

PROJECT DOCUMENT
The Government of Egypt

Project Title: Improving Interurban Synergies between Existing and New Egyptian Cities (CO-CITIES).

Project Number: Award# 00127705

Implementing Partner: General Organization for Physical Planning (GOPP)

Start Date: July 2020 **End Date:** June 2023 **PAC Meeting date:** 11th June 2020

Brief Description
<p>This project is a continuation of GOPP / UNDP collaboration in achieving an informed multi-level spatial planning and its relevant policy formulation that are in line with the National vision, policies and aspirations. In this context, the Egyptian urban system could benefit from strengthening the inter-linkages between rural/urban and new/existing settlements, improving the role of the new city in its regional context, and increasing the competitiveness of its regions.</p> <p>The overall goal of the project is to improve interurban synergies between existing and new cities through territorial development. An improved urban synergy in existing and new cities can significantly contribute to achieving a balanced spatial planning, social development and economic growth. The project attempts to achieve this goal by adopting an approach that depends on three dimensions: (i) Territorial planning as a tool for collective spatial integration, (ii) Economic growth and economies of agglomeration, and (iii) Social development and inclusion. The three-year project (July 2020 – June 2023) will include the following four outputs:</p> <p>Output (1): A territorial plan guiding urban interlinkages and enhancing synergies between settlements developed.</p> <p>Output (2): Performance-based development plans for existing and new cities prepared.</p> <p>Output (3): Proposed arrangement for a territorial governance framework prepared.</p> <p>Output (4): Enabling tools and programs developed.</p>

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNPDF/UNDP Outcome area 1. By 2022 Egypt has adopted equitable and sustainable development pathways and remains on track to achieve agreed targets for inclusive, sustainable, resilient and job-creating economic development Indicative Output(s) with gender marker: Output 1: GEN2 Output 2: GEN2 Output 3: GEN 2 Output 4: GEN 2	Total resources required:	\$3,000,000	
	Total resources allocated:	UNDP (TRAC):	\$100,000
		Donor:	
		Government:	\$2,850,000
		In-Kind:	
	Unfunded:	\$50,000	

Agreed by (signatures):

Implementing Partner	Government	UNDP
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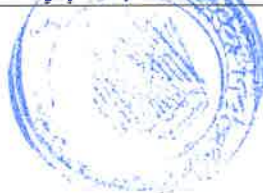


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ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
ASUD	Achieving sustainable urban development priorities
CPAP	Country Programme Action Plan
EC	Executive Committee
GIS	Geographic Information Systems
GMS	General Management Support
GoE	Government of Egypt
GOPP	General Organization for Physical Planning
HQ	Headquarters
ISS	Implementation Support Service
JMC	Joint Management Committee
LA	Local Authority
LIS	Land Information Systems
M&E	Monitoring and Evaluation
MHUUC	Ministry of Housing, Utilities & Urban Communities
MOFA	Ministry of Foreign Affairs
MLD	Ministry of Local Development
MPMAR	Ministry of Planning and Economic Development
MYFF	Multi Year Funding Framework
NEX	National Execution
NPD	National Project Director
NUCA	New Urban Communities Authority
OMA	Operational Management Agreement
OUDA	Operational Unit for Development Assistance
RC /RPPC	Regional Center /Regional Physical Planning Center
PM	Project Manager
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SDS	Sustainable Development Strategy
SUP	Strategic Urban Plan
TOR	Terms of Reference
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
UNDAF	United Nations Development Assistance Framework
w/g	Working Group



I. DEVELOPMENT CHALLENGE

The spatial dimension in planning is becoming more topical in Egypt to promote social and economic sustainability. This trend and related state policies reflect the Government endeavour to achieve a rapid economic growth and to foster social equity and the wellbeing of local communities.

To pursue this endeavour, the Government of Egypt (GoE) is faced with serious challenges related to the exponential population increase on arable land and urban areas, deterioration of quality of life in existing cities, and the continuous need to provide adequate services, infrastructure and housing to local communities. Egypt Vision 2030 acknowledges those challenge and envisions a roadmap that is based on the principles of "inclusive sustainable development" and "balanced regional development". The roadmap stresses on the importance of providing equal opportunities for all, closing development gaps, and on the efficient use of resources to ensure the rights of future generations.

Since the 1970s, the construction of new cities in Egypt seemed one solution that is adopted by the consecutive governments to achieve the goals of balanced regional development, economic growth and the protection of arable land of Delta and Nile Valley. New cities present an opportunity to remedy the many problematic issues prevalent in the current local administration system, such as extreme centralization and limited mechanisms for land provision. In addition, new cities and urban communities are established to fulfil a social and economic role; fulfilling these roles requires attracting people away from existing cities to limit ongoing urban expansion on agricultural land and to provide affordable housing to lower- and mid-income groups.

Four generations of new cities are planned and implemented with different success levels: Although many housing units were built, and the infrastructure was implemented, many new constructed cities are struggling to attain their expected population. As a result, many new cities exhibit an expenditure rate that is higher than population growth rate, leading to a situation where the per capita amount of money invested to move a person to live in the new city is very high¹.

In contrast, Egypt's older cities continue to suffer from insufficient public resources, land availability and limited service delivery. This has increased the inequality between existing cities which house millions and the new urban areas that have been endowed by high expenditure on infrastructure and services. The contrasting conditions of Egyptian settlements calls for actions to achieve better synergies between new cities and existing ones and to reduce the interurban regional and sub-regional gaps in population, services and economic activities.

To formulate adequate actions, both existing and new cities² must be seen as opportunities: Old cities are cultural hubs and home for memories, social and economic interactions. New cities, in turn, are endowed with modern infrastructure networks, services, and available spaces for development. Therefore, the latter could absorb the population overflows and support the existing population nodes with supplemental services, housing and economic opportunities.

The policy formulation and implementation of relevant plans and actions that could face this challenge require a strong coordination and collaboration between several main governmental bodies:

- *The General Organization for Physical Planning (GOPP)* is the national Egyptian authority responsible for the planning process. Established in 1973, GOPP is responsible of all planning activities in the country. According to Law 119/2008, GOPP is the body responsible

¹ For example, New Assiut, New Minia, and New Tiba have received the highest amount of spending on services per capita among all the new cities since their establishment, and yet, they have only achieved, respectively, 4%, 6%, and 10% of their target populations.

² The term 'new cities' is used in this document to refer to the new cities that were planned and implemented during the last four decades. Those cities are currently 'existing', functioning and governed by a special authority (e.g. new borg el arab city authority) created under the New Urban Community Authority (NUCA)



for drawing up the general policy of the planning and development of sustainable construction, and the preparation of plans and programs of this development at the national and regional level and to maintain, and review and approve urban plans at the local level in the framework of the objectives of national, regional and local policies of planning and urban development sustainable.

- *The Ministry of Local Development (MLD)* was established in 1999 as a governmental entity appointed to initiate sustainable projects across all 27 Egyptian governorates. The Ministry is currently supporting incentives and initiating projects in efforts to allow for decentralization of each governorate. Its development programs aim at raising citizens' standard of living; socially, economically and educationally.
- *The New Urban Communities Authority (NUCA)* is an agency under the Ministry of Housing, Utilities and Urban Development. It is the competent authority in charge of developing new urban cities as mandated in law 59 of 1979. Over the last 30 years, NUCA has established 23 new cities throughout Egypt. Those new cities provide various housing units, infrastructure, roads and services according to international standards. NUCA's vision is to create and develop sustainable cities where residents can enjoy a better quality of life.
- *The Ministry of Planning and Economic Development (MPMAR)* role is to modernize the systems of government administration, develop systems and methods of administrative work, and improve the performance of government services delivery through the use of modern technology and applications to raise the performance efficiency of the State's administrative system. The ministry organizes the different service and development plans of each ministry and ensures that sectoral programs are aligned and coordinated.

As noted from the previous description, GOPP, MLD, NUCA and MPMAR have different mandates regarding the formulation and implementation of urban policies in both new and existing settlements: while GOPP formulates policies and spatial plans for development, both MLD and NUCA are responsible of the implementation and management of those policies in existing and new cities respectively. MPMAR ensures that the policies and plans are coordinated at the local, regional and national levels and that the required budget for implementation is allocated. To achieve better urban inter-linkages and synergies, an improved consolidation of efforts between the four authorities is urgently needed.

GOPP role in such foreseen collaboration is pivotal. During the last decade, GOPP formulated multi-level strategic plans that were produced in-house or in collaboration with UNDP and UN-Habitat. The strategic plan preparation process was fundamentally based on a strong collaboration and consultation with relevant authorities and stakeholders. This collaboration and outreach experience enable GOPP to have a leading role in reshaping the interurban realities by emphasizing the value of integrated planning across inter-governmental agencies and by aligning the efforts and activities of all relevant stakeholders.

It is however worth-mentioning that there is still an urgent need in GOPP to ameliorate the multi-level and inter-sectoral integration of strategic plans: while national, regional/governorate, and urban (local) strategic plans have been produced by GOPP during the last decade, it was noticed that the integration between city/village adjacent plans at what could be defined as a 'city-region' level is not yet efficiently carried out. This level of planning incorporates two or more adjacent main urban agglomerations in a homogeneous territory³. From the administrative point of view, a homogeneous territory could entail several local units (*markaz*).

In this context, territorial development approach could catalyse the successful implementation of the interurban, multi-scale collaborative schemes. Adopting the territorial approach could assist in filling the planning gap that results between the governorate/regional strategic plans (SGP and SRP) and

³ A homogeneous territory includes urban and natural spatial units that are of similar characteristics. The spatial units could also form a group of complementary land uses; a congruous grouping of inhabitants or inter-related economic activities. In this project, a homogeneous territory is composed of several local administrative units (Markaz).



the local strategic urban plans (SUPs). It could collectively identify and use spatial advantages to foster the harmonized development of adjacent local units and agglomerations, reducing negative effects of population concentration and increasing mobility and integration. In this project's context, the envisaged territorial scale lies between 'regional' and 'local' scales.

The new Project addresses the interurban challenges and multi-level planning gaps by providing a territorial roadmap for the spatial integration of local and regional levels of planning. The introduced new territorial scale will ensure that the 'strategic role' of the adjacent urban agglomerations (e.g. adjacent new and existing cities) are harmonized and coordinated. Within the new territorial scale, the project will adopt an inclusive process in achieving a balanced distribution of housing, services, infrastructure in existing and new settlements for a better quality of life and economic growth.

II. STRATEGY

Project Rationale and Policy Conformity

"The new Egypt will possess a competitive, balanced and diversified economy, dependent on innovation and knowledge, based on justice, social integrity and participation, characterized by a balanced and diversified ecological collaboration system, investing the ingenuity of place and humans to achieve sustainable development and to improve Egyptians' life quality"⁴.

This project is a continuation of GOPP / UNDP collaboration in achieving an informed multi-level spatial planning and its relevant policy formulation that are in line with the National vision, policies and aspirations. As a result of previous collaborations, the spatial aspects of planning are incorporated in the governments' policies, funding mechanisms and implementation processes. During the last few years, GOPP's initiatives such as the preparation of the National Strategic Plan (2050), the formulation of priority projects and the multi-level strategic urban planning have been important gears in the Government's implementation of development priorities and mega projects.

According to the findings of the National Urban Policy report⁵, the Egyptian urban system is still suffering from the primacy problem of few urban settlements, which negatively affects the distribution of resources and investments, and hence, the functional and productive efficiency of settlements. The report prioritizes some action policies to overcome this imbalance; including enhancing the inter-linkages between rural/urban and new/existing settlements, improving the role of the new city in its regional context, and increasing the regional and international competitiveness of the Egyptian urban system. The report calls for an amendment to the legislative and institutional urban management framework to accelerate economic growth and to achieve social equity.

While the outcomes of the previous GOPP-UNDP/UN-Habitat collaborations and studies are considered as a baseline, this new project attempts to incorporate new dimensions in the planning process in order to create novel solutions for the lingering Egyptian urban imbalances. An important base for thinking beyond traditional approaches for urban development in Egypt is the adoption of a new spatial planning approach that aims at achieving a better synergy and a balanced mechanism between existing and adjacent new settlements. A multi-level territorial planning approach is selected due to its inherent and fundamental economic and social functions: at the interurban level, it could foster economic development by promoting regional economies of agglomeration, increasing productivity and prosperity, addressing social and spatial disparities and promoting territorial cohesion and complementarities in both new and existing adjacent cities.

⁴ Sustainable Development Strategy: Egypt Vision 2030

⁵ GOPP, UN-Habitat. The National Urban Policy, March 2019 (PowerPoint presentation).



Project's Theory of Change (ToC)

The attached figure presents the project's theory of change. It depicts the assumptions and enablers that surround the project and explains how the proposed activities will lead to the defined outcomes. Through the ToC, the project's aims and strategies are articulated and supported by evidence.

