and growth direction ▪ Hold workshops with all stakeholders to identify priorities for development and expansions at the National level. <p>Year 2:</p> <ul style="list-style-type: none"> ▪ Relate and correlate the national policy to strategic planning, based on the vision of development, and articulate policies. <p>Year 3:</p> <ul style="list-style-type: none"> ▪ Prepare a methodology and guidelines for developing land use plans for Development Corridors. | <p>GOPP & GOPP Regional Centers <u>Partners:</u> Governorates Relevant ministries and governmental institutions</p> | <p>\$500,000</p> <p>International consultant International travel Local consultancy/company Supplies Equipment Meeting costs Printing costs Misc.</p> |

| Intended Outputs | Output Targets for (years) | Indicative Activities | Responsible parties | Inputs/ Budget |
|--|---|---|---|--|
| <p>B: Two Regional Strategic Plans produced.</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> Lack of strategic plans on the regional level. Applied planning methods are not documented and depend mainly on individual experiences. A gap exists between planning at the national level (socio-economic national plans) and the local levels (city and village planning). The result is usually an inefficient interrelationship between planning objectives and strategies at both levels. <p><u>Output Indicators:</u></p> <ol style="list-style-type: none"> Regional strategic guidelines (printouts, CDs and website) in place. Strategic Plan for Suez Canal Economic Region prepared and available for implementation. Strategic Plan for North Upper Egypt Economic Region prepared and available for implementation. | <p><u>B1 Target (Year 1):</u> Lessons learned from 2 rapid assessments incorporated into GSP Guidelines</p> <p>Terms of Reference (TOR) for preparation of RSPs and GSPs.</p> <p><u>B1 Target (Year 3):</u> Produce the 2nd edition of RSP Guidelines, incorporating all lessons learned from conducting the Suez Canal Regional Plan.</p> <p><u>B1 Target (Year 5):</u> Final versions (English & Arabic) of regional and governorates guidelines prepared.</p> <p><u>B2 Target (Year 2):</u> Strategic plan for Suez Canal Economic Region accomplished.</p> <p><u>B2 Target (Year 4):</u> Strategic plan for North Upper Egypt Economic Region accomplished</p> | <p><u>Activity B-1 Refine/adapt Regional and Governorate strategic planning guidelines.</u></p> <p><u>Sub-activities:</u></p> <p>Year 1:</p> <ul style="list-style-type: none"> Outline methodologies and processes Prepare a GIS model for both planning levels Incorporate lessons learned from 2 rapid assessments into Governorate Strategic Planning (GSP) guidelines. <p>Year 3:</p> <ul style="list-style-type: none"> Produce guidelines in English Translate and publish Arabic Versions of Guidelines in a digital format (web pages, and CD) and as a print-out. <p>Year 5:</p> <ul style="list-style-type: none"> Prepare final versions (English & Arabic) of regional and governorates guidelines. <p><u>Activity B-2 Pilot the Regional guidelines on Suez Canal and North Upper Egypt Economic Regions.</u></p> <p><u>Sub-activities:</u></p> <p>Year 1:</p> <ul style="list-style-type: none"> Collect relevant information and data for Suez Canal Region. Prepare documentation for the regional study (TOR, tools, timeframe, etc...) Qualify selected planning firms and/or consultants for preparing the regional plan. Prepare regional profile. <p>Year 2:</p> <ul style="list-style-type: none"> Prepare regional vision and objectives. Workshop with Regions' Governors to agree on vision, objectives and priority projects. Prepare Strategies and Implementation Plans. | <p>GOPP & GOPP Regional Centers</p> <p><u>Partners:</u> Governorates' Local Authorities' Planning Units</p> | <p>\$800,000</p> <p>International consultant International travel Local consultancy/company Supplies Equipment Meeting costs Printing costs Misc</p> |

| Intended Outputs | Output Timeline (years) | Indicative Activities | Responsible parties | Inputs/ Budget |
|------------------|-------------------------|---|---------------------|-------------------|
| | | <p>Year 3:</p> <ul style="list-style-type: none"> ▪ Collect relevant information and data for North Upper Egypt Economic Region. ▪ Prepare documentation for the regional study (TOR, tools, timeframe, etc...) ▪ Qualify selected planning firms and/or consultants for preparing the regional plan. ▪ Prepare regional profile. ▪ Revise and amend methodologies, techniques and final outputs. | | |

| Intended Outputs | Output Targets for (years) | Indicative Activities | Responsible parties | Inputs/ Budget |
|--|--|--|---|--|
| <p>C: Seven Governorate Strategic Plans produced.</p> <p>Baseline:</p> <ol style="list-style-type: none"> Lack of strategic plans on the governorate level. Applied planning methods are not documented and depend mainly on individual experiences. A gap exists between planning at the national level (socio-economic national plans) and the local levels (city and village planning). The result is an inefficient connection between planning objectives and strategies at both levels. <p>Output Indicator:</p> <ol style="list-style-type: none"> A regional/governorate strategic guidelines document in place Five Strategic Governorate Plans in Suez Canal Region prepared and available for implementation. Two Strategic Governorate Plans in North Upper Egypt Region prepared and available for implementation. | <p>Target (Year 2): Profile of 1st & 2nd 'SC' Governorate prepared and discussed at workshops to agree on profile and vision, develop long and short-term objectives, and to select priority projects for each governorate.</p> <p>Target (Year 3): 1st & 2nd SC Governorate SRP completed. Profile for 3rd to 5th SC Governorates and workshops held.</p> <p>Target (Year 4): 3rd to 5th SC governorates SRPs completed.</p> | <p>Activity C-1: Pilot the Governorate SRP guidelines on five governorates in Suez Canal (SC) Economic Region.</p> <p>Sub-activities:</p> <p>Year 1:</p> <ul style="list-style-type: none"> Collect relevant information on 1st & 2nd governorates in Suez Canal Economic Region. Prepare profiles. <p>Year 2:</p> <ul style="list-style-type: none"> Prepare visions and select priority projects for each governorate. Hold workshops to agree profile and vision and develop long and short-term objectives and priority projects for each governorate. Prepare implementation plans. <p>Year 3:</p> <ul style="list-style-type: none"> Collect relevant information on 3rd, 4th and 5th governorates in Suez Canal Economic Region. Prepare profiles. <p>Year 4:</p> <ul style="list-style-type: none"> Prepare visions and select priority projects for each governorate. Hold workshops to agree profile and vision and develop long and short-term objectives and priority projects for each governorate. Prepare implementation plans. <p>Activity C-2: Pilot the Governorate SRP guidelines on two governorates in North Upper Egypt (NUE) Economic Region.</p> | <p>GOPP & GOPP Regional Centers</p> <p><u>Partners:</u> Governorates' Local Authorities' Planning Units</p> | <p>\$2,100,000</p> <p>International consultant International travel Local consultancy/company Supplies Equipment Meeting costs Printing costs Misc</p> |

| | | | | |
|--|--|--|--|--|
| | <p>long and short-term projects, at select priority projects for each governorate.</p> <p>Target (Year 5): 1st & 2nd NUP Governorate SRP completed.</p> | <p>Sub-activities:</p> <p>Year 4:</p> <ul style="list-style-type: none"> ▪ Collect relevant information on 1st and 2nd governorates in North Upper Egypt (NUE) Economic Region. ▪ Prepare profiles. <p>Year5:</p> <ul style="list-style-type: none"> ▪ Prepare visions and select priority projects for each governorate.. ▪ Hold workshops to agree profile and vision and develop long and short-term objectives and priority projects for each governorate. ▪ Prepare implementation plans. | | |
|--|--|--|--|--|

| Intended Outputs | Output Targets for (years) | Indicative Activities | Responsible parties | Inputs/ Budget |
|---|---|---|---|---|
| <p>D: GOPP's Regional Centers' Capabilities consolidated</p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> All seven regional centers are currently connected and networked with GOPP headquarters but the connection is not yet utilized. Several policies and guidelines related to data standardization and information management are currently available. However they have not been fully implemented. RPPCs and local authority's staff are characterized by low capacity in working within computer-based networked environment, and lack experience in using corporate GIS techniques. Follow-up of plans is only on the financial aspects or economic plans – spatial plans have almost no examples of follow-up, let alone evaluation. <p><u>Output Indicator:</u></p> <ol style="list-style-type: none"> Action plans for Zifta and Awlad Sakr prepared. The information management policies are implemented. A full network and data exchange system is running between RPPC number 3 and local authorities | <p><u>D1 Target (Year 1):</u> Current situation reviewed and draft training materials prepared. Revise SUPs and select action plan in each.</p> <p><u>D1 Target (Year 2):</u> Implementation programme for one project in Awlad Sakr and one project in Zifta.</p> <p><u>D2 Target (Year 1):</u> GOPP data warehouse operationalized.</p> <p><u>D2 Target (Year 2):</u> Information on use of w/house disseminated to all Depts, HQ RPPC's.</p> <p><u>D2 Target (Year 3):</u> IMS tested and fully implemented.</p> <p><u>D2 Target (Years 4 & 5):</u> Continuous training. Continue populating the database.</p> | <p><u>Activity D-1: Consolidate RPPC and LA capabilities in SUP.</u></p> <p><u>Sub-activities:</u></p> <p><u>Year 1:</u></p> <ul style="list-style-type: none"> Conduct a training course for RPPC and LA staff on SUP. Update the Strategic Urban Plans for Awlad Sakr and Zifta. Prepare detailed and action plans for Awlad Sakr and Zifta, including an investment plan and stating which are the responsible parties. Implement pilot demonstration of the safe cities model <p><u>Year 2</u></p> <ul style="list-style-type: none"> Hold a workshop to choose one of the 1st priority projects in Awlad Sakr and Zifta.. Prepare a detailed implementation programme for the two selected project. <p><u>Activity D-2: Implement IMP procedures to make comprehensive use of the network connecting GOPP HQ and 7 RPPCs.</u></p> <p><u>Sub-activities:</u></p> <p><u>Year 1:</u></p> <ul style="list-style-type: none"> Structure and implement an integrated geo-spatial database for urban and rural communities to support decision-making. Set-up and develop SQL database. Analyze data needs and information. Commence implementation of active directory "The standard IT environment at GOPP" Prepare training programmes aimed at all GOPP staff to increase awareness of IT importance in urban planning and decision-making processes. Conduct the training programmes throughout all regions. | <p>GOPP & GOPP Regional Centers</p> <p><u>Partners:</u> Governorates Local authorities Planning Departments</p> | <p>\$600,000</p> <p>International consultant International travel Local consultancy/company Supplies Equipment Meeting costs Printing costs Misc.</p> |

| | | |
|--|---|---|
| <p><u>D3 Target (Year 1):</u> Select Local Authorities to participate.</p> <p><u>D3 Target (Year 2):</u> Prepare specifications.</p> <p><u>D3 Target (Year 3):</u> Establish networking and data exchange policy between RPPC number 3 and LA Planning Units.</p> <p><u>D3 Target (Year 4):</u> Link installed and tested</p> <p><u>D3 Target (Year 5):</u> Link operational.</p> | <p>Year 2</p> <ul style="list-style-type: none"> ▪ Complete implementation of active directory "The standard IT environment at GOPP" ▪ Prepare a training programme for GOPP staff and RPPCs on the structure of GOPP data warehouse. ▪ Conduct data warehouse training. <p>Year 3</p> <ul style="list-style-type: none"> ▪ Start populating the data warehouse. <p>Years 4 & 5</p> <ul style="list-style-type: none"> ▪ Continuous training as staff change. ▪ Populating the data-base is continuous. <p>Activity D-3 :Connect RPPC 3 (Suez Canal Region) with planning departments at the governorate level.</p> <p><u>Sub-activities:</u></p> <p>Year 1</p> <ul style="list-style-type: none"> ▪ Review assessment made in previous project. ▪ Select Physical Planning department to participate. ▪ Assess the needs for software/hardware in the planning department(s). <p>Year 2</p> <ul style="list-style-type: none"> ▪ Prepare detailed specifications and tender documents. ▪ Prepare a training programme for Local Authorities and RPPC staff on how to manage and use the network. <p>Year 3</p> <ul style="list-style-type: none"> ▪ Invite suppliers to bid and select a winner bidder. ▪ Test networking with RPPC Number 3. ▪ Conduct the training programme for Local Authorities and RPPC staff on how to manage and use the network. <p>Years 4 & 5</p> <ul style="list-style-type: none"> ▪ Complete full and effective data transfer and management protocols between local planning department(s) and RPPC3. | <p>The project and RPPC 3</p> <p>The budget does not include IT equipment and software for a link to LA –that will be by RC3. However, technical assistance to establish the requirements, review specifications etc will be provided by the project.</p> |
|--|---|---|

Target (Year 1):
Simplified monitoring tools.