As defined from the previously analysed challenges, the quest for a better quality of life for all communities in Egypt is shaped by five main long term outcomes: a balanced development in the urban system, an enhanced connectivity between settlements and production zones, the improved equality in resource distribution, a social cohesion in both new and existing settlements, and a better governance mechanisms based on public participation and transparency. The long term envisaged outcomes are reflected in the main project goal of improving the interurban synergies between existing and new cities through territorial development. Territorial development includes tools for achieving a balanced spatial planning, social cohesion and economic growth. The project formulates its activities and expected outputs to achieve this goal and expected long term outcomes. The project is accountable of achieving the following intermediate outcomes:

1. *A guided decision-making process is in place and implemented:* this process is based on the outputs of the territorial spatial planning including land use distribution, proposed interurban networks/linkages, and suggested economic hubs and clusters. The territorial plan reflects the State's priorities as well as UN sustainable development goals (mainly G3, 6, 8, 10 and 11), UN-Habitat New Urban Agenda, UNDRR Sendai Framework, and WHO's report 'Health as the pulse for the new urban agenda'.
2. *Performance indicators on spatial justice* (including reducing urban gaps and adopting urban policies that address issues of disparities) are defined and improved.
3. *Awareness among relevant governmental authorities and other stakeholders* (e.g. local authorities, local community representatives, NGOs, investors/business associations, etc..) is improved. This awareness is reflected in an enhanced participatory framework, a better collaboration (especially inter-governmental), and an outreach to local communities in the planning and implementation processes.
4. The outputs from the project (plans, recommendations, guidelines, indicators, etc..) are reflected in *the National Land Use Map* – currently prepared by Participatory Strategic Planning for Balanced Spatial Development (SpaD2020) Project - as well as GOPP's strategic plans and Government's national priorities.
5. During the project's life span, *some pilot interventions regarding land use allocation are implemented* in both existing and new cities. Those interventions demonstrate how land usage capacities could be enhanced and could become more efficient.
6. Perhaps one of the most challenging outcomes is the *improved governance in local authorities*. This improved governance is reflected in the coordination between relevant local units in both new and existing adjacent cities, and in the implementation of an interurban successful management framework (at the governorate/regional levels).

The project's outcomes could be attained through a set of enablers, the conditions and factors that need to be in place for the project to work. Five enablers are identified for this project: (1) *Project Planning*: including a clear scope plan, accurate and detailed work breakdown structure (WBS), effective resource management plan, effective schedule management plan, accurate cost baseline, and an effective risk and quality management plan; (2) *Performance Measurement*: which includes an accurate progress measurement system, evaluation, reporting, realistic forecasting of project cost and defining a baseline for comparison for each output/activity; (3) *Top Management Involvement*: is a major driver of project's implementation effectiveness. Recognition that the project has a multi-level context, the coordination between different authorities' top management at national and local levels is an important enabler; (4) *Project Management Team*: The project management team is another significant dimension of implementing the project. Skilled and experienced project personal and clear responsibility assignments are positively related to enhanced project's execution; and (5) *Implementation Strategy*: a successful implementation strategy is one that encompasses good information management (IT, GIS), training in planning tools, and the development of planning guidelines and best practices.



Fit with UNDP country program outcome and action plan

The project is highly relevant to the Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.. The project focuses on reducing the disparities through a balanced spatial planning that integrates social, environmental and economic aspects in a multi-levels/ cross-sectoral collaboration. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

The UNDP Strategic Plan (2018 – 2021) recognizes that rapid urbanization and changing demographic patterns are challenging conventional thinking on development pathways, and that addressing urban challenges requires cross-cutting, integrated applications of expertise and investment, customized for each country and circumstance and driven by global best practices and international standards.

Through **four out of the six Signature Solutions** of the Strategic Plan, UNDP sees unique opportunities to scale up its offer of services on sustainable urbanization, for example:

- **"Signature Solution 1"**– Keep people out of poverty, which involves a mix of solutions that improve rural and urban livelihoods, strengthen gender equality, build social protection and provide basic services;
- **"Signature solution 2"** – Strengthen effective, inclusive and accountable governance, including at municipal and sub-national levels;
- **"Signature solution 3"** – Enhance national prevention and recovery capacities for resilient societies, which will help countries avoid crises and return quickly to stable development after crises occur, especially in large urban settlements; and
- **"Signature solution 5"** - Close the clean energy access gap and enhance energy efficiency, which will also help countries reduce the impacts of air pollution, particularly in urban areas.

In addition, the expected outcomes of the Project are consistent with the expected outcomes outlined in CPD: UNDP Priority1.1: Enabling frameworks for the implementation of Egypt 2030 and the SDGs, strengthening institutional capacities for planning and monitoring. This will be achieved by a combination of strategic/participatory planning process implementation, capacity building, and support to territorial spatial development and dissemination.



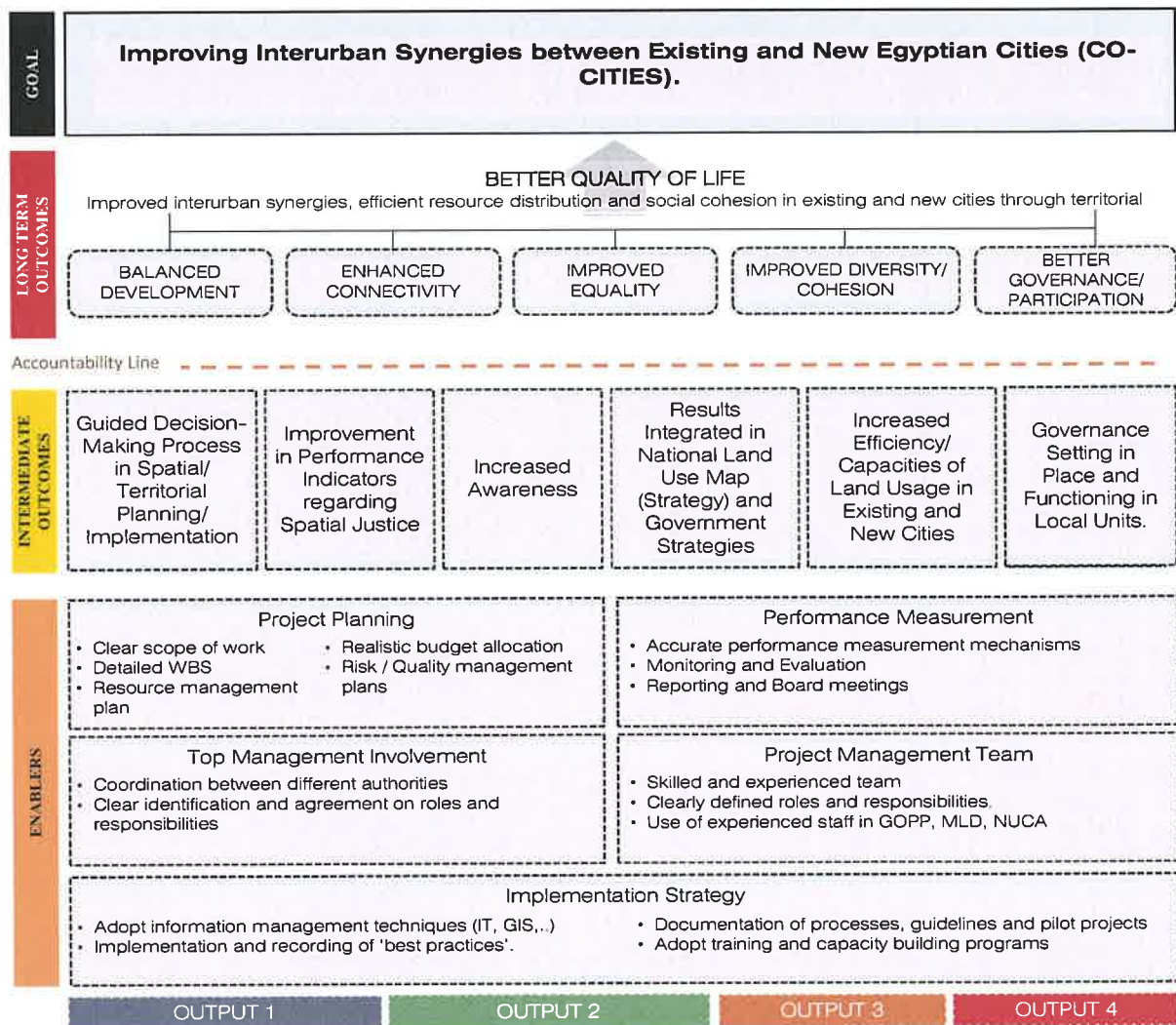


Figure (1): The Project's Theory of Change

Linkages with other development projects and programs.

Several bi-lateral projects based on a cooperation between GOPP and UNDP have been assisting in providing spatial planning to several Egyptian regions and cities, namely: (1) The strategic development plan for greater Cairo region 2050, (2) The participatory strategic urban planning for Alexandria city till 2032, (3) The strategic development plan of southern Egypt (new valley), and (4) Participatory Strategic Planning for Balanced Spatial Development (SpaD2020 and its predecessors). It is worth-mentioning that the outputs of the four bi-lateral projects are of significant importance to this new Project in terms of defining priority regions/sub-regions, selecting pilot existing and new cities, and exploring/assessing development plans at city and regional/governorate levels. SpaD2020 is of special importance to the project because it approaches spatial challenges at a multi-level context. In addition, the new project's outputs could be reflected in the national land use plan that is currently under preparation by the SpaD team.

Furthermore, UN-Habitat is carrying out several project that address some of the urban challenges such as (1) Achieving sustainable urban development priorities (ASUD), which aims at ensuring that the urbanization process can be achieved in a controlled and sustainable manner, and that the expected socio-economic benefits derived from this process translate into an equitable and efficient urban settlement patterns, (2) Strategic urban plans for small cities in Egypt, which produces



methods and tools for the urban planning of small cities. It also contributes to improve performance and accountability in programming the development of the city, especially those that reduce exclusion and vulnerabilities in Egypt, (3) The development of new cities (El Alamein and Ras El Hekma). UN-Habitat is supporting Egypt in the development of its fourth generation of New Towns through providing new development and planning approaches, and (4) the formulation of the National Urban Policy. The new Project will continue coordination with the different projects as well as with other relevant ministries, authorities and stakeholders to assure the integrated implementation of plans.

This project will also seek to identify both good practices and problems to avoid, in order to produce an innovative and well-adapted framework for territorial planning in Egypt. This will be achieved through exchanging experience and learning lessons from selected case studies within the UNDP network but will also draw in experience from other local and/or international organizations (e.g. south-south cooperation, international planning associations, etc...). The result of such action will also produce and disseminate 'transferable knowledge' that can be used and adapted by other institutions as a framework to support cross-sectoral decision making. The territorial spatial plans need to be negotiated with a range of specialized consultants, ministries and relevant authorities. New techniques and tools are to be introduced, and it is believed that learning from other pilot cases is part of this challenge.

Project Goal and Approach

The overall goal of the project is *to improve interurban synergies between existing and new cities through territorial development*. An improved urban synergy in existing and new cities can significantly contribute to achieving a balanced spatial planning, social cohesion and economic growth. The project attempts to achieve this goal by adopting an approach that depends on three dimensions⁶:

1. Territorial planning as a tool for collective spatial integration

Investigating the inter-linkages between existing and new settlements is a complex process that incorporates social, economic and spatial elements. It also requires the coordination between several actors that may have conflicting views on plans and proposals. Territorial planning combines several spatial, institutional and financial dimensions over a variety of time frames and geographical scales. It is a continuous and iterative process that aims to promote more efficient cities and integration between settlements and territories.

The project adopts territorial planning tools to achieve a shared understanding and facilitate decision making among relevant ministries and different stakeholders. This understanding will assist the formulation of harmonized development scenarios for the complex urban realities, and hence translate those scenarios into actions that could transform the physical and social space and could support the development of integrated cities and territories.

2. Economic growth and economies of agglomeration

An important dimension of this project is to foster economic growth within territories. Through spatial planning, the project devises an enabling framework for new economic opportunities, regulation of land and housing markets and the timely provision of adequate infrastructure and basic services.

Spatial agglomeration has always been the most important driver of industrial growth in developing countries: The project investigates the development of business clusters to enhance productivity through economies of agglomeration based on each territory comparative advantage. An economic assessment of existing industries, clusters and firms could assist in formulating spatial interventions to strengthen and optimize local economies. Through a territorial development framework, the project will formulate spatial plans and urban policies to:

- Facilitate mobility of factors of production (labour and capital) to promote economies of agglomeration and thereby boost economic productivity.

⁶ Partially adapted from: UN-Habitat, 2015. International Guidelines on Urban and Territorial Planning. UN-Habitat, Nairobi.



- Enhance transport and access to markets close to business clusters locations. Ensure that proper infrastructure is well connected to business clusters
- Further develop existing business clusters, by expanding the supply chain of feeding industries, linking them to markets (internal and external) and to foster specialization.
- Establish specialised industrial zones for business clusters with high growth potential.
- Promote business clusters and create a value chain to enhance the productivity and the 'forward and backward' linkages.

3. Social development and inclusion

The envisaged territorial planning primarily aims at realizing adequate standards of living and working conditions for all segments of current and future societies, ensure equitable distribution of the costs, opportunities and benefits of urban development and particularly promote social inclusion and cohesion. The project will adopt a social development approach that is based on: (i) equitable land use planning, (ii) transit-oriented development (TOD)⁷ for creating inclusive and connected communities and (iii) a set of policies and guidelines that involve a range of local actions in education, health care, employment, housing and finance; and that aims at ensuring the fair distribution of quality services to all communities.

The role of the project in fostering social cohesion and advancing sustainable development is pivotal: Incorporating the concept of social cohesion into the heart of the territorial planning process could contribute to achieving the desired balanced development and improved quality of life in both existing and new cities. Through the project's pilot case studies, the following questions shall be investigated: (i) how could spatial planning address social inclusion in its different contexts? (ii) how can social mix be promoted in different urban typologies in new and existing cities? (iii) what are the appropriate scale levels and related institutions to promote cohesion through territorial planning?

Description of Project Outputs

The three-year project (Jan 2020 – Dec 2022) will include the following four outputs:

Output (1): A Territorial plan guiding urban interlinkages and enhancing synergies between settlements developed.