Target (Year 2):
v2 M&E guidelines.

Target (Year 4):
Zifta plan evaluation.

Target (Year 5):
Awlad Sakr evaluation.

Activity D4: Pilot the follow-up, monitoring and evaluation programme for physical plans produced under the SUP guidelines.

- Research barriers to use of monitoring tools
- Revise monitoring tools.
- Test.
- Revise guidelines.
- Collect data for evaluation of Zifta plan implementation.
- Prepare updated monitoring tool for widespread distribution.
- Re-test tool in Awlad Sakr.
- Monitor and evaluate project activities.
- Implementation of project communication strategy.
- Auditing project activity.

D4:

Target (Year 1): Review guidelines
Target (Year 2): Simplify/improve monitoring tool
Target (Year 3): NIL
Target (Year 4): Collect data for evaluation of Zifta plan implementation
Target (Year 5): Prepare updated monitoring tool for widespread distribution.

Table 1: Overview of the five years of the project (Project Completion - POP)

| Outputs Activities | 2009 targets | 2010 targets | 2011 targets | 2012 targets | 2013 |
|---|--|---|--|--|---|
| A: A National Development Plan | | | | | |
| A1 Prepare a national development plan. - Conduct workshops with all stakeholders to refine the proposed plan. - Prepare methodology for developing land use plans for Corridors. | A long term national vision for urban growth and development is formulated. (framework). | Development Corridors identified. Policies based on the vision of development articulated, reviewed and approved. | Methodology for development plan and land-use plan for the development corridors completed. | | |
| B: Two Regional Strategic Plans produced. | | | | | |
| B1 Refine/adapt Regional and Governorate strategic planning guidelines. | - Lessons learned incorporated into GSP Guidelines - Terms of Reference (TOR) for preparation of RSPs and GSPs. | | Produce the 2 nd edition of RSP Guidelines, incorporating all lessons learned from conducting the Suez Canal Regional Plan. | | Final versions (English & Arabic) of regional and governorates guidelines prepared. |
| B2 Pilot the Regional guidelines on Suez Canal and North Upper Egypt Economic Regions. | | Strategic plan for Suez Canal Economic Region accomplished. | | Strategic plan for North Upper Egypt Economic Region accomplished. | |
| C: Seven Governorate Strategic Plans produced. | | | | | |
| C1 Pilot the Governorate SRP guidelines on five governorates in Suez Canal (SC) Economic Regions. | | Profile of 1 st & 2 nd 'SC' Governorate prepared and discussed at workshops to agree on profile and vision, develop long and short-term objectives. | 1 st & 2 nd SC Governorate SRP completed. Profile for 3 rd , 4 th & 5 th SC Governorate and workshops held. | 3 rd to 5 th SC governorates SRPs completed. | |

| Outputs Activities | 2009 targets | 2010 targets | 2011 targets | .J12 targets | 2013 |
|---|---|--|--|---|---|
| C2 Pilot the Governorate SRP guidelines in two governorates in the North Upper Egypt Economic Regions. | | | | Profile of 1 st & 2 nd 'NUJE' Governorate prepared and discussed at workshops to agree on profile and vision, develop long and short-term objectives, and to select priority projects for each governorate. | 1 st & 2 nd NUJE Governorate SRP completed. |
| D. GOPP's Regional Centers' capabilities consolidated. | | | | | |
| D1 Consolidate RPPC capabilities in SUP. | Current situation reviewed and draft training materials prepared. Revise SUPs and select detailed and action plans in each. | Implementation programme for one project in Awlad Sakr and one project in Zifta. | | | |
| D2 Implement IMS procedures to make comprehensive use of the network connecting GOPP HQ and 7 RPPCs in accordance with IMS. | GOPP data W/house operationalized. | Information on use of w/house disseminated to all Depts, HQ and RPPC's. | IMS tested and fully implemented. | Continuous training Continue populating the database. | Continuous training Continue populating the database. |
| D3 Connect RPPC 3 (Suez Canal Region) with planning departments at the governorate level. | Select Local Authorities to participate. | Prepare specifications. | Establish networking and data exchange policy between RPPC number 3 and LA Planning Units. | Link installed and tested. | Link operational. |
| D4: Pilot the follow-up, monitoring and evaluation programme for physical plans produced under the SUP guidelines. | Revise and contextualize monitoring tools. | Test revised monitoring tools at various levels of planning. | Follow up on implementation of SUP in Awlad Sakr and Zift. | Collect data on Awlad Sakr and evaluate impact of SUP process. | Collect data on Zifta and evaluate impact of SUP process. |
| TOTAL Project Budget | | | | | |

VIII BUDGET

(See Annex 1 for full Budget)

1. Government Inputs

Contributions in Kind

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

Other inputs

Regional Planning Center No. 3 will use its own resources for experimentation with the new planning methodologies in real-life projects with selected local authorities within its jurisdictions, covering the cost of national experts, travel, transport etc.

Cost sharing

The total cost of the project is US\$4 million. However the budget was reduced to \$3,850,000 as UNDP was able to contribute only \$250,000 at the present time rather than the \$400,000 requested. Due to the long implementation period of the programme, UNDP may be able to contribute more at a later date.