This output addresses the gap between existing and new cities located in regions with diverging rates of socio-economic development. It aims at articulating actions and policies that revisit the distribution of economic and/or economically relevant functions (e.g. land use distribution, social and environmental functions, etc..) over the urban system. New Egyptian cities are important elements of this territorial development; they present a vast opportunity for enhancing interurban linkages and are endowed with modern infrastructure networks, services, and available spaces for development.

Territorial development is often associated with the notion of synergy, the assumption being that the individual cities in the collections of distinct but proximally located new/existing cities relate to each other in a synergetic way, making the whole network of cities more than the sum of its parts. Output (1) produces action plans and policies that focus on the synergy mechanisms of co-operation and complementarity between new and existing settlements within a territory or a region. The produced plans and policies will also redress regional disparities to maintain the integrated social and economic fabric of the regions.

It is expected that, by carrying out this output and relevant activities, it will be possible to regenerate under-developed regions. The devised actions and policies could reveal new spatial horizons for development, more infrastructural facilities, better living conditions, and better interlinkages between economic areas. This could eventually boost flow of investments and capital resources in the once less advantaged regions or cities.

⁷ Based on the principle of designing high-quality mixed-used areas that are pedestrian and cycle-friendly, and in close reach of transit stations and other means of public transport, TOD can facilitate socioeconomic and cultural diversity.



Output (2): Performance-based development plans for existing and new cities prepared.

Output (2) explores the efficiency of both existing and new cities, within a region, in performing their different social, economic and environmental functions. It highlights the performance gaps within the city and proposes solutions to address those gaps. In Egyptian existing city systems, the main issues that need to be addressed are related to overpopulation, limited land and financing capacities for adequate service provision, inefficiencies in transportation networks, and the disparities in the housing market. New cities are faced with dissimilar problems: low population densities, unexploited services and developable land, and the meagre local economic performance of business and economic zones.

The output (2) includes activities to understand and assess existing conditions, current plans, and planning systems/mechanisms. It looks at factors such as land use patterns, density, and urban form to find innovative solutions to the depicted challenges of both new and existing cities. Those solutions will not only stem from local realities but will mainly be articulated in coordination with the concluded policies and directions of the territorial spatial planning (output 1). Output (2) will include recommendations on how to increase the efficiency of land-use distribution, housing and infrastructure as well as location of economic activities. Furthermore, it will prioritize interventions (micro / city-wide) that enhance the quality of urban environment, such as smart development, city greening, reuse of brownfields, slum development and healthy cities initiatives.

Output (3): Proposed arrangement for a territorial governance framework prepared.

The concept of governance identifies the dynamics of the interplay between the government, market actors and the civil society. It also describes how the local government is linked to citizens and business. The territorial planning represents a core component of the urban governance paradigm, which promotes local participation, inclusion and collaborative decision making. In this view, territorial governance addresses competing interests of different stakeholders and provides a framework of action at the interurban level.

Output (3) acknowledge the necessity to provide an adequate implementation for the territorial plans through an appropriate legal and institutional framework, an efficient interurban management mechanism, and a consensus building approach that reduces duplication of efforts, especially among governmental authorities. It will develop an enabling institutional framework/guideline for territorial planning that: (i) acknowledges the different regional, urban and local situations and the need for spatially coherent territories, (ii) links and coordinates urban, regional and national plans, and (iii) establishes guidelines and mechanisms for coordinated intercity urban and territorial planning and management.

Output (3) will also explore regional / territorial possible frameworks for budgeting and financing. It will coordinate with relevant authorities to ensure that all sectoral policies are in-line with the directives and goals of the territorial planning process.

Output (4): Enabling tools and programs developed.

The implementation of this project will require that the previously discussed 'ToC' five enablers are established and functioning. Output (4) will focus on activities that provide support for those enablers to work properly. Those activities include the establishment of territorial land information system (LIS), capacity building of staff, top management and stakeholders, development of a performance measurement system, and development of tools for the project management.

Territorial land information system (LIS) will be linked with GOPP's GIS enterprise and will provide information about land tenure and valuation, land use planning and land development. LIS is an important decision making and tracking tool, which in turn supports greater efficiency in the utilisation of all land resources.

As a component of building the staff and stakeholders capacities in preparing and implementing territorial plans and city development strategies, the Project will provide on-the-job training on specific themes such as territorial planning tools and methods, local economic development, economy of agglomerations, regional and territorial governance, social cohesion in planning, as well as GIS-related training.



Both project management and performance measurement systems include tools that enable the efficient use of resources and the timely implementation of project's activities. Under output (4), the Project will provide the management staff with the necessary tools for following-up, monitoring and evaluation of outputs and achieved results.

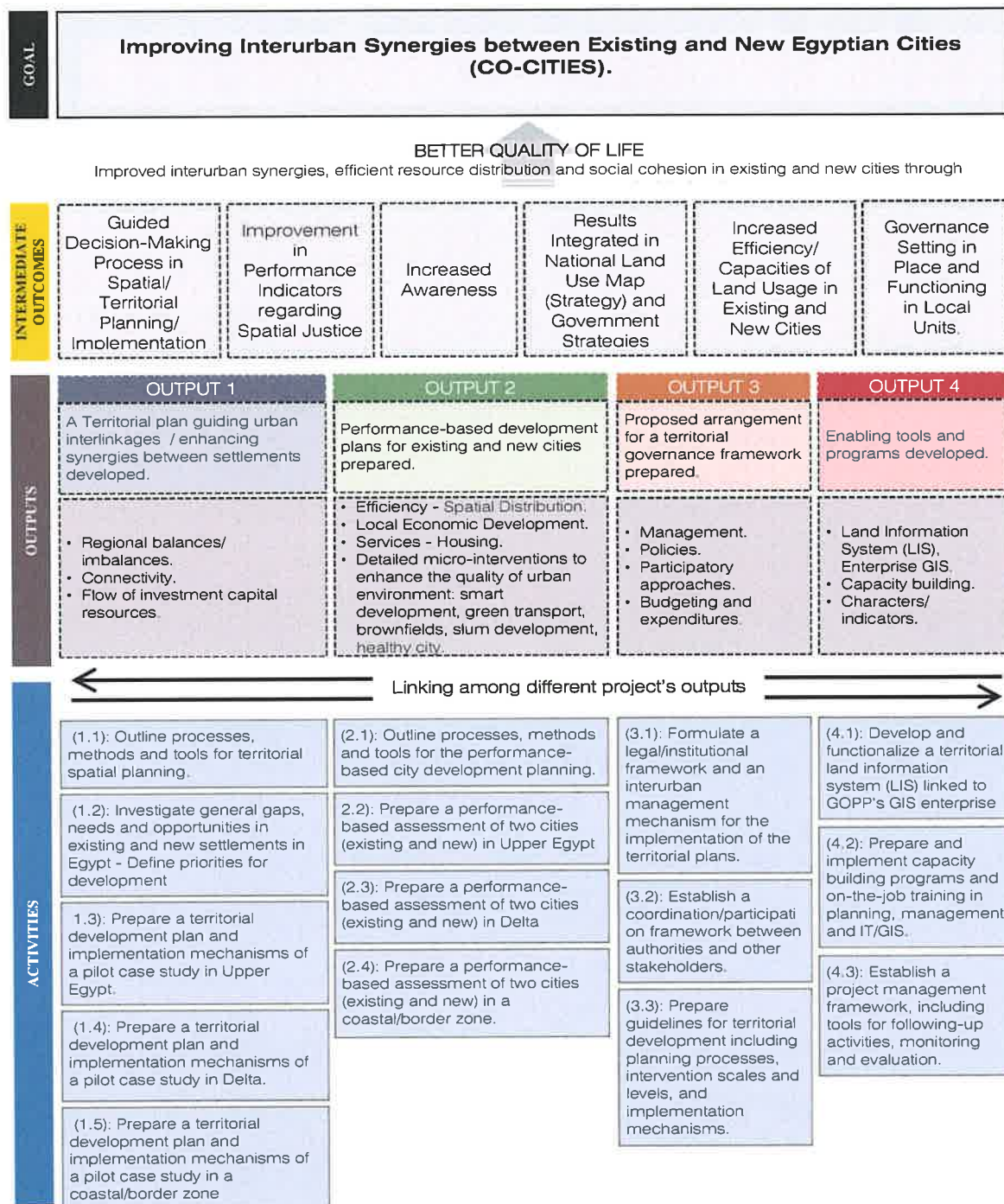


Figure (2): The Project's Goal, Outcomes, Outputs and Activities



III. RESULTS AND PARTNERSHIPS

Expected Results and Activities

The expected project's results are logically connected to its goal, expected outcomes and outputs. The project will produce three main products:

- Territorial spatial plans and guidelines for three pilot studies: Each pilot will be located in a different geographic location (upper Egypt, Delta, and coastal locations), and will contain at least a new and an existing city. The plan will indicate how the synergy between the settlements could be enhanced, where the economic hubs could be located, and how a better social cohesion/inclusion could be achieved in the plan.
- Performance based spatial plans for the settlements: each settlement in the selected pilot will be assessed in terms of its land use distribution, efficiency in delivering its functions and services and its economic status. The produced plans will indicate the urban issues and the available unexploited opportunities. The plans will attempt to propose spatial solutions and to integrate the local interventions within the larger territorial context.
- A set of policies, guidelines and mechanisms for implementation: the lessons learned from the pilot case studies will enable the project team to synthesize results from the case studies and formulate guidelines for other territorial spatial plans. It is also intended to influence the formulation of the national urban policy by suggesting a set of policies related to territorial planning and an institutional structure that facilitates the coordination between different city administrations.

The following set of activities fall under the four main outputs and will collectively achieve the previously stated results.

Output (1): A Territorial plan guiding urban interlinkages and enhancing synergies between settlements developed.

Activity (1.1): Outline processes, methods and tools for territorial spatial planning.

To launch the project's activities, the territorial planning approach needs to be established in terms of required steps, methods and tools for implementation. The project management will define and formulate a workgroup among GOPP's staff and consultants with the main task to define how the territorial planning approach will be implemented in the context of new and existing Egyptian cities. The workgroup will define the steps for the formulation of the plan with focus on a multi-level coordination and collaboration among main stakeholders. Furthermore, the workgroup will oversee the outcomes of the prepared plan for first pilot project and could therefore refine the adopted methodology. The formulated workgroups for activities (1.1) and (2.1) will coordinate together and will ensure that the workplans at the local and territorial levels are aligned and coherent.

Activity (1.2): Investigate general gaps, needs and opportunities in existing and new settlements in Egypt - Define priorities for development

Several pilot studies will be selected during the life span of the project. In this step, a general investigation will be conducted at the national and regional levels to define the territories with urgent need for intervention. The criteria for prioritizing and selecting the territories includes: (i) site characteristics, with at least one new and one existing cities, (ii) balanced spatial distribution of selected priorities in Egypt to cover different regions, (iii) Government development priorities, (iv) areas that are most deprived from services and in need for housing supply, (v) available locations with high economic opportunities (e.g. available industrial areas, logistic zones, business hubs, etc..), and (vi) locations where the selected interventions could lead to high positive social and environmental impacts. The project team will conduct necessary analysis and will explore different socio-economic indicators to depict gaps, disparities and overlooked opportunities. Based on the investigation, priorities will be defined in Upper Egypt, Delta and Coastal/border Egyptian regions. It is expected that each



region will exemplify a different set of challenges and opportunities, and therefore a variation in the intervention strategies.

Activity (1.3): Prepare a territorial development plan and implementation mechanisms of a pilot case study in Upper Egypt

A workgroup will be formulated for the selected priority in Upper Egypt. Based on the methodology defined in activity (1.1), the workgroup will launch the preparation of a territorial spatial development plan. The plan will include strategies for enhancing the linkages between new and existing settlements, assessing and re-allocating land uses, developing local and regional economies, and enhancing social cohesion and inclusion. It is worth mentioning that this activity – along with activities (1.4 and 1.5) will be directly linked to activities (2.2,2.3 and 2.4) in order to achieve the envisaged synergies between settlements in each pilot case study.

Activity (1.4): Prepare a territorial development plan and implementation mechanisms of a pilot case study in Delta

As detailed in Activity (1.3), the project team will carry out a second pilot project in Delta Region. Accordingly, a workgroup will be formulated for this region and the same procedures will be followed up for the preparation of the territorial spatial plan.

Activity (1.5): Prepare a territorial development plan and implementation mechanisms of a pilot case study in a coastal/border zone

As detailed in Activity (1.3), the project team will carry out a third pilot project in a coastal/border zone. Accordingly, a workgroup will be formulated for this zone and the same procedures will be followed up for the preparation of the territorial spatial plan.

Output (2): Performance-based development plans for existing and new cities prepared.

Activity (2.1): Outline processes, methods and tools for the performance-based city development planning.

In parallel to activity (1.1), this activity will aim at outlining the assessment approach of the existing and new cities' performance. The project management will define and formulate a workgroup among GOPP's staff and consultants with the main task to define how the performance-based assessment will be carried out in each of the selected cities in a region. The workgroup will define the assessment process and will oversee the outcomes of the assessment outcomes from the first set of cities and could therefore refine the adopted methodology. The formulated workgroups for activities (1.1) and (2.1) will coordinate together and will ensure that the workplans at the local and territorial levels are aligned and coherent.

Activity (2.2): Prepare a performance-based assessment of two cities (existing and new) in Upper Egypt

A workgroup will be formulated for the selected cities in Upper Egypt. Based on the methodology defined in activity (2.1), the workgroup will launch the preparation of an assessment of cities performance. It will collect and analyse current situation and available plans, then it will assess the efficiency of land use distribution, service provision and local economic development. Finally, the workgroup will define specific detailed priorities for local actions. This activity along with activities (2.3 and 2.4) will be directly linked to activities (1.3,1.4 and 1.5) in order to achieve the envisaged synergies between settlements in each pilot case study.

Activity (2.3): Prepare a performance-based assessment of two cities (existing and new) in Delta

As detailed in Activity (2.2), the project team will carry out a second pilot project in Delta Region. Accordingly, a workgroup will be formulated for the selected cities of this region and the same procedures will be followed up for the preparation of the performance-based assessment.

Activity (2.4): Prepare a performance-based assessment of two cities (existing and new) in a coastal/border zone.



As detailed in Activity (2.2), the project team will carry out a second pilot project in a coastal/border zone. Accordingly, a workgroup will be formulated for the selected cities of this zone and the same procedures will be followed up for the preparation of the performance-based assessment.

Output (3): Proposed arrangement for a territorial governance framework prepared.

Activity (3.1): Formulate a legal/institutional framework and an interurban management mechanism for the implementation of the territorial plans.

A workgroup will be formulated to develop an enabling legal and institutional framework for spatial and territorial planning. The framework will ensure that economic planning instruments and cycles are considered in the preparation of territorial plans. It will also establish links between local, metropolitan, regional and national plans and ensures coherence between the sectoral and spatial levels of intervention. Finally, the legal/institutional framework will contribute to the regulation of land and property markets in both existing and new cities and will allow the development of new regulatory frameworks to facilitate the iterative and interactive implementation and revision of territorial plans.

Activity (3.2): Establish a coordination/participation framework between authorities and other stakeholders.

The participatory process is considered as a vital and essential component of this project. It is a continuous process that ensures that all relevant authorities, local administration, and all other stakeholders are involved in the decision-making process at all implementation stages. The formulated workgroup will establish general rules and mechanisms for coordinated intermunicipal urban and territorial management and establish a framework for public participation that could be endorsed as a key urban policy.

Activity (3.3): Prepare guidelines for territorial development including planning processes, intervention scales and levels, and implementation mechanisms.

The lessons learned and methodologies developed during the implementation of this project will be consolidated into a guideline that could be adopted in further pilot projects. The project team will prepare, revise and publish the guidelines including recommended processes, components, national and international case studies, governance framework, and a monitoring and evaluation mechanism.

Output (4): Enabling tools and programs developed.

Activity (4.1): Develop and functionalize a territorial land information system (LIS) linked to GOPP's GIS enterprise

An information management workgroup will be formulated to establish the territorial land information system. The workgroup will ensure conformity between the established database structure and GOPP's GIS enterprise schema. Any necessary amendment to the schema will be negotiated with GOPP IT management. The establishment of the LIS will be carried out through four main steps: (i) needs assessment for hardware, software, and database structure, (ii) procurement and deployment, (iii) test implementation of LIS, (iv) final implementation and dissemination.

Activity (4.2): Prepare and implement capacity building programs and on-the-job training in planning, management and IT/GIS.

Capacity building and staff training is a continuous activity during the whole project's lifespan. It aims at improving the efficiency and working capabilities of GOPP staff and other relevant stakeholders in preparing, assessing and implementing territorial spatial plans. In this project the training program will provide a knowledge base for developing the required capacities and expertise in using the adopted new tools and technologies in the planning process. Structured capacity building and training modules in the different uses of the land information systems will be developed and implemented. Learning methods will include workshops, on-the-job training, practical classes and lab work.

Activity (4.3): Establish a project management framework, including tools for following-up activities, monitoring and evaluation.



At the project's kick-off, the National Project Director / Project Manager will establish a project management framework that is based on the best practices and previous experiences from other GOPP/UNDP collaborations. It will consist of the processes, tasks, and tools used to take the project from start to finish. It will encompass key components required for planning, managing, following up, and monitoring/evaluating the project.

Resources Required to achieve the Expected Results

In order to ensure a cost-effective application of required resources and achieve the expected results, the project adopts a cost-sharing approach. Appropriate human, capital, facilities, equipment and information resources shall be allocated to ensure the proper implementation of the project's activities as follows:

Human resources

The human resources that will be utilized to carry out the project's activities will be mainly provided by GOPP. GOPP will appoint from within its staff - at no cost - a National Project Director (NPD) who will be responsible of submitting yearly workplans as well as progress reports. In addition the Project may recruit as necessary a Project Manager, planners and engineers, accountants, administrative staff, secretary, drivers, etc... Additionally, the Project may require the involvement of different GOPP staff (e.g. IT staff, engineers, planners, etc..) to participate in the working groups. For further consultancy needs, the project will follow the UNDP recruitment and/or tendering procedures.

The UNDP will provide technical assistance through following up and assessing the project's activities and outputs. UNDP could provide the umbrella for collaboration with other international and public agencies through the facilitation of experts meetings and international collaboration if needed. UNDP will facilitate the coordination between the project and other UNDP and UN projects.

Capital resources

GOPP will host the project in its HQ premise, and will host main workshops, meetings and working groups. The project will manage the allocation of larger groups meetings and conferences in other adequate facilities. The project will also use the infrastructure that was built during other GOPP/UNDP collaborations (PCs, laptops, servers, etc..), printers and copiers, networks, and available software. The regional centres will also contribute to the project, as needed, by its network's capabilities and outreach to local stakeholders and administrations.

Partnerships

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 will attempt to establish strategic collaborative relations with both MLD and NUCA.

The project will also contribute to the development of partnerships between available economic hubs at the territorial level. primarily through multi-level interactions within governorates and relevant ministries and authorities.

Risks and Assumptions

See Risk Log (Annex 3)



Sustainability and Scaling Up

Sustainability

As previously stated, the project builds on the previous collaboration with UNDP in enabling and facilitating consultancy, lessons learned from other national projects as well as international experiences and case studies.

For the sustainability of the project, the project carefully tailors its outputs and activities to promote and support both long and shorter term "win-win" opportunities, including: (a) technical benefits by producing territorial spatial development plans and make them available for all ministries for budgeting and setting priorities; (b) providing territorial LIS/GIS services for GOPP top managers/decision makers; and (c) support the GOPP RCs with required technical support and capacity building programs. The project targets GOPP RCs in outreaching and cooperating (ensuring participation) of local authorities and local communities.

Scaling-up

Once the benefits of the proposed interventions and implementation of priority areas and projects have been successfully demonstrated, the prospects for their further adoption are high. This can be further encouraged by supportive legislations as well as by the knowledge and experience gained by the government and the participating local authorities, which will further enable the transfer of this knowledge and experience to other ministries and local authorities. Close monitoring and evaluation of project implementation and documenting the results and lessons learnt will also in this respect be of primary importance. The final project results and "lessons learnt" report, visits and presentations in seminars and workshops will promote and encourage the replication. The project will facilitate contacts and co-operation between the different stakeholder groups at the local levels by organizing seminars, workshops and other public events, thereby bringing urban planning proponents, policy makers and potential investors / other donors together.

IV. PROJECT MANAGEMENT

The project will be operated in the GOPP Headquarter in Cairo, and will use the premise for experts' meetings and workshops. GOPP will also continue hosting the GIS enterprise servers and networks. GOPP RCs will also play a role in hosting meetings in the governorates with representatives of the local authorities as needed.

In return, UNDP will seek to develop the capacities of the people involved in the territorial planning process. The UNDP role in the project will be:

- Support Policy development through engagement of stakeholders in the territorial spatial planning process. This will be achieved through mapping of key partners and the facilitation of multi-stakeholder processes and dialogues
- Facilitate the mobilization of expertise and best practices from other projects in GOPP and UNDP networks
- Strengthen Monitoring and Evaluation: UNDP strongly supports GOPP's pioneering efforts for community involvement in the evaluation of implemented projects and priorities.
- Support the development of a communication strategy to ensure the visibility of project achievements and wide interpretation to 'stakeholders' in the planning process. At the territorial level this entails communication with a variety of organizations and institutions and the private sector, not just the government officials and consultants involved in the plan preparation.

Audit Arrangements:

The contribution shall be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP governing National Implementation Modality (NIM). An annual audit of the project will be coordinated by the UNDP, and the audit costs will be charged to the project budget.



V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Output 1.2.: Evidence based integrated national development solutions developed using sustainable development frameworks
Applicable Output(s) from the UNDP Strategic Plan: Outcome 1: Advance Poverty Eradication in All Its Forms and Dimensions Output 1.2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services
Project title and Atlas Project Number: Improving Interurban Synergies between Existing and New Egyptian Cities (CO-CITIES) Award# 00127705



EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output (1): A Territorial plan guiding urban interlinkages and enhancing synergies between settlements developed.	1.1 A territorial spatial development plan in Upper Egypt is finalized, approved and in use by relevant local authorities.	GOPP/Project documents	No territorial development plans available	2019	Plan prepared, revised and approved.	On-going implementation	On-going implementation	Upper Egypt territorial plan available and in use by local authorities	Documents and reports
	1.2 A territorial spatial development plan in Delta is finalized, approved and in use by relevant local authorities.	GOPP/Project documents	No territorial development plans available	2019	-	Plan prepared, revised and approved.	On-going implementation	Delta territorial plan available and in use by local authorities	Documents and reports
	1.3 A territorial spatial development plan in a border/coastal zone is finalized, approved and in use by relevant local authorities.	GOPP/Project documents	No territorial development plans available	2019	-	-	Plan prepared, revised and approved.	Coasta/border zone territorial plan available and in use by local authorities	Documents and reports
	1.4 All prepared territorial plans consider an overall enhancement of gender sensitive service provision (education, health, employment), ensuring equal access for women and men.	GOPP/Project documents	No territorial development plans available	2019	Gender sensitive analysis of required services and distribution in (1.1)	Gender sensitive analysis of required services and distribution in (1.2)	Gender sensitive analysis of required services and distribution in (1.3)	Gender sensitive analysis of required services and distribution in all produced territorial plans	Documents and reports
	2.1 A performance- based assessment plans for two cities in Upper Egypt are prepared and in use.	GOPP/Project documents	SUPs for selected cities tested and evaluated	(varies based on SUP production year)	Plans prepared, revised and approved.	On-going implementation	On-going implementation	At least two performance based assessment prepared (an existing and a new city)	Documents and reports

⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3		FINAL
Output (2): Performance-based development plans for existing and new cities prepared.	2.2 A performance-based assessment plans for two cities in Delta are prepared and in use.	GOPP/Project documents	SUPs for selected cities tested and evaluated	(varies based on SUP production year)	-	Plans prepared, revised and approved.	On-going implementation	At least two performance based assessment prepared (an existing and a new city)	Documents and reports
	2.3 A performance-based assessment plans for two cities in a border/coastal zone are prepared and in use.	GOPP/Project documents	SUPs for selected cities tested and evaluated	(varies based on SUP production year)	-	-	Plans prepared, revised and approved.	At least two performance based assessment prepared (an existing and a new city)	Documents and reports
	2.4 All prepared performance based assessment consider the assessment of gender sensitive service provision (education, health, employment), ensuring equal access for women and men.	GOPP/Project documents	SUPs for selected cities tested and evaluated	2019	Gender sensitive analysis of required services and distribution in (2.1)	Gender sensitive analysis of required services and distribution in (2.2)	Gender sensitive analysis of required services and distribution in (2.3)	Gender sensitive analysis of required services and distribution in all produced performance based assessments	Documents and reports
	3.1 A legal/institutional framework and an interurban management mechanism published and in-use.	GOPP/Project documents	National Urban Policy	2018	-	Draft framework prepared	Final framework approved	A legal and institutional framework published and in-use	Documents and reports
Output (3): Proposed arrangement for a territorial governance framework prepared.	3.2 A coordination/participation framework between authorities and other stakeholders is published, approved and circulated.	GOPP/Project documents	No available framework	-	Draft framework prepared	Final framework approved	-	A coordination and participation framework is published and in-use	Documents and reports



EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
	3.3 A territorial spatial development guidelines document is published and in use by relevant authorities.	GOPP/Project documents	No national territorial guidelines currently available	2019	Methods and tools defined and used for case studies	First draft of the guidelines prepared	Final guidelines refined, approved and published	Documents and reports
Output (4): Enabling tools and programs developed.	4.1 A territorial land information system (LIS) linked to GOPP's GIS enterprise functional.	GOPP	GIS enterprise	Updated 2019	Database Structure approved – SW/HW procured	LIS functional in two territorial plans	LIS adopted in all territorial plans, linked to GOPP's GIS enterprise	Reports, Database, maps
	4.2 Capacity building programs and on-the-job training in planning, management and IT/GIS produced. All programs target a balanced participation of men and women	GOPP/Project documents	Previous CB carried out in GOPP	-	2 CB programs carried out with a balanced participation of men and women	4 CB programs carried out with a balanced participation of men and women	3 CB programs carried out with a balanced participation of men and women	Reports, photos, MoM.
	4.3 A project management framework adopted.	Project documents / management system	N/A	-	Project management tools (SW) selected and in-use by PM	M&E framework established	Final framework fully adopted and experience disseminated.	Reports, Documents, WBS, M&E reports.