GOPP will make available to UNDP US\$ 3,600,000 toward the financing of this project under the following schedule of payments. The first payment will be made upon signature of the project document.

| Due Date | US \$ |
|----------------|-----------|
| February 2009 | 300,000 |
| September 2009 | 300,000 |
| February 2010 | 500,000 |
| September 2010 | 500,000 |
| February 2011 | 500,000 |
| September 2011 | 500,000 |
| February 2012 | 500,000 |
| September 2012 | 500,000 |
| TOTAL | 3,600,000 |

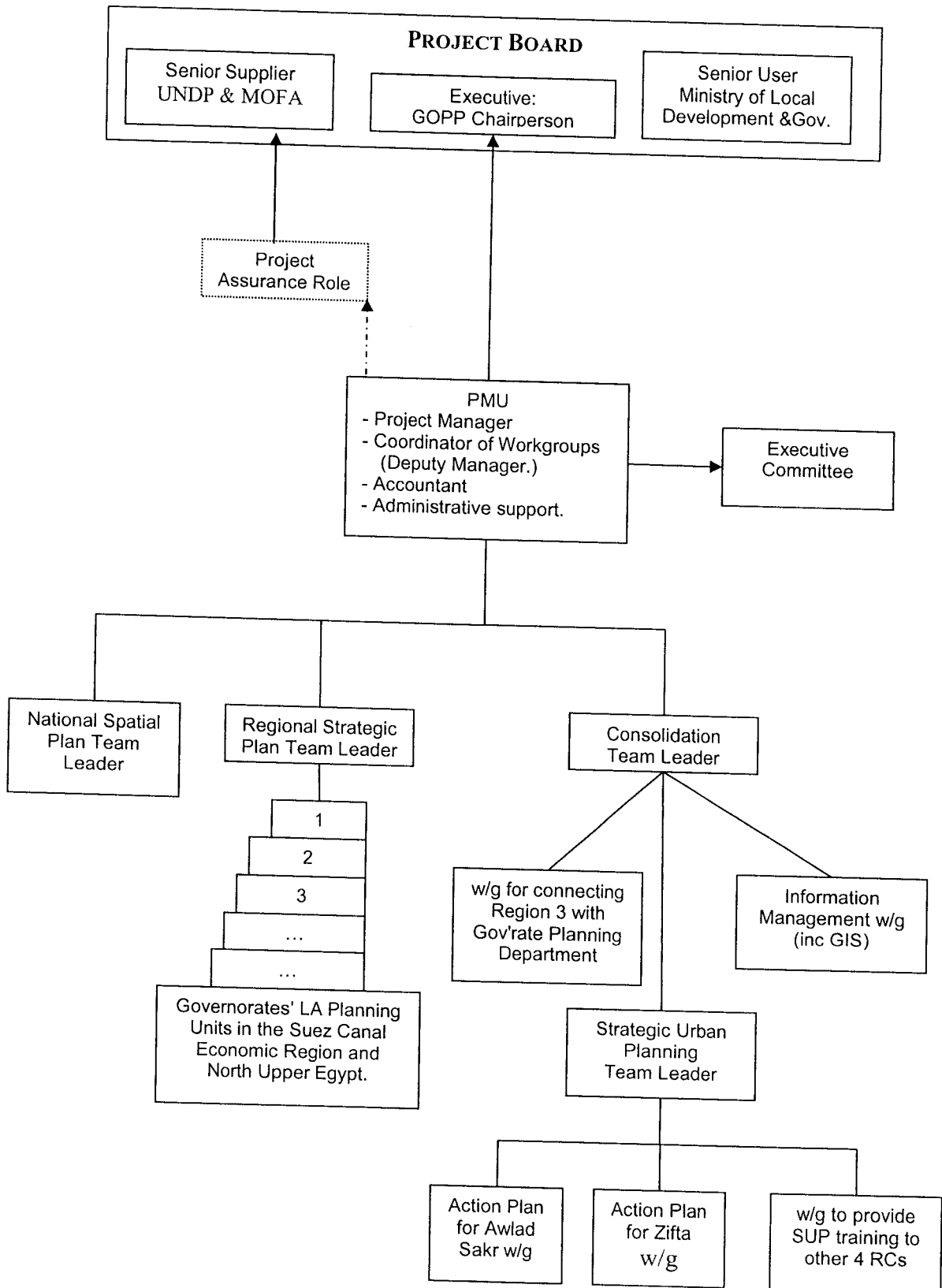
2. UNDP Inputs

UNDP will provide US\$250.000 from TRAC funds.

IX. MANAGEMENT ARRANGEMENTS

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

Figure 2: Project Structure



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

1. The Project Board

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

The Project Board consists of three roles:

- The Executive role is the Chairperson of the Project Board: For this project MHUUC has appointed the GOPP Chairman as Chairperson of the Project Board.
- The Senior Supplier role represents the development partners funding the project (For this project it will be UNDP and MOFA).
- The Senior User role represents the beneficiaries of the project (For this project it will be representatives from the Ministry of Local Development),

A Governor may be invited onto the board during the time that his governorate is being planned.

Ex Officio:

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

A Governor may be invited onto the board during the time that his governorate is being planned.

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

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

2. Project Assurance:

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

3. The Project Manager

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

4. Operational Management Structure

The operational structure is based on workgroups and committees. Numerous working groups will be established to ensure widespread input of ideas and dissemination of new procedures. A number of national consultants will be appointed to assist the project in technical and specialist inputs. UNDP will provide international expertise. The workgroups consist of persons directly involved in developing and implementing new regional and governorate level planning procedures (planners, surveyors, civil engineers, economic and demographic researchers and administrative support staff). The technical committees involve other stakeholders, thereby ensuring that many people gain exposure to the improved planning process.

Executive Committee

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

- UNDP Programme Officer or designated incumbent of the Project Assurance role
- Project Manager
- Head of GOPP Regional Planning Sector
- Head of GOPP Regional Centers
- Head of Region 3 (Suez Canal Economic Region)
- Heads of other Regional Centers as appropriate according to stage of the project
- Head of the Information Center
- Coordinator of Workgroups

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

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

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

Working Groups

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

A. Regional Strategic Plan Workgroup

This workgroup will refine the initial draft of the Regional Strategic Urban Planning Guidelines and then prepare a Regional Strategic Plan covering all 6 governorates of the Suez Canal Economic Region, followed by a Regional Strategic Plan for the North Upper Egypt Economic Region. The core membership of this workgroup is given below. It will be assisted by international and local consultants when required by the various stages of the work.

- Team Leader: To be selected by the group
- Head GOPP's Regional Planning Sector.
- Planners, civil engineers, researchers, and surveyors from the Regional Planning Sector of GOPP.
- Representatives from the Ministry of Local Development.