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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually. (final report)			



Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	UNDP		CPD Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.	June 2023	GOPP, UNDP	\$15,000 (project resources)



⁹ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source		Amount
Output (1): A Territorial plan guiding urban interlinkages and enhancing synergies between settlements developed.	Activity (1.1): Outline processes, methods and tools for territorial spatial planning:	24,510	24,510	00,000	00,000	GOPP	GOPP 00,000	UNDP 49,020	49,020
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Review territorial development plans case studies Derive criteria and components of the plan Establish process and timeline. Conduct workshops to discuss the process Prepare final approach. Conduct updates and reviews according to experience from first pilot implementation. 	X	X	X	X				
	Activity (1.2): Investigate general gaps, needs and opportunities in existing and new settlements in Egypt - Define priorities for development:	32,330	40,000	00,000	00,000	GOPP	GOPP 72,330	UNDP 00,000	72,330
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Collect data and indicators on cities / regions. Assess the current needs and pressing challenges in different cities / regions. Define and prioritize required interventions through workshops and experts' seminars. Detail priorities as needed. 	X	X	X	X				
	Activity (1.3): Prepare a territorial development plan and implementation mechanisms of a pilot case in Upper Egypt:	64,670	80,000	00,000	00,000	GOPP / GOPP RCs	GOPP 144,670	UNDP 00,000	144,670
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and connect with relevant stakeholders Establish social, economic, infrastructure and spatial development sub-workgroups. Prepare a territorial profile. 	X	X	X	X				

¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Amount	
	<ul style="list-style-type: none"> Define goals and scenarios for development Present preliminary outputs to stakeholders. Consolidate feedback and prepare final document, including implementation mechanisms. Approve and start implementation 								
	Activity (1.4): Prepare a territorial development plan and implementation mechanisms of a pilot case study in Delta:	00,000	50,000	49,020		GOPP / GOPP RCs	GOPP	UNDP	99,020
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and connect with relevant stakeholders Establish social, economic, infrastructure and spatial development sub-workgroups. Prepare a territorial profile. Define goals and scenarios for development Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 			00,000			50,000	49,020	
	Activity (1.5): Prepare a territorial development plan and implementation mechanisms of a pilot case study in a coastal/border zone:	00,000	30,000	200,000	00,000	GOPP / GOPP RCs	GOPP	UNDP	230,000
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and establish connection with relevant stakeholders Establish social, economic, infrastructure and spatial development sub-workgroups. Prepare a territorial profile. Define goals and scenarios for development Present preliminary outputs to stakeholders. Consolidate feedback and prepare final documentation & implementation mechanisms. Approve and start implementation 						230,000	00,000	
	Sub-Total for Output 1	121,510	224,510	249,020	00,000		497,000	98,040	595,040



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source		Amount
Output (2): Performance-based development plans for existing and new cities prepared.	Activity (2.1): Outline processes, methods and tools for the performance-based city development planning:	50,000	50,000	00,000	00,000	GOPP	GOPP	UNDP	100,000
	<ul style="list-style-type: none"> • Establish a workgroup (GOPP staff / consultants). • Review performance-based case studies • Derive criteria and components of assessment • Establish process and timeline. • Conduct workshops (cross-sectoral / multi-levelled) to present assessment guidelines. • Refine the guidelines according to workshop feedback. • Prepare and approve the final document. • Disseminate the final document • Conduct updates and reviews according to experience from first pilot implementation. 	X					100,000	00,000	
				X					
	Activity (2.2): Prepare a performance-based assessment of two cities (existing and new) in Upper Egypt:	51,439	50,000	00,000	00,000	GOPP / GOPP RCs	GOPP	UNDP	101,439
	<ul style="list-style-type: none"> • Establish a workgroup (GOPP staff / consultants). • Define and establish connection with relevant stakeholders • Define social, economic, infrastructure and spatial disparities and opportunities in each city. • Define and review indicators in each city. • Collaborate with the territorial planning workgroup in defining development strategies • Present preliminary outputs to stakeholders. • Consolidate the feedback and prepare final documentation, including implementation mechanisms. • Approve and start implementation 	X					101,439	00,000	
			X						
				X					
					X				
	Activity (2.3): Prepare a performance-based assessment of two cities (existing and new) in Delta:	00,000	50,000	50,000	50,000	GOPP / GOPP RCs	GOPP	UNDP	150,000
	<ul style="list-style-type: none"> • Establish a workgroup (GOPP staff / consultants). • Define and establish connection with relevant stakeholders • Define social, economic, infrastructure and spatial 		X				150,000	00,000	
			X						
				X					



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Amount	
	<ul style="list-style-type: none"> disparities and opportunities in each city. Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 		X						
	<ul style="list-style-type: none"> Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 		X						
	<ul style="list-style-type: none"> Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 			X					
	<ul style="list-style-type: none"> Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 			X					
	<ul style="list-style-type: none"> Approve and start implementation 				X				
	Activity (2.4): Prepare a performance-based assessment of two cities (existing and new) in a coastal/border zone:	00,000	50,000	130,000	50,000	GOPP / GOPP RCs	GOPP 230,000	UNDP 00,000	230,000
	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and establish connection with relevant stakeholders Define social, economic, infrastructure and spatial disparities and opportunities in each city. Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 		X						
	<ul style="list-style-type: none"> Define and establish connection with relevant stakeholders Define social, economic, infrastructure and spatial disparities and opportunities in each city. Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 		X						
	<ul style="list-style-type: none"> Define social, economic, infrastructure and spatial disparities and opportunities in each city. Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 			X					
	<ul style="list-style-type: none"> Define and review indicators in each city. Collaborate with the territorial planning workgroup in defining development strategies Present preliminary outputs to stakeholders. Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 			X					
	<ul style="list-style-type: none"> Consolidate the feedback and prepare final documentation, including implementation mechanisms. Approve and start implementation 				X				
	<ul style="list-style-type: none"> Approve and start implementation 				X				
	Sub-Total for Output 2	101,439	200,000	180,000	100,000		581,439	000,000	581,439
Output (3):	Activity (3.1): A legal/institutional framework and an interurban management mechanism published and in-use:	00,000	50,000	50,000	00,000	GOPP	GOPP 100,000	UNDP 00,000	100,000
Proposed arrangement for a territorial governance framework prepared.	<ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and establish connection with relevant stakeholders Review relevant legal and institutional frameworks. Review relevant interurban management mechanisms Formulate a proposal for the framework Discuss and review with relevant implementation authorities and stakeholders Approve and disseminate the framework. 		X						
	<ul style="list-style-type: none"> Define and establish connection with relevant stakeholders Review relevant legal and institutional frameworks. Review relevant interurban management mechanisms Formulate a proposal for the framework Discuss and review with relevant implementation authorities and stakeholders Approve and disseminate the framework. 		X						
	<ul style="list-style-type: none"> Review relevant legal and institutional frameworks. Review relevant interurban management mechanisms Formulate a proposal for the framework Discuss and review with relevant implementation authorities and stakeholders Approve and disseminate the framework. 			X					
	<ul style="list-style-type: none"> Formulate a proposal for the framework Discuss and review with relevant implementation authorities and stakeholders Approve and disseminate the framework. 			X					
	<ul style="list-style-type: none"> Discuss and review with relevant implementation authorities and stakeholders Approve and disseminate the framework. 			X					
	<ul style="list-style-type: none"> Approve and disseminate the framework. 			X					



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source		Amount
	Activity (3.2): A coordination/participation framework between authorities and other stakeholders is published, approved and circulated: <ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Define and establish connection with relevant stakeholders Devise a coordination and participation plan. Discuss and review with relevant stakeholders and authorities Approve and implement framework 	00,000	70,000	00,000	00,000	GOPP	GOPP 70,000	UNDP 00,000	70,000
	Activity (3.3): A territorial spatial development guidelines document is published and in use by relevant authorities: <ul style="list-style-type: none"> Establish a workgroup (GOPP staff / consultants). Compile data from other groups including frameworks, guidelines and lessons learned from pilot projects Formulate a first draft of the guidelines Conduct a conference/workshop with all relevant authorities and stakeholders to present the project's outputs, outcomes and future developments. Finalize guidelines and lessons learned Publish and disseminate 	00,000	00,000	70,000	70,000	GOPP	GOPP 140,000	UNDP 00,000	140,000
	Sub-Total for Output 3	000,00	120,000	120,000	70,000		310,00	000,00	310,00
Output (4): Enabling tools and programs developed.	Activity (4.1): A territorial land information system (LIS) linked to GOPP's GIS enterprise functional: <ul style="list-style-type: none"> Conduct needs assessment (SW, HW & apps) Procure required equipment / SW. Prepare LIS database structure Collect data and attributes Link LIS to GOPP GIS enterprise Conduct required analyses Document structure and workflow Disseminate LIS applications among GOPP staff, relevant authorities and consultants Update LIS from acquired data and analyses from the three pilot projects. 	40,000	100,000	100,000	50,000	GOPP	GOPP 290,000	UNDP 00,000	290,000



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Amount	
	Activity (4.2): Capacity building programs and on-the-job training in planning, management and IT/GIS produced:	37,000	150,000	126,541	50,000	GOPP / GOPP RCs	GOPP 363,541	UNDP 00,000	363,541
	<ul style="list-style-type: none"> Prepare outlines of CB programs in LIS, territorial planning, governance, LED, social cohesion, project management and institutional development Conduct 2 CB programs in planning & LIS Conduct 4 CB programs in territorial planning, participatory approaches, LIS apps and LED Conduct 3 CB programs in social cohesion, governance and institutional development. Document conducted CB in terms of contents / materials, presentations and case studies. Carry out on-the-job training as necessary. 	X							
	Activity (4.3): A project management framework adopted:	20,000	175,521	100,000	44,235	GOPP	GOPP 339,756	UNDP 00,000	339,756
	<ul style="list-style-type: none"> Establish an outline for the project management framework, including tools and applications. Implement WBS, timeframe and budget. Create a project's website to disseminate knowledge, reports and lessons learned. Establish and implement a M&E framework 	X							
	Sub-Total for Output 4	97,000	425,521	326,541	144,235		993,297	000,00	993,297
PMU		60,000	100,000	100,000	50,000		310,000	000,00	310,000
Auditing		1,500	1,500	1,500	1,500	GOPP	6,000	000,00	6,000
Evaluation (as relevant)	EVALUATION	000,00	000,00	000,00	15,000	GOPP	15,000	000,00	15,000
Total Programmable		381,449	1,071,531	977,061	380,735		2,712,736	98,039	2,810,775
General Management Support (GMS)		10,922	32,039	28,398	11,650		83,010	000,00	83,010
Direct Project Support (DPC)		7,629	21,431	19,541	7,615		54,255	1,961	56,216
GRAND TOTAL		400,000	1,125,000	1,025,000	400,000		2,850,000	100,000	2,950,000
Resources to be Mobilized								50,000	



VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

- The project will be executed by the General Organization for Physical Planning (GOPP). GOPP will provide space for operations of the project.

Project Board:

A Project Board will be established to take executive management decisions and to provide guidance to the National Project Director (NPD), including approval of project revisions, and of the project's annual work plan. Project assurance reviews by the board are made at designated decision points during running the project, or as necessary when raised by the NPD. The board contains three roles: an Executive Chair to the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries. The board is consulted by the NPD for decisions when NPD tolerances (e.g., time and budget) have been exceeded. The board will meet annually (or more frequently if necessary) and will be composed of:

Executive:	GOPP
Senior Supplier:	
	UNDP
Senior Beneficiary:	Ministry of Foreign Affairs
	GOPP

- Project Assurance:

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role of the Project Assurance ensures appropriate project management milestones are managed and completed. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects. As part of its delegated project assurance role, UNDP commits to undertake the following activities to support the Project Board:

- Ensure that a Project Board meeting is held at least once a year;
- Perform regular monitoring activities, such as periodic field monitoring visits and "spot checks";
- Ensure that resources entrusted to UNDP are utilized according to UNDP rules and procedures as per the Programme Operations, Policy and Procedures manual (POPP);
- Ensure that critical project information is monitored and updated in Atlas;
- Follow up with the Project Team to ensure that financial and quarterly progress reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the Project Board, to be signed by the national Implementing Partner;
- Ensure the preparations of all project budget revisions to be signed by the project signatories;
- Ensure that annual audits and mid-term or final project evaluations are carried out as per standard procedures;
- Ensure coordination with other UNDP projects;
- Ensure coordination with other sister UN Agencies working under the same thematic area; and
- Work closely with guidance from the Implementing Partner and/or Government Co-operating Agency on who to approach from the Development Partners' Group as new partners to the project and support with resource mobilization

- National Project Director:

The NPD will be recruited by GOPP Chairman and will report directly to the Chairman of the GOPP. The selection of the NPD will be from GOPP senior staff at no cost of the project, He



will be responsible of submitting yearly workplans ,progress reports, identifying bottlenecks and suggesting corrective measures when necessary as well as being responsible for coordinating, networking and soliciting the participation of all concerned.

The NPD will act as secretariat for the board, being responsible for convening the minutes, preparing the agenda, overseeing preparation of materials for presentation to the meetings.

- **Project Manager:**

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the project board within the constraints laid by the NPD. The PM is responsible for day-to-day management and decision-making for the project, with a prime responsibility to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time. The PM will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to the NPD. The selection of the PM will be in accordance with the principles of UNDP and should be transparent and open, giving full and equal opportunities to all candidates. Selection will be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and at least one UNDP staff member should be present on the interview panel. The Terms of Reference (ToR) for the post should identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. The PM appointment is on an annual basis and is subject to a performance review each year. A term of reference for the PM is attached.

- **Project Support Unit:**

The project will be supported by an administrative unit in which engineers, planners, accountants, administrators, drivers, secretaries, etc. will be hired in accordance with the principles of UNDP.

Financial Arrangements:

In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

- a. 3% cost recovery on government cost-sharing funds for the provision of general management support (GMS) by UNDP headquarters and country offices
- b. Maximum 2% UNDP Direct Project Costs to provide in support of project Implementation, communication, M&E and quality assurance

Schedule of Payments:

a) Egyptian government cost sharing:

Date	Amount in USD*
2020	575,000
2021	1,000,000
2022	975,000
2023	300,000
Total	2,850,000

- The cost-sharing contribution shall be paid in EGP, using the official exchange rate at the time of the conversion, to the following account, according to the schedule:



Bank Name: **Commercial International Bank (CIB)**
Bank Branch: **Zamalek**
A/C Name: **United Nations Development Programme A/C No: 0790105183**
Swift Code: **CIBEEGXC007**

- The value of the payment, if made in a currency other than the United States Dollar, shall be determined by applying the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the government with a view to determining whether any further financing could be provided 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.

b) UNDP cost sharing

- UNDP will pay 100,000 US Dollars to support the implementation of the project as following schedule¹ :
2

Date	Amount in USD*
2020	25,000
2021	25,000
2022	50,000
2023	00,000
Total	100,000

- All financial accounts and statements shall be expressed in United States Dollars. Cost sharing amounts are to be paid in Egyptian Pound.
- If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rate 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 endeavours to mobilize additional resources.
- UNDP will support resource mobilization efforts through GOPP.
- Any interest income attributable to the contribution shall be credited to UNDP account and shall be utilized in accordance with established UNDP procedures.
- 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.

¹ The unfunded amount of \$50,000 will be mobilized during the life cycle of the project.



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.

Operational Management Structure

The operational structure is based on workgroups and committees. Numerous workgroups 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 other required expertise. The workgroups consist of persons directly involved in developing and implementing the national spatial plan and priority projects (planners, surveyors, civil engineers, economic and demographic researchers and administrative support staff). In addition, workgroups of the GIS enterprise will include computer engineers, IT experts and relevant urban planners. The technical committees involve other stakeholders, thereby ensuring that many people gain exposure to the improved planning process.

Workgroups

The primary implementation modality for the project is through working groups. Seven designated workgroups will work under three team leaders and will be assigned different tasks as follows:

W/G AB1: Methods & Tools: Territorial Planning - Performance-Based Assessment

This workgroup will be divided into two subgroups (A+B), and will work on deriving the methods and tools for both territorial planning and performance-based assessment. It will define the steps and processes needed by the other groups to produce territorial spatial development. Furthermore, this group and sub-groups will collaborate in investigating priority zones for intervention in three different contexts: Upper Egypt, Delta, and coastal/border zones. The core membership of this workgroup includes a team leader, relevant consultants, Head GOPP's Regional Planning Sector, and representatives from NUCA and MLD. The team leader will be responsible for liaising with the coordinators of subgroups, preparing meeting agendas, meeting reports and a summary of key issues raised, and decisions taken.

W/G AB2: Upper Egypt pilot project: territorial planning and performance-based assessment

This workgroup will work under the team leader (A/B) and will include two sub-groups that will work closely on the pilot case study of Upper Egypt. It will collaborate with relevant stakeholders to prepare the required analyses and territorial plan for an Upper Egypt zone and a performance-based analysis for at least two of its cities (a new and an existing city).

The workgroup will be responsible of carrying out necessary consultation and workshops to ensure involvement of relevant stakeholders in the selection and planning processes. The core members of the workgroup are the team leader, Planners from the Planning Units of the Governorates under investigation, relevant RCs staff, and representatives from NUCA and MLD. The Team Leader will be responsible for liaising with the subgroups, preparing meeting agendas, meeting reports and a summary of key issues raised and decisions taken.

W/G AB3: Delta pilot project: territorial planning and performance-based assessment

This workgroup will work under the team leader (A/B) and will include two sub-groups that will work closely on the pilot case study of Delta. It will collaborate with relevant stakeholders to prepare the required analyses and territorial plan for a Delta zone and a performance-based analysis for at least two of its cities (a new and an existing city).



The workgroup will be responsible of carrying out necessary consultation and workshops to ensure involvement of relevant stakeholders in the selection and planning processes. The core members of the workgroup are the team leader, Planners from the Planning Units of the Governorates under investigation, relevant RCs staff, and representatives from NUCA and MLD. The Team Leader will be responsible for liaising with the subgroups, preparing meeting agendas, meeting reports and a summary of key issues raised and decisions taken.

W/G AB4: Border/coastal zone pilot project: territorial planning and performance-based assessment

This workgroup will work under the team leader (A/B) and will include two sub-groups that will work closely on the pilot case study of border/coastal zone. It will collaborate with relevant stakeholders to prepare the required analyses and territorial plan for a border/coastal zone and a performance-based analysis for at least two of its cities (a new and an existing city).

The workgroup will be responsible of carrying out necessary consultation and workshops to ensure involvement of relevant stakeholders in the selection and planning processes. The core members of the workgroup are the team leader, Planners from the Planning Units of the Governorates under investigation, relevant RCs staff, and representatives from NUCA and MLD. The Team Leader will be responsible for liaising with the subgroups, preparing meeting agendas, meeting reports and a summary of key issues raised and decisions taken.

W/G C1: Legal / Institutional framework

This workgroup will work under team 'C – territorial governance' and aims at formulating the institutional and legal framework for the implementation of territorial plans. It will assist in formulating a local management framework to be adopted by local authorities to ensure appropriate synergies between cities and a balanced interurban network. It will include a team leader, experts in institutional and legal development, representatives from NUCA and MLD, and GOPP top management.

W/G C2: Consultation / participation framework

This workgroup will establish the framework of the participatory approach and will oversee the implementation of the appropriate consultation framework for all pilot projects. It will also define the relevant stakeholders and establish a collaboration platform with relevant authorities such as NUCA and MLD. The workgroup will include a team leader, representatives from the RCs, GOPP's top management, NUCA and MLD representatives as well as other representatives from all relevant authorities and local administration.

W/G C3: Guidelines preparation

This workgroup has an important role of documenting the processes, lessons learned and participatory experience of preparing territorial plans. The workgroup will compile guidelines for the preparation of both performance-based assessment of cities and territorial development. The core membership of this workgroup includes a team leader, relevant consultants, Head GOPP's Regional Planning Sector, and representatives from NUCA and MLD. The team leader will be responsible for liaising with the coordinators of other workgroups, preparing meeting agendas, meeting reports and a summary of key issues raised, and decisions taken.



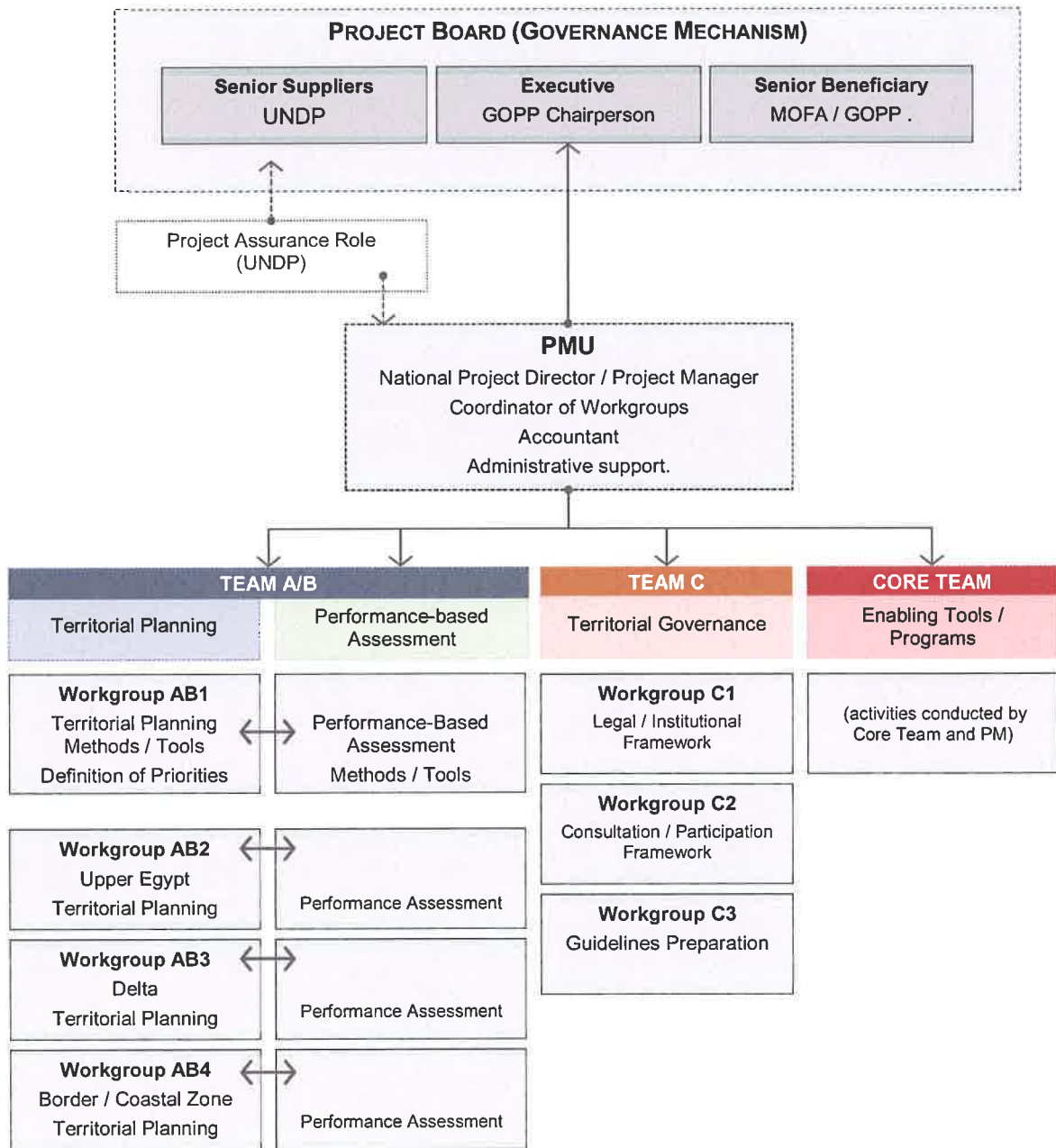


Figure (3): Workgroups breakdown



IX. 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 UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹ .
3
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

¹ Use bracketed text only when IP³ is an NGO/IGO



XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis



Design & Appraisal Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00127705
Portfolio/Project Title:	Improving Interurban Synergies
Portfolio/Project Date:	2020-06-01 / 2023-12-31

Strategic

Quality Rating: Highly Satisfactory

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- 2: *The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.*
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

The attached figure presents the project's theory of change. It depicts the assumptions and enablers that surround the project and explains how the proposed activities will lead to the defined outcomes. Through the ToC, the project's aims and strategies are articulated and supported by evidence.



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List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	TOC_5447_101 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/TOC_5447_101.png)	deena.refai@undp.org	6/14/2020 6:29:00 AM

2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)
- 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:



The project is relevant to Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.. The project focuses on reducing the disparities through balanced spatial planning that integrates social, environmental and economic aspects in a multi-levels/ cross-sectoral collaboration. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

The UNDP Strategic Plan (2018 – 2021) recognizes that rapid urbanization and changing demographic patterns are challenging conventional thinking on development pathways and that addressing urban challenges requires cross-cutting, integrated applications of expertise and investment, customized for each country and circumstance and driven by global best practices and international standards.

Through four out of the six Signature Solutions of the Strategic Plan, UNDP sees unique opportunities to scale up its offer of services on sustainable urbanization, for example:

- "Signature Solution 1"– Keep people out of poverty, which involves a mix of solutions that improve rural and urban livelihoods, strengthen gender equality, build social protection and provide basic services;
- "Signature solution 2" – Strengthen effective, inclusive and accountable governance, including at municipal and sub-national levels;
- "Signature solution 3" – Enhance national prevention and recovery capacities for resilient societies, which will help countries avoid crises and return quickly to stable development after crises occur, especially in large urban settlements; and
- "Signature solution 5" - Close the clean energy access gap and enhance energy efficiency, which will also help countries reduce the impacts of air pollution, particularly in urban areas.

In addition, the expected outcomes of the Project are consistent with the expected outcomes outlined in CPD: UNDP Priority1.1: Enabling frameworks for the implementation of Egypt 2030 and the SDGs, strengthening institutional capacities for planning and monitoring. This will be achieved by a combination of strategic/participatory planning process implementation, capacity building, and support to territorial spatial development and dissemination.



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No documents available.			

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- Yes
 No

Evidence:

The project is highly to CPD Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. The project focuses on reducing the disparities through balanced spatial planning that integrates social, environmental, and economic aspects in a multi-levels/ cross-sectoral collaboration. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
No documents available.			

Relevant

Quality Rating: Highly Satisfactory

4. Do the project target groups leave furthest behind?

- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
 2: *The target groups are clearly specified, prioritizing groups left furthest behind.*
 1: The target groups are not clearly specified.



(٢٩٣٨)

Evidence:

The envisaged territorial planning primarily aims at realizing adequate standards of living and working conditions for all segments of current and future societies, ensure equitable distribution of the costs, opportunities and benefits of urban development and particularly promote social inclusion and cohesion. The project will adopt a social development approach that is based on: (i) equitable land use planning, (ii) transit-oriented development (TOD) for creating inclusive and connected communities and (iii) a set of policies and guidelines that involve a range of local actions in education, health care, employment, housing and finance; and that aims at ensuring the fair distribution of quality services to all communities.