The w/g will elect its own Team Leader, who will be responsible for liaising with the Coordinator of Workgroups, preparing meeting agendas, meeting reports in Arabic, and an English summary of key issues raised and decisions taken. The English report is to be prepared in consultation with the Coordinator of Workgroups:

- Suez Governorate Workgroup
- Sharkia Governorate Workgroup
- Port Said Governorate Workgroup
- South Sinai Governorate Workgroup
- North Sinai Governorate Workgroup
- Minia Governorate Workgroup
- Beni Suf Governorate Workgroup

Working groups will be established for five of the six governorates of the Suez Canal Economic Region (Ismailia is not included) and two governorates of North Upper Egypt. Governorate SUPs will be developed sequentially with the first starting when the Regional Plan has reached the vision stage. Each group will develop a Governorate-level strategic plan that is consistent with the Regional Plan and integrates the Markaz plans for that governorate. The core membership of this workgroup is given below.

Consulting firms will be hired to prepare specific inputs in the different sectors that are deemed necessary for the preparation of the plans, such as infrastructure, transportation, housing, economic development etc. Terms of reference (prepared during the extension phase of the 2nd implementation phase) specifically require use of the strategic planning guidelines. The relevant workgroup will monitor consultant's work and ensure that they deliver the expected outcomes.

- Team Leader: To be selected by the group
- Head GOPP's Regional Planning Sector
- Planners from the Planning Unit of the Governorate.
- Planners from the GOPP Regional Planning Sector.
- Representative from the Governorate Planning and Follow-up office (Ministry of Economic Development).
- Representative from the Ministry of Local Development.
- GOPP 3 RPPC Representative.

Each w/g will elect its own Team Leader, who will be responsible for liaising with the Coordinator of Workgroups, preparing meeting agendas, meeting reports in Arabic, and an English summary of key issues raised and decisions taken. The English report is to be prepared in consultation with the Coordinator of Workgroups.

B. National Strategic Plan Workgroup

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

C. Information Management Systems workgroup

This workgroup is responsible for establishing the protocols and procedures to enable full two-way information flows throughout the GOPP network.

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

D. Region 3 connectivity workgroup

This workgroup will be specifically working to establish a demonstration link between a GOPP RPPC and a Governorate's Planning Unit and to identify and document suitable working procedures for interactions between the RPPCs and Local Authorities' Physical Planning Units.

- Team Leader: To be selected by the group
- Head of RPPC 3.
- Head of the Information Center (Cairo).
- Representatives from the LA Planning Unit.
- IT experts from the GOPP Regional Information Unit.

E. SUP training workgroup

This workgroup is responsible for introducing the new SUP methodology to the four GOPP RPPCs that have not worked with the methodology.

- Team Leader: To be selected by the group.
- Representatives from Local Planning Units at the Governorates.
- Representatives from the GOPP Regional Physical Planning Centers.

F. Detailed and Action Plans for Awlad Sakr workgroup

- Team Leader: To be selected by the group.
- Representatives from RPPC-3.
- Representatives from Sharkeya Governorates' Physical Planning Unit and from Awlad Sakr municipality.

G. Detailed and Action Plans for Zifta workgroup

- Team Leader: To be selected by the group
- Representatives from RPPC-4.
- Representatives from Gharbeya Governorates' Physical Planning Unit and from Zifta municipality.

H. Special arrangements with Region Center 3 – Ismailia

Two aspects of work will largely be financed by RPPC3 but with technical input from the project. Region Three will take responsibility for guiding the Awlad Sakr Strategic Plan (developed as part of the last project) through to implementation. That will involve preparing Action Plans, training the Local Authority Planning Unit on how to use the strategic and action plans, and monitoring their implementation. The project will provide technical support. Staff remuneration will be met from the Region 3 budget, not the project budget. Similarly, development of the network connecting the Regional Center with the planning department will be carried out on the RPPC3 budget, with technical input from the project.

The financial unit at Region 3 established under previous project (EGY/86/016) will continue under the same regulations in order to carry out the tasks assigned to Region 3 in this project as well as its other technical activities. This temporary Unit is an interim step towards making the regions fully and permanently financially independent.

5. Operational Unit for Development Assistance (OUDA)

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

6. UNDP Support to Implementation

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

7. Audit

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

X. Financial Arrangements

In case of cost-sharing include:

- The Schedule of Payments is mentioned within Section VIII Budget
- The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
- The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
- UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- All financial accounts and statements shall be expressed in United States dollars.

- If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
- Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

- (a) 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices.
- (b) As implementation proceeds UNDP will provide specific services to the implementing partner in support of delivering the expected outputs. The costs of these support services will be charged directly to the project budget at the rate of 1 %.

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

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

XI MONITORING AND EVALUATION

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

1. On A Quarterly Basis

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

2. On An Annual Basis

- Annual Project Workplan (APR)
- Project Budget Revisions
- Annual Project Review Report
- Annual Project Review. These reviews shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes

- A Final Project Review shall be conducted during the fourth quarter of the last year of the project by the Project Board as a basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. Using the final Project Review Report, the Lessons-Learned Report and other documentation as appropriate, the Project Board should assess in this meeting the performance and success of the project, and its contribution to related outcomes.

4. Project Evaluation:

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

8. M&E Resources:

The project budget reflects an allocation of \$30,000 for the conduct of monitoring activities; an allocation of \$10,000 for the conduct of the project evaluation.

XII 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.



| Project ID Expected Outputs | | 2013 | |
|---------------------------------------|------------------|---------------|----------------|
| | | | Amount US |
| Balanced Spatial Development in Egypt | A: Prepare N | 0 | 70,000 |
| | | 0 | 30,000 |
| | | 0 | 160,000 |
| | | 0 | 10,000 |
| | | 0 | 40,000 |
| | | 0 | 5,000 |
| | | 0 | 25,000 |
| | | 0 | 19,000 |
| | | 0 | 16,000 |
| | | 0 | 375,000 |
| | B: Prepare I,000 | 0 | 150,000 |
| | .000 | 0 | 90,000 |
| | .000 | 60,000 | 280,000 |
| | .000 | 2,000 | 18,000 |
| | .000 | 1,000 | 10,000 |
| | .000 | 4,000 | 20,000 |
| | .000 | 7,000 | 70,000 |
| | .000 | 10,000 | 25,000 |
| | .000 | 3,000 | 23,000 |
| | | 87,000 | 686,000 |

14



| Project ID | Expected Outputs | 2013 | |
|---------------------------------------|--------------------|----------------|------------------|
| | | Amount US | Amount US |
| Balanced Spatial Development in Egypt | C: Prepar | 90,000 | 540,000 |
| | Plans | 100,000 | 410,000 |
| | | 22,000 | 91,000 |
| | | 50,000 | 230,000 |
| | | 15,000 | 40,000 |
| | | 10,000 | 45,000 |
| | | 5,000 | 25,000 |
| | | 292,000 | 1,381,000 |
| | | 0 | 40,000 |
| | | 30,000 | 120,000 |
| | D: Consul | 4,000 | 20,000 |
| | Capabili | 12,000 | 50,000 |
| | | 12,000 | 50,000 |
| | | 15,000 | 94,000 |
| | | 10,000 | 50,000 |
| | | 2,000 | 10,000 |
| | | 4,000 | 20,000 |
| | | 3,000 | 15,000 |
| | | 92,000 | 469,000 |
| | E: Insti | 20,000 | 63,000 |
| | | 60,000 | 279,000 |
| | | 40,000 | 170,000 |
| | | 10,000 | 44,000 |
| | | 10,000 | 80,000 |
| | | 10,000 | 50,000 |
| | | 10,000 | 50,000 |
| | | 10,000 | 50,000 |
| | | 10,000 | 50,000 |
| | | 5,000 | 25,000 |
| | | 10,000 | 53,000 |
| | | 5,000 | 25,000 |
| | | 200,000 | 939,000 |
| | Grand Total | 671,000 | 3,850,000 |

Project Outcome: A balanced distribution of urban activities in Egypt

| Outputs/Activities | | 2009 | | | | Responsible party | Planned budget | |
|---|--|------|----|----|----|-------------------|-----------------|------------|
| | | Q1 | Q2 | Q3 | Q4 | | source of funds | Amount USD |
| A: A National Development Plan produced | | | | | | | | |
| A: A National Development Plan produced | | | | | | | | |
| A.1 | Review situation regarding current growth poles, agglomerations and directions for expansions at the National level. | X | | | | GOPP | GOPP/ UNDP | 151,000 |
| | Hold International Seminar on Regional Physical Planning Visions for Egypt and her neighboring countries. | | X | | | | | |
| | Evaluate available resources and future energy alternatives. | X | | | | | | |
| | Assess needs for future land use allocation using suitability/capability models. | | X | | | | | |
| | Produce scenarios for future development and possible expansions. | | | X | | | | |
| | Discuss/evaluate scenarios on national/local levels. | | | X | | | | |
| | Prepare a long term vision for future national development and growth direction. | | | | X | | | |
| | Produce scenarios for future development and possible expansions. | | | | X | | | |
| | Discuss/evaluate scenarios on national/local levels. | | | | X | | | |
| | Hold workshops with all stakeholders to identify priorities for development and expansions at the National level. | | | | X | | | |
| B: Two Regional Plans produced | | | | | | | | |
| B1 Refine/adapt Regional and Governorate strategic planning guidelines. | | | | | | | | |
| B1.1 | Outline methodologies and processes. | X | X | | | | | |
| B1.2 | Prepare a GIS model for both planning levels. | | X | X | | | | |
| B1.3 | Incorporate lessons learned from 2 rapid assessments incorporated into 2nd version of the Governorate Strategic Planning (GSP) guidelines. | | | | X | | | |
| B2 Pilot the Regional guidelines on Suez Canal and North Upper Egypt Economic Regions. | | | | | | | | |
| B2.1 | Collect relevant information and data for Suez Canal Region. | X | | | | | | |
| B2.2 | Prepare documentation for regional study (TOR, tools, timeframe, etc) | X | | | | | | |
| B2.3 | Qualify selected planning firms and/or consultants for preparing the regional plan. | | X | | | | | |
| B2.4 | Prepare regional profile. | | | | X | | | |

| C. Seven Governorate Strategic Plans produced | | GOPP | GOPP/ UNDP | 34,000 |
|---|--|-------------|-----------------------|----------------|
| C1 | Pilot the Governorate SRP guidelines on five governorates in Suez Canal (SC) Economic Region. | | | |
| | C1.1 Collect relevant information and data for Suez Canal Region. | | | X |
| | C1.2 Prepare profiles for Suez Canal Region. | | | X |
| C2 | Pilot the Governorate SRP guidelines on two governorates in the North Upper Egypt (NUE) Economic Region. | | | |
| | C2.1 No activities in 2009. | | | |
| D: | GOPP's Regional Centers' Capabilities consolidated | GOPP | GOPP/ UNDP | 110,000 |
| D1 | Consolidate RPPC capabilities in SUP and IMS | | | |
| | D1.1 Conduct a training course for RPPC and LA staff on SUP. | | X | |
| | D1.2 Update the Strategic Urban Plans for Awlad Sakr and Zifta. | | X | X |
| | D1.3 Prepare detailed and action plans for both towns. | | | |
| D2 | Implement IMS procedures to make comprehensive use of the network connecting GOPP HQ and 7 RPPCs in accordance with the IMS. | | | |
| | D2.1 GOPP IMS data warehouse:- Structure and implement an integrated geo-spatial database for urban and rural communities to support decision-making. Set-up and develop SQL database. Analyze data needs and information. Commence implementation of active directory "The standard IT environment at GOPP" | | X | X |
| | D2.2 On-the-Job training for dissemination of all the IT and IMP policies: Prepare training programmes aimed at all GOPP staff to increase awareness of IT importance in urban planning and decision-making process. Conduct the training programme throughout all regions. | | X | X |
| D3 | Connect RC3 (Suez Canal Region) with planning departments a the governorate level | | | |
| | D3.1 Review assessment made in previous project. | | X | |
| | D3.2 Select Physical Planning department to participate. | | X | |
| | D3.3 Assess the needs for software/hardware in the planning department(s). | | X | X |
| D4 | Pilot monitoring and evaluation programme for plans produced under the SUP guidelines. | | | |
| | D4.1 Research barriers to use of monitoring tools | | X | |
| | D4.2 Revise monitoring tools. | | | X |
| | D4.3 Test. | | | |
| E | Institutional Direct Support | | X | X |
| | TOTAL for 2009 | | | 180,000 |
| | | | | 600,000 |

ANNEX 3 Risk Log

Award ID:

Project: GOPP - SpaD

Date: 9 February 2009

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

ANNEX 4

Draft Concept Note for a pilot initiative in Awlad Sakr, Cairo, based on UNIFEM-UNDP project "Safe Cities Free of Violence against Women and Girls"