The role of the project in fostering social cohesion and advancing sustainable development is pivotal: Incorporating the concept of social cohesion into the heart of the territorial planning process could contribute to achieving the desired balanced development and improved quality of life in both existing and new cities. Through the project's pilot case studies, the following questions shall be investigated: (i) how could spatial planning address social inclusion in its different contexts? (ii) how can social mix be promoted in different urban typologies in new and existing cities? (iii) what are the appropriate scale levels and related institutions to promote cohesion through territorial planning?

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: *The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.*
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.



(٢٩٣٨)

Evidence:

This project is a continuation of GOPP / UNDP collaboration in achieving an informed multi-level spatial planning and its relevant policy formulation that are in line with the National vision, policies and aspirations. As a result of previous collaborations, the spatial aspects of planning are incorporated in the governments' policies, funding mechanisms and implementation processes. During the last few years, GOPP's initiatives such as the preparation of the National Strategic Plan (2050), the formulation of priority projects and the multi-level strategic urban planning have been important gears in the Government's implementation of development priorities and mega projects.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
- 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.



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Evidence:

Several bi-lateral projects based on a cooperation between GOPP and UNDP have been assisting in providing spatial planning to several Egyptian regions and cities, namely: (1) The strategic development plan for greater Cairo region 2050, (2) The participatory strategic urban planning for Alexandria city till 2032, (3) The strategic development plan of southern Egypt (new valley), and (4) Participatory Strategic Planning for Balanced Spatial Development (SpaD2020 and its predecessors). It is worth-mentioning that the outputs of the four bi-lateral projects are of significant importance to this new Project in terms of defining priority regions/sub-regions, selecting pilot existing and new cities, and exploring/assessing development plans at city and regional/governorate levels. SpaD2020 is of special importance to the project because it approaches spatial challenges at a multi-level context. In addition, the new project's outputs could be reflected in the national land use plan that is currently under preparation by the SpaD team.

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#	File Name	Modified By	Modified On
No documents available.			

Principled

Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

- 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
- 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

This project seeks to improve the interrelationships



between new cities and existing ones, especially in terms of functions, spatial distribution and efficiency of service delivery. The centrality of human rights is underlying the main project objectives and outcomes: the project seeks to achieve the principles of social inclusion and the balanced distribution of services and opportunities through territorial planning. Furthermore, it promotes environmental rights in terms of planning for healthy living environment and ensuring that the intended development and urban expansions have no adverse impact on the surrounding ecosystems.

The adopted planning process is designed to ensure the effective and informed participation of the project stakeholders and communities in the formulation/design and implementation of Project's outputs. This project enhances the participation in decision-making across all relevant sectors and different planning levels (cities, territories, regional, etc.). Through its participatory approach, it takes the responsibility of reflecting the needs of vulnerable and marginalized communities, individuals and groups. A priority will be also attached to targeting awareness and consultation initiatives at the local level in particular to local authorities, where perceived potential impacts may be felt, particularly within the urban planning implementation and monitoring phases. In regard to potential concerns derived from the application of territorial planning on local communities, no physical resettlement or displacement of indigenous/vulnerable communities is envisaged in the project. If, through participatory decisions, territorial plans establish a set of land use changes to reduce unorganized urban expansions on arable lands, the generation of economic opportunities and attractive living environment in new cities will precede any proposed resettlement negotiations.

To further ensure consistency with the human rights principles of participation and inclusion, the project will support capacity building and the creation of an enabling environment for meaningful participation and inclusion. This consists of the definition of roles and responsibilities of stakeholders, and increasing the capacities of planners, local authorities, and decision makers in conducting planning, implementation and M&E. To do this, the Project will build on the results and lessons learnt from the different GOPP-UNDP previous joint projects. The principle of accountability and rule of law will also be upheld by following all standard UNDP policies on monitoring, evaluation, audits, and transparency in project implementation. The legal context of the project is defined by the CPAP signed by the Government and UNDP and which includes reference to "the equitable, sustainable and productive management of natural and urban environments..... to increase incomes, reduce food insecurity and to mitigate environmental hazards.



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No documents available.			

8. Does the project use gender analysis in the project design?

- 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- 2: *A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)*
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence:



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The Project has some significant objectives to gender equality (GEN2). The preparation of both territorial plans and performance-based assessments of cities aims at providing the balanced service provision (education, health, employment), and ensuring equal access for women and men to those services. Furthermore, the designed capacity building programs and on-the-job training target a balanced participation of men and women. The Project follows a participatory, gender-sensitive, and fully transparent approach, taking into consideration relevant authorities and local communities. It places emphasis on ensuring that women are well-represented in project implementation and that the impact of project activities on women will be considered. In each of the project components participatory processes and involvement of women is promoted. The Project mainstreams gender considerations through the approaches described below:

- Encourage participation from relevant ministries to ensure that the needs of women, youth, and other population groups are represented in the prepared plans and urban assessments.
- Training sessions and workshops will be delivered with gender sensitivity to ensure that both male and female participants are empowered to participate meaningfully in the trainings (at least 30-50% of participants should be females).
- Knowledge generated by the project will be gender-sensitive, ensuring inclusion and sensitivity towards differences among target audiences.
- Seek equal representation of men and women in the project's seminars, workshops, training-of-trainers and other awareness raising events of the project.

Therefore, the project contributes to avoiding inequalities that could be produced between men and women with regard to decision-making, their access to social services and job opportunities within the produced urban plans.

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No documents available.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?



- 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

The project aims at mainstreaming environmental sustainability by reducing the impacts of unplanned expansions on arable land and other natural resources. The preparation of territorial plans ensures that the urban development is contained and managed within the boundaries of existing and new cities and maximizes the efficiency of land use distribution and exploitation of land/water resources. The planning for efficient linkages between settlements and provision of job opportunities that are in proximity to residential areas could also eliminate unnecessary transportation trips thus reducing pollution risks and encouraging more healthy mobility lifestyles (such as walking and biking). Mainstreaming environmental sustainability in the project involves the following:

- Establishment of measurement, reporting and verification systems to ensure that the planning schemes are promoting healthy cities, efficient energy performance and urban wellbeing
- Building capacities of urban planners, authorities and decision makers on adopting urban policies that promote healthy cities and sustainable urban planning.
- Building a land information system – within GO PP's GIS enterprise – that provides detailed information on the built and natural environments, pollution sources, risks related to climate change, and recommendations from related sensitivity and suitability spatial analyses.

List of Uploaded Documents

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No documents available.			



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10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
 - 1: Preparation and dissemination of reports, documents and communication materials
 - 2: Organization of an event, workshop, training
 - 3: Strengthening capacities of partners to participate in international negotiations and conferences
 - 4: Partnership coordination (including UN coordination) and management of networks
 - 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
 - 6: UNDP acting as Administrative Agent

Evidence:

SESP attached.

List of Uploaded Documents						
#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
	 					

1	2-Social and Environmental Screening Template_ENGLISH-CO-CITIES_5447_110 (https://intranet.undp.org/apps/Projects/QA/QAFormDocuments/2-SocialandEnvironmentalScreeningTemplate_ENGLISH-CO-CITIES_5447_110.docx)	Moderate	Displacement and resettlement	Final	deena.refai@undp.org	7/12/2020 5:21:00 PM
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Management & Monitoring

Quality Rating: Highly Satisfactory

11. Does the project have a strong results framework?



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- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence:

The project has a strong Results Framework in place.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	ProjectDocument-CO-CITIES-English12thJulyFinal_5447_111 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectDocument-CO-CITIES-English12thJulyFinal_5447_111.docx)	deena.refai@undp.org	7/14/2020 12:01:00 PM

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence:

The project's governance mechanism is clearly defined in the project document.



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#	File Name	Modified By	Modified On
1	ProjectDocument-CO-CITIES-English12thJulyFinalp.12_5447_112 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ProjectDocument-CO-CITIES-English12thJulyFinalp.12_5447_112.docx)	deena.refai@undp.org	7/14/2020 12:04:00 PM

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- 2: *Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.*
- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	3-RiskLOG_5447_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/3-RiskLOG_5447_113.docx)	deena.refai@undp.org	6/14/2020 6:39:00 AM

Efficient

Quality Rating: **Satisfactory**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

- Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
- Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
- Through joint operations (e.g., monitoring or procurement) with other partners.
- Sharing resources or coordinating delivery with other projects.
- Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.



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Yes

No

Evidence:

According to the project's theory of change, the project's outcomes could be attained through a set of enablers, the conditions and factors that need to be in place for the project to work. Five enablers are identified for this project: (1) Project Planning: including a clear scope plan, accurate and detailed work breakdown structure (WBS), effective resource management plan, effective schedule management plan, accurate cost baseline, and an effective risk and quality management plan; (2) Performance Measurement: which includes an accurate progress measurement system, evaluation, reporting, realistic forecasting of project cost and defining a baseline for comparison for each output/activity; (3) Top Management Involvement: is a major driver of project's implementation effectiveness. Recognition that the project has a multi-level context, the coordination between different authorities' top management at national and local levels is an important enabler; (4) Project Management Team: The project management team is another significant dimension of implementing the project. Skilled and experienced project personal and clear responsibility assignments are positively related to enhanced project's execution; and (5) Implementation Strategy: a successful implementation strategy is one that encompasses good information management (IT, GIS), training in planning tools, and the development of planning guidelines and best practices.

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No documents available.

15. Is the budget justified and supported with valid estimates?



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- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: *The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.*
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

The project is prepared with a great level of detail and accuracy, however, there are no clear plans to secure the unfunded amount of the project.

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#	File Name	Modified By	Modified On
No documents available.			

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: *The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.*
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

The project's cost recovery is set forth in the project document.

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No documents available.			



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Effective

Quality Rating: Satisfactory

17. Have targeted groups been engaged in the design of the project?

- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.
- Not Applicable

Evidence:

Targeted groups were not consulted during the project design period, but we are planning to involve them during evaluation

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No documents available.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lessons learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- Yes
- No



Evidence:

Once the benefits of the proposed interventions and implementation of priority areas and projects have been successfully demonstrated, the prospects for their further adoption are high. This can be further encouraged by supportive legislations as well as by the knowledge and experience gained by the government and the participating local authorities, which will further enable the transfer of this knowledge and experience to other ministries and local authorities. Close monitoring and evaluation of project implementation and documenting the results and lessons learnt will also in this respect be of primary importance. The final project results and "lessons learnt" report, visits and presentations in seminars and workshops will promote and encourage the replication. The project will facilitate contacts and co-operation between the different stakeholder groups at the local levels by organizing seminars, workshops and other public events, thereby bringing urban planning proponents, policy makers and potential investors / other donors together.

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No documents available.			

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- Yes
- No

Evidence:

This is a GEN2 project.

List of Uploaded Documents			
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No documents available.			



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20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

The General Organization for Physical Planning (GO PP) exerts full ownership of the project and leads the process of the development of the project jointly with UNDP.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- 1: Capacity assessments have not been carried out.
- Not Applicable



Evidence:

As a component of building the staff and stakeholder capacities in preparing and implementing territorial plans and city development strategies, the Project will provide on-the-job training on specific themes such as territorial planning tools and methods, local economic development, economy of agglomerations, regional and territorial governance, social cohesion in planning, as well as GIS-related training. Both project management and performance measurement systems include tools that enable the efficient use of resources and the timely implementation of project's activities. Under output (4), the Project will provide the management staff with the necessary tools for following-up, monitoring and evaluation of outputs and achieved results.

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No documents available.			

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- Yes
- No
- Not Applicable

Evidence:



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In order to ensure a cost-effective application of required resources and achieve the expected results, the project adopts a cost-sharing approach. Appropriate human, capital, facilities, equipment and information resources shall be allocated to ensure the proper implementation of the project's activities as follows:

Human resources

The human resources that will be utilized to carry out the project's activities will be mainly provided by GOPP. GOPP will appoint from within its staff - at no cost - a National Project Director (NPD) who will be responsible of submitting yearly workplans as well as progress reports. In addition the Project may recruit as necessary a Project Manager, planners and engineers, accountants, administrative staff, secretary, drivers, etc... Additionally, the Project may require the involvement of different GOPP staff (e.g. IT staff, engineers, planners, etc..) to participate in the working groups. For further consultancy needs, the project will follow the UNDP recruitment and/or tendering procedures.

The UNDP will provide technical assistance through following up and assessing the project's activities and outputs. UNDP could provide the umbrella for collaboration with other international and public agencies through the facilitation of experts meetings and international collaboration if needed. UNDP will facilitate the coordination between the project and other UNDP and UN projects.

Capital resources

GOPP will host the project in its HQ premise, and will host main workshops, meetings and working groups. The project will manage the allocation of larger groups meetings and conferences in other adequate facilities. The project will also use the infrastructure that was built during other GOPP/UNDP collaborations (PCs, laptops, servers, etc..), printers and copiers, networks, and available software. The regional centres will also contribute to the project, as needed, by its network's capabilities and outreach to local stakeholders and administrations.

Partnerships

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 will attempt to establish strategic collaborative relations with both MLD and NUCA.

The project will also contribute to the development of partnerships between available economic hubs at the territorial level. primarily through multi-level interactions within governorates and relevant ministries and authorities.



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No documents available.			

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- Yes
- No

Evidence:



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Sustainability

As previously stated, the project builds on the previous collaboration with UNDP in enabling and facilitating consultancy, lessons learned from other national projects as well as international experiences and case studies.

For the sustainability of the project, the project carefully tailors its outputs and activities to promote and support both long and shorter term "win-win" opportunities, including: (a) technical benefits by producing territorial spatial development plans and make them available for all ministries for budgeting and setting priorities; (b) providing territorial LIS/GIS services for GOPP top managers/decision makers; and (c) support the GOPP RCs with required technical support and capacity building programs. The project targets GOPP RCs in outreaching and cooperating (ensuring participation) of local authorities and local communities.