*"All women and girls, as citizens with equal rights,
should be able to enjoy public spaces freely and safely,
unimpaired by virtue of their gender".
(UNIFEM Safe Cities Vision Statement, 2008)*

I. INTRODUCTION: WOMEN'S RIGHTS AND FREEDOMS

Across the world, in both developing and developed countries, women and girls experience various forms of gender-based violence in both private and public life. Based merely on their gender, on being born female, their lives are too often characterized by a continuum of violence that extends from the home to public spaces. Whether on city streets, public transportation or in their own neighborhoods, women and girls are subjected to various types of violence and abuse—from sexual harassment, both physical and verbal, to sexual assault and rape. Such daily occurrences limit the rights and freedoms of women as equal citizens to enjoy their neighborhoods and cities, and to exercise their rights to mobility, education, work, recreation, collective organization and participation in political life. Despite affecting countless millions of women, with often disruptive and devastating consequences, this phenomenon has long been tolerated as a regular facet of city life. Whereas gender-based violence in the private domain is now widely recognized as a human rights violation, violence against women in public spaces remains a largely neglected issue.

Violence in urban settings has become a common characteristic of living in cities, affecting the quality of life of all its inhabitants. In the course of the last few decades of globalization, cities have experienced rapid transformations as a result of the economic, social, cultural technological and communications shifts that urbanization processes bring with them, including changing patterns of social behavior and interaction.¹ Nonetheless, women and men perceive and experience urban violence in different ways. Public forms of gender-based violence that overwhelmingly affect women and girls are not always clearly defined, nor much less reported and adequately sanctioned, with few laws in place to address them.² In addition, beyond violent and delinquent acts based on gender, various forms of discrimination and abuse against women are manifested in modern city life in more subtle ways, including exclusion from political and socio-economic participation and access to services, also in the context of economic development and privatization.

Despite the context of urban violence, cities offer women multiple opportunities for female autonomy, as they are often also the stage for expanded freedoms from rigid gender norms and controls on their life choices and personal development. This underscores the notion that, by definition, cities based on principles of *good governance*³ and equality should work to eradicate violence against women and promote their empowerment and equal rights as citizens.⁴

¹ Falú, Ana. 2000. "Local and Global. The New Paradigm of the Post Modern City", in Carmona, Drew, Roseman & van Duin, ed., *Globalization, Urban Form & Governance, First International Conference*, Delft University Press. pp. 141-154.

² Falú, Ana, "Violencias y Discriminaciones en las Ciudades", presentation at the International Seminar on Safe Cities Free of Violence against Women, Safe Cities for All, Ministry of Foreign Relations, Government of Argentina/UNIFEM, Buenos Aires, 25 July 2008.

³ Following the UNDP definition, governance is defined as "The exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences." See, UNDP *Governance for Sustainable Human Development*, New York, 1997, pp. 2-3. Also found in the draft Working Consensus Definition of Governance presented to the U.N. Consultative Committee on Programme and Operational Questions (ACC/2000/POQ/CRP.20 of 14 September 2000) cited in United Nations Human Settlements Programme (UN-HABITAT), *Global Campaign on Urban Governance Concept Paper: Concept Paper*, (Nairobi: Second Edition, March 2002), p 8.

⁴ Falú, Ana and Segovia, Olga, 2007. *Ciudades para convivir: sin violencia hacia las mujeres*. Ediciones SUR. UNIFEM/AECID, Santiago, Chile.

Building on existing experience, this global initiative aims to refine and rigorously evaluate a model of how local authorities, working in tandem with communities and women's organizations, can prevent violence against women and girls in public spaces through participatory processes and practical measures. The programme's longer-term intention of promoting the model for wide adaptation and upscaling by local governments encapsulates its full impact potential to reduce gender-based violence, further women's empowerment and enhance the quality of city life for all.

In its 2008-2011 corporate Strategic Plan, UNIFEM committed to delivering a 'Safe Cities' global model,⁵ tested and proven through an impact evaluation. It is inspired by the programme UNIFEM has been supporting in Latin America and the Caribbean with leading partners and the financial support from the Government of Spain (AECID).⁶ The notion of Safe Cities for women is a relatively new and innovative approach that has been put into practice in various sites in different parts of the world by women's and grassroots groups.

Also worth noting, is that 'proving' the Safe Cities approach will make a significant contribution to one of the most neglected, but most pressing and strategic areas, within the field of programming on ending violence against women: prevention. Most experiences to date have focused on responding to survivor needs for justice, care and support, but due to limited funding and political will, few initiatives have directly focused on preventing systematic gender-based violence from occurring in the first place. As such, this Safe Cities Programme is also poised to make a very valuable contribution to the wider field of ending violence against women.

The Women's Safety Audit addressed will contribute

To the short term expected results (Safe City Model in Egypt) of the 1st year

- ✓ Community women's, youth and other groups (*rights holders*) have acquired knowledge, skills and organizational capacities to mobilize on Safe Cities and demand their rights and entitlements. (Topics of skills-building and training include human rights, gender equality and legal literacy; safe cities concepts and facts on violence against women and girls; advocacy and communications skills; how to carry out safety audits and formulate practical recommendations).
- ✓ Local authorities' (*duty bearers*) knowledge, skills, partnerships, and commitments to preventing and responding to violence against women in public spaces has increased. (For example, as measured by the designation of an official focal point, allocation or pledges of resources for Safe Cities interventions, and policy developments, including practical measures for prevention and protection, such as street lights and safety in public transport).

The Women's Safety Audit Process: Security For Women is Security For All

UNIFEM adopts the concept of "Investing in gender-responsive safety measures in public spaces can have high returns in three-to-five years, not only in terms of preventing violence against women, but also to advancing women's rights, participation and empowerment across political, economic, educational, and socio-cultural spheres; as well as to significant spill-over effects for public security as a whole. Through a process of women's empowerment and community mobilization for social change, and partnership with and capacity development of local government authorities, practical measures for improving women's safety in urban spaces can lead to reduced prevalence of gender-based violence against women and girls, expanded exercise of women's rights to enjoy public spaces, and freedom of mobility and personal security for all community members."

UNIFEM jointly with UNDP in the PARTICIPATORY NATIONAL, REGIONAL AND GOVERNORATE STRATEGIC PLANNING FOR BALANCED SPATIAL DEVELOPMENT WILL use the Method of the Women's Safety Audit as the primary tool for evaluation of safety of neighborhood, in the AWALD SAKR.

⁵ As per UNIFEM Strategic Plan 2008-2011, Development Results Framework, Outcome 8; and UNIFEM Thematic Strategy to End Violence against Women 2008-2011, *A Life Free of Violence: Unleashing the Power of Women's Empowerment and Gender Equality*, Output 8.1. of the Development Results Framework and Output 1.5 of the Management Results Framework.

⁶ The UNIFEM-supported regional programme began in 2006 in three cities: Rosario (Argentina), Bogotá (Colombia) and Santiago (Chile). It has since expanded to include sites in two Central American cities – San Salvador (El Salvador) and Guatemala City (Guatemala) –and Recife (Brazil). Beginning in 2008, two cities in the Caribbean, Port au Prince (Haiti) and a community in Jamaica are being incorporated.

The Tool will address specific issues of safety affecting women. It is an audit process with more inclusive community action tool to evaluate environments from the perspective of women and other groups who feel vulnerable to violence and the security of the neighborhood at large. The tool will not only limit the analysis to the physical environment and features but will be extended to the policies and practices, services, and resources. The input of all users is integral to the audit process, incorporating the perspectives of those who are likely to feel more vulnerable to violence e.g. women, children.

The original Women's Safety Audit was developed in Canada in 1989⁷ by the Metropolitan Toronto Action Committee on Violence against Women and Children (METRAC). They created a women's safety audit as a gender specific response to the growing concern about violence against women and women's feelings of insecurity in Public Areas. Since 1989, the METRAC's women's safety Audit has been used widely both nationally and internationally. Now, this tool is becoming a dynamic participatory approach that is in a constant state of modification and improvement. The Women's Safety Audit is aiming at empowering women to take ownership of Public Space and participate in the local decision making. It is also a way to prove how environmental factors cause insecurity for other marginalized population who may be overlooked by mainstream planning professionals, many of whom are likely to be men.⁸

Today, the 'safety audit' methodology is widely considered a 'best practice' tool for informing policy-makers, empowering community members and setting in motion joint planning processes that can influence policy development and promote safety improvements for all community members. It is recognized by various international organizations, including the World Bank, the European Union, the UN Office on Drugs and Crime, UN Habitat, the World Health Organization, the International Centre for the Prevention of Crime, and the European Forum for Urban Safety.⁹ Among its reported benefits are that it empowers marginalized communities, and enables multi-stakeholder partnerships and consensus-building; while serving to strengthen capacities and facilitate joint action.

Other related methodologies, such as the 'exploratory walks', were implemented by Basque local authorities in Spain, integrating a strong focus on community women's perspectives and perceptions of fear in cities. Similar experiences began to flourish in other parts of Canada and Spain, the Netherlands and elsewhere, further encouraged by the worldwide impetus to tackle the issue of women's rights in urban settings. Two major civil society networks have taken the lead in working on Safe Cities for women –Women in Cities International (based in Canada) and the Women and Habitat network in Latin America, both of which are linked under the global Huarirou Commission, an advocacy and lobby network-of-networks.

This tool requires participants from community and the government to research local areas and determine which places are unsafe or feel unsafe for women. Once a place has been identified as insecure, a group of local women preferably regular users of the space, walk through it with a checklist, observing and identifying factors such as inadequate or absence of lighting, signage, or negative graffiti messages, absence of police men in the street, or absence of police presence, health care concerns, lack of infrastructure (other things might be identified based on each community), which make them feel unsafe. After walks have been completed a report is produced and presented to local government officials and other key decision makers. Recommendations in the report might be implemented, as this might require encouraging physical and environmental changes.

The strength of the women's safety audit lies in its participatory process. It has a unique ability to portray the lived emotional physical experiences of residents whose views are often marginalized to key decision makers. It enables a variety of citizens to contribute to improve their communities at large.

⁷ The 'safety audit' methodology began to be developed and adapted to diverse communities, in Toronto as well as in other regions of the world. The Toronto 'safety audit' experience empowered women from impoverished communities through training to assess their own neighborhoods for safety and to propose and demand practical responses in consultation with local authorities (e.g. improved street lighting, increased police presence, alternative security measures spawned by the community, etc.).

⁸ See Women's Safety Audits What Works and Where? Women in Cities International – UN habitat Safer Cities Programme September 2008.

⁹ See October 2007. European Forum for Urban Safety (EFUS), Guidance on Local Safety Audits: A Compendium of International Practice. Paris: EFUS, at www.urbansecurity.org/fileadmin/efus/secutopics/EFUS_Safety_Audit_e_WEB.pdf

ANNEX 5

Terms of Reference

I. Project Title: PARTICIPATORY NATIONAL, REGIONAL AND GOVERNORATE STRATEGIC PLANNING FOR BALANCED SPATIAL DEVELOPMENT (SPAD)

II. Post Title: Project Manager

III. Project Duration: 5 Years

Background:

The expected outputs of the project are as follows:

- **A National Spatial Development Plan** to guide physical development of Egypt to 2050. As specified in Building Law No.119/2008, preparation of this Plan will be a major capacity building achievement which will build upon international best practices and expertise as well integrated planning.
- **Two Regional Plans** in accordance with the National Spatial Plan in addition to **seven Governorate Plans** in accordance with the Regional Plans. Regional and Governorate plans will critically address imbalances such as population distribution between densely populated areas and uninhabited land, urban/rural balance and eventually revisiting the regional administrative boundaries. The plan development process will be based on participation and sustainability methodologies developed by a series of prior UNDP/GOPP projects, and will pilot monitoring and evaluation of plan implementation.
- **Consolidation of the Participatory Strategic Planning Capabilities of GOPP's Regional Centers**; the targets are (i) to complete and embed information management systems (developed in the previous UNDP/GOPP projects) throughout all seven of GOPP's Regional Physical Planning Centers, (ii) to take the SUP guidelines through a full budgetary cycle, and (iii) to communicate project achievements to a wider set of stakeholders.

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:

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

2. Technical

- Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- Prepares annual and detailed quarterly work plans and discusses draft with UNDP and executing agency.
- Obtains approval on annual work plan from Project Board.
- Implements quarter work plans and monitors activities.
- Ensures proper resources and level of effort provided for timely delivery of activities.

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- 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