Scaling-up

Once the benefits of the proposed interventions and implementation of priority areas and projects have been successfully demonstrated, the prospects for their further adoption are high. This can be further encouraged by supportive legislations as well as by the knowledge and experience gained by the government and the participating local authorities, which will further enable the transfer of this knowledge and experience to other ministries and local authorities. Close monitoring and evaluation of project implementation and documenting the results and lessons learnt will also in this respect be of primary importance. The final project results and "lessons learnt" report, visits and presentations in seminars and workshops will promote and encourage the replication. The project will facilitate contacts and co-operation between the different stakeholder groups at the local levels by organizing seminars, workshops and other public events, thereby bringing urban planning proponents, policy makers and potential investors / other donors together.

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1	CO-CITIESLPACMOM_5447_123 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/CO-CITIESLPACMOM_5447_123.docx)	deena.refai@undp.org	7/16/2020 3:31:00 PM



QA Summary/LPAC Comments

The LPAC took place on 11th June 2020, and the project document was endorsed with the following agreed-upon actions:

- UNDP's Resident Representative committed UNDP to mobilize the remaining \$50,000 of the project's unfunded amount
- The GOPP's Chairman requested that UNDP's fosters both international and national exchange of knowledge given its vast global network of experts and expertise
- H.E. the Ambassador will confirm that the recent budget amendments to the unfunded amount of \$50,000 will not require further clearances from the government of Egypt
- The attendees also agreed on the need to both redefine and unify some of the technical wording and terms in both the Arabic and English versions of the project document, including the term 'new cities'.
- Upon approving the project's minutes of meeting and clearing the \$50,000 funding gap, the attendees agreed that the project document will be signed.



Annex [2]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure and Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Improving Interurban Synergies between Existing and New Egyptian Cities (CO-CITIES).
2. Project Number	00127705
3. Location (Global/Region/Country)	Egypt

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

This project seeks to improve the interrelationships between new cities and existing ones, especially in terms of functions, spatial distribution and efficiency of service delivery. The centrality of human rights is underlying the main project objectives and outcomes: the project seeks to achieve the principles of social inclusion and the balanced distribution of services and opportunities through territorial planning. Furthermore, it promotes environmental rights in terms of planning for healthy living environment and ensuring that the intended development and urban expansions have no adverse impact on the surrounding ecosystems.

The adopted planning process is designed to ensure the effective and informed participation of the project stakeholders and communities in the formulation/design and implementation of Project's outputs. This project enhances the participation in decision-making across all relevant sectors and different planning levels (cities, territories, regional, etc.). Through its participatory approach, it takes the responsibility of reflecting the needs of vulnerable and marginalized communities, individuals and groups. A priority will be also attached to targeting awareness and consultation initiatives at the local level in particular to local authorities, where perceived potential impacts may be felt, particularly within the urban planning implementation and monitoring phases. In regard to potential concerns derived from the application of territorial planning on local communities, no physical resettlement or displacement of indigenous/vulnerable communities is envisaged in the project. If, through participatory decisions, territorial plans establish a set of land use changes to reduce unorganized urban expansions on arable lands, the generation of economic opportunities and attractive living environment in new cities will precede any proposed resettlement negotiations.

To further ensure consistency with the human rights principles of participation and inclusion, the project will support capacity building and the creation of an enabling environment for meaningful participation and inclusion. This consists of the definition of roles and responsibilities of stakeholders, and increasing the capacities of planners, local authorities, and decision makers in conducting planning, implementation and M&E. To do this, the Project will build on the results and lessons learnt from the different GOPP-



UNDP previous joint projects. The principle of accountability and rule of law will also be upheld by following all standard UNDP policies on monitoring, evaluation, audits, and transparency in project implementation.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The Project has some significant objectives to gender equality (GEN2). The preparation of both territorial plans and performance-based assessments of cities aims at providing the balanced service provision (education, health, employment), and ensuring equal access for women and men to those services. Furthermore, the designed capacity building programs and on-the-job training target a balanced participation of men and women. The Project follows a participatory, gender-sensitive, and fully transparent approach, taking into consideration relevant authorities and local communities. It places emphasis on ensuring that women are well-represented in project implementation and that the impact of gender activities on women will be considered. In each of the project components participatory processes and involvement of women is promoted. The Project mainstreams gender considerations through the approaches described below:

- Encourage participation from relevant ministries to ensure that the needs of women, youth, and other population groups are represented in the prepared plans and urban assessments.
- Training sessions and workshops will be delivered with gender sensitivity to ensure that both male and female participants are empowered to participate meaningfully in the trainings (at least 30-50% of participants should be females).
- Knowledge generated by the project will be gender-sensitive, ensuring inclusion and sensitivity towards differences among target audiences.
- Seek equal representation of men and women in the project's seminars, workshops, training-of-trainers and other awareness raising events of the project.

Therefore, the project contributes to avoiding inequalities that could be produced between men and women with regard to decision-making, their access to social services and job opportunities within the produced urban plans.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project aims at mainstreaming environmental sustainability by reducing the impacts of unplanned expansions on arable land and other natural resources. The preparation of territorial plans ensures that the urban development is contained and managed within the boundaries of existing and new cities and maximizes the efficiency of land use distribution and exploitation of land/water resources. The planning for efficient linkages between settlements and provision of job opportunities that are in proximity to residential areas could also eliminate unnecessary transportation trips thus reducing pollution risks and encouraging more healthy mobility lifestyles (such as walking and biking). Mainstreaming environmental sustainability in the project involves the following:

- Establishment of measurement, reporting and verification systems to ensure that the planning schemes are promoting healthy cities, efficient energy performance and urban wellbeing
- Building capacities of urban planners, authorities and decision makers on adopting urban policies that promote healthy cities and sustainable urban planning.
- Building a land information system – within GOPP's GIS enterprise – that provides detailed information on the built and natural environments, pollution sources, risks related to climate change, and recommendations from related sensitivity and suitability spatial analyses.



(19/5/23)

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p> <p>Risk Description</p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p> <p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p> <p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Some stakeholders could be excluded from fully participating in the planning and decision-making process.</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>	<p>Referred to SESP Attachment 1: Principle 1, Question 4</p>	<p>Since that the Project is mainly executed in GOPP's headquarter in Cairo, it is likely that some of the important stakeholders – especially at the local level - could be overlooked during the process of plan preparation and implementation. Furthermore, some planning decisions could be influenced by unequal public participation and/or prevalence of some stakeholders with particular interest.</p> <p>Mitigation/Management Measures: The project includes specific actions to address this risk. First, GOPP conducts this project in partnership with three important governmental bodies: the Ministry of Local Development (MoLD), the New Urban Communities Authorities (NUCA), and the Ministry of Planning and Economic Development (MPMAR). The consolidation of efforts between the four parties shall ensure a better coordination and informed decisions. Second, territorial planning will only take place through participatory processes and support will be given for the inclusion of representatives of local authorities and local inhabitants. GOPP's regional centers will play an important role to outreach important stakeholders at the local levels. Third, the Project will conduct capacity building programs to train relevant planners and decision makers in participatory approaches. Furthermore,</p>



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<p>Risk 2: The Project could involve changes to the use of lands and resources that may have adverse impacts on ecosystems, and/or livelihoods.</p>	<p>I = 2 P = 2</p>	<p>Low</p>	<p>Referred to SESP Attachment 1: Principle 3, Standard 1, Question 1.3</p>	<p>consultations will be undertaken in an early phase to determine the project stakeholders and their roles during project implementation. Finally, consultations will continue throughout the project cycle. Consultations on various components of the project will be designed to be gender-sensitive, inclusive and responsive to the needs of the stakeholders identified. A mechanism to deal with potential conflict issues during implementation will be incorporated in the territorial planning guidelines.</p>
<p>Risk 3: The Project could involve proposing large-scale infrastructure development (e.g. roads or buildings).</p>	<p>I = 3 P = 1</p>	<p>Low</p>	<p>Referred to SESP Attachment 1: Principle 3, Standard 3, Question 3.3</p>	<p>The territorial planning process includes proposals for land use and activity distribution/re-distribution. It also involves suggesting sites for activities that could have adverse impacts on ecosystems such as industries and road networks.</p> <p>Mitigation/Management Measures: Strategic Environmental Assessment (SEA) will be conducted prior to the finalization of plans and strategies. The project will ensure that the adverse impacts of planning decisions on the environment is minimal and that mitigation measures are undertaken. The Project will also develop a land information system (LIS) to carry out necessary sensitivity/suitability analyses, and to inform decision makers about the planning options with minimum impacts on surrounding environment.</p> <p>The project could entail proposing large scale development such as new residential neighborhoods, infrastructure projects including roads, power generation facilities, and water treatment facilities. It could also propose economic activities (e.g. logistics, industrial settings, etc...). A large-scale development, if not thoroughly assessed, could lead to a deterioration of the living environment, and to an adverse impact on the community health and/or safety.</p> <p>Mitigation/Management Measures: Previous and similar GOPP planning projects depict that that the impacts and probabilities of this risk are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practices. However, some further impact assessments during the projects' preparation will ensure ongoing compliance with UNDP Social and Environmental Standards (SES).</p>



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Risk 4: The Project could potentially involve proposals for temporary or permanent community displacement.	I = 3 P = 1	Low	Referred to SESP Attachment 1: Principle 3, Standard 5, Question 5.1	<p>The Project will ensure that all proposed large-scale activities are assessed in terms of impacts on local community's wellbeing through social evaluation and environmental impact assessments. In addition, required stakeholder/public consultations will be supported during this process.</p> <p>The project will develop territorial plans to achieve a balanced distribution of services and economic opportunities in both existing and new cities. In general, the project will investigate incentives for local communities to reallocate in adjacent new cities. However, some of the envisaged plans may place restrictions on expansions and/or future land development. Although the project does not envisage physical displacement, planning restrictions may increase the possibility of economic displacement especially for poorer and marginalized individuals.</p> <p>Mitigation/Management Measures: The project will address this risk by formulating plans that: (i) ensures balanced distribution of services and job opportunities in both existing and new cities, (ii) improves accessibility to affordable housing, (iii) designs equitable, diverse, and integrated neighborhoods, and (iv) enhances community involvement in decision making through a comprehensive participatory process.</p>
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				
Low Risk <input type="checkbox"/>				
Moderate Risk <input checked="" type="checkbox"/>				
High Risk <input type="checkbox"/>				
Comments				
The Project includes mainly urban planning activities with limited adverse environmental and social risks. The expected impacts of the project's activities are limited in scale and can be identified with a reasonable degree of certainty, and can be addressed through application of standard best practice, mitigation measures and stakeholder engagement during the Project implementation.				



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QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		Comments
Check all that apply		
<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	Referred to SESP Attachment 1: Principle 1, Question 4
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management	<input checked="" type="checkbox"/>	Referred to SESP Attachment 1: Principle 3, Standard 1, Question 1.3
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
3. Community Health, Safety and Working Conditions	<input checked="" type="checkbox"/>	Referred to SESP Attachment 1: Principle 3, Standard 3, Question 3.3
4. Cultural Heritage	<input type="checkbox"/>	
5. Displacement and Resettlement	<input checked="" type="checkbox"/>	Referred to SESP Attachment 1: Principle 3, Standard 5, Question 5.1
6. Indigenous Peoples	<input type="checkbox"/>	
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor <i>Amir Abdel Latif</i>	17-Jul-2020	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver <i>Sylvain Merlen</i>	15-Jul-2020	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair <i>Sylvain Merlen</i>	15-Jul-2020	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]



3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	Yes
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.



6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No



Project:
Improving interurban synergies between existing and new Egyptian cities (CO-CITIES).

Risk Analysis

No.	Description	Date Identified	Type	Risk Impact & Risk Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Meagre cooperation between relevant authorities (GOPP-MLD-NUCA) in preparing and implementing a territorial development plan		Organizational	Impact: 4 (High) Probability: 3 (Medium) Risk (PxI)= 12	The Project will build on GOPP's productive previous and on-going collaboration with different authorities. At the project's kickoff, a dialogue will be opened between relevant parties to ensure a continuous and sustainable involvement in all activities. Conduct awareness raising on common benefits and cost savings of cross-sectoral multi-level collaboration.	Project Board			
2	Changes in the local government's key personnel, including Governors and executive council		Political	Impact: 2 (Low) Probability: 3 (Medium) Risk (PxI)= 6	The possible changes in local administrative key personnel means that the new local body has to be informed about the project activities. This is important for the Project's success since this local partnership is essential for implementation and interurban synergies. In response the Project will increase the number of meetings with the local authority.	Technical Coordinator			
3	Risk of changes in costing of equipment and software required for the creation of the LIS.		Financial	Impact: 2 (Low) Probability: 4 (High) Risk (PxI)= 8	Project cost estimation will account for possible inflation.	Technical Coordinator			
4	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.		Financial	Impact: 3 (Medium) Probability: 3 (Medium) Risk (PxI)= 9	Maintain a continuous and sustainable program for capacity building of staff. Because most of the work related to GOPP with private firms is about preparing spatial plans, the staff who left is actually using their new-found skills within the same working context, and therefore of benefit to GOPP.	Technical Coordinator			

Notes:

- a. Potential Impact: 1) Very Low, 2) Low, 3) Medium, 4) High and 5) Very High
- b. Potential Probability: 1) Very Low, 2) Low, 3) Medium, 4) High and 5) Very High



