




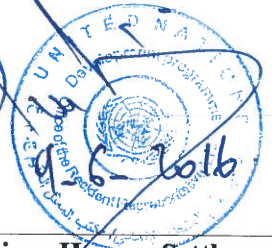






Strengthening Development Planning and Management in Greater Cairo Priority Development Projects

Project Document

Signatures of UN Organizations and National Partners

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"This project document is signed in 5 original copies in English and 5 original copies in Arabic. In the event of any language interpretation issues, the English version shall prevail, provided that the interpretation does not contradict with Egyptian laws".

Strengthening Development Planning and Management in Greater Cairo

Priority Development Projects in Greater Cairo

UNDAF Outcome(s): National and Local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring and evaluation

Date of Submission	April 2016	
Benefiting Country and Location	Egypt, Greater Cairo (Cairo, Giza, Qalioubiya)	
Title of the Project	Strengthening Development Planning and Management in Greater Cairo: Priority Development Projects in Greater Cairo.	
Duration of the Project	36 months (3 years)	
UN Organizations	UNDP: World Trade Center, 1191 Corniche El Nil Street, Cairo, Egypt UN-Habitat: Egypt Country Office 1 Ismail Abaza.St., ElKasr El Eini, Cairo 11516 – Egypt	
National Implementing Partners	General Organization for Physical Planning (GOPP) 1 Ismail Abaza.St., ElKasr El Eini, Cairo 11516 – Egypt New Urban Communities Authority (NUCA) El-Horreya Street, Entrance 2, Sheikh Zayed. Giza. Egypt.	
Government	Ministry of Foreign Affairs (MFA) Cornich El-Nil, Maspero, Cairo. Egypt	
Project Budget (US\$)	Contribution by GOPP to UNDP:	US\$ 2,000,000
	Contribution by GOPP to UN-Habitat	US\$ 1,000,000
	Contribution by NUCA to UN-Habitat	US\$ 800,000
	Contribution by UNDP:	US\$ 200,000
	Contribution by UN-Habitat (parallel funding)	US\$ 75,000
	Total Project Budget	US\$ 4,075,000

Project Brief

Greater Cairo, which includes the geographic scope of the governorates of Cairo, Giza and Qalioubiya is characterized by being one of the largest urban agglomerations in the world with a population of about 18 million. Greater Cairo hosts the headquarters of government, government institutions, foreign embassies, prestigious universities, hospitals, Egyptian and international finance institutions, as well as the most famous and important world tourist sites.

Greater Cairo is facing many challenges in terms of the pressure on all public utilities, infrastructure, traffic, the environment and urbanization. The future vision and strategic trends for Greater Cairo were prepared through the Strategic Urban Plan for the Greater Cairo Region Project during the period between 2007 and 2014. A group of studies and plans were prepared which, when implemented, will improve the quality of life and achieve social justice for all segments and economic strata of the population.

The strategic objective of this Project is represented in the active contribution to realizing the strategic vision for the development of Greater Cairo represented in achieving social justice and economic competitiveness, as well as being environment-friendly through the development of priority development projects, participatory planning processes and preparing studies of institutional, legal and administrative development.

The project will prepare a number of projects and activities that will lead to achieving the overall strategic objective as well as the specific project objectives.

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Acronyms

AWP	Annual Work Plan
BRT	Bus Rapid Transit
CPAP	Country Programme Action Plan
EGM	Expert Group Meeting
EGP	Egyptian Pounds
GC	Greater Cairo
GIS	Geographical Information System
GMS	General Management Support
GOPP	The General Organization for Physical Planning
ISS	Implementation Support Services
km/h	Kilometer per hour
LIS	Land Information System
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NMT	Non-Motorized Transport
NPD	National Project Director
NUCA	The New Urban Communities Authority
PMC	Project Management Committee
PM	Project Manager
PMU	Project Management Unit
PPR	Project Progress Report
PSC	Programme Support Costs
QPR	Quarterly Project Report
SBAA	Standard Basic Assistance Agreement
TAG	Technical Advisory Group
UN	United Nations
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
US\$	United States Dollar

1- Project Background and Rationale

1-1 Background

Greater Cairo, which includes the geographic scope of the governorates of Cairo, Giza and Qalioubiya, including the urban mass of Cairo governorate and parts of the governorates of Giza and Qalioubiya, in addition to a number of new urban communities (6th October, Sheikh Zayed, 15 May, New Cairo, Al-Ubour, Al-Shorouk and Badr), is characterized by being one of the largest urban agglomerations in the world with a population of about 18 million. Greater Cairo is considered the political, economic and cultural center not only on the level of Egypt, but also on the regional and international levels. In addition to overpopulation, it attracts hundreds of thousands of visitors on daily basis for all purposes, such as work, medical treatment, education, trade, tourism, shopping, and finalizing official procedures in ministries and authorities. Greater Cairo hosts the headquarters of government, government institutions, foreign embassies, prestigious universities, hospitals, Egyptian and international finance institutions, as well as the most famous and important world tourist sites. Although they all formulate Greater Cairo, yet each of the three governorates has got its own characteristics.

Cairo city and Governorate: Is the political and economic capital of the Arab Republic of Egypt. It hosts all the executive government and popular institutions, as well as the offices of international institutions, the most famous media and cultural pulpits, the oldest theaters and cinemas in Africa and the Middle East. It also hosts the oldest and most prestigious hospitals (Kasr al-Aini), universities (Al-Azhar and Ain Shams universities) and the most important and famous mosques of Egypt and the world (Al-Azhar mosque). Cairo governorate also hosts the Saint Mark Cathedral, the Coptic Orthodox Church. It is home to numerous monuments of the Coptic and Islamic civilizations. Cairo governorate is a one-city governorate located on the eastern bank of the Nile, one of the most important world rivers. It is bordered by the Qalioubiya and Sharqiya governorates to the north, the Giza governorate to the south and the Suez governorate to the east.

Giza Governorate: Giza governorate consists of 10 markaz and 14 cities, with the city of Giza - its largest and most famous city- as the capital. The governorate is characterized by many economic and cultural activities, as it hosts the most famous tourist sites in the world (the Giza pyramids). It occupies the fourth place among Egyptian governorates in terms of tourism services. It also includes the largest and most prestigious of the region's universities (Cairo university). It hosts one of the oldest zoos, as well as the Orman Park, home to a collection of rare plants. Giza governorate also hosts numerous industrial activities in the industrial zones of Abu-Rawash and 6th October City.

Qalioubiya Governorate: One of Egypt's governorates with Banha as its capital. It is located east of the Nile at the head of the Delta, bordered from the south by Cairo and Giza governorates, from the north by Daqahliya and Gharbiya governorates, from the east by Sharqiya governorate and from the west by Menoufiya governorate. Qalioubiya is the third of the Greater Cairo Region's governorates. It is known for its agricultural products of crops, fruits and vegetables. It is a main source for this type of crops for the population of Greater Cairo. The governorate is also home to the largest industrial edifice in the city of Shoubra al-Kheima, hosting many diverse factories, in addition to the industrial zone in the city of Abu-Zaabal which is famous for the manufacturing of fertilizers, chemicals, among other products.

1-2 Project Rationale

The situation of Greater Cairo as such an important center gave rise to major challenges facing Greater Cairo in terms of the pressure on all public utilities, infrastructure, traffic, the environment and urbanization. These pressures caused major deterioration of the urban situation in Greater Cairo, as well as the growth of slums and the lack of green areas, public parks, as well as the rise in the rates of environmental pollution, and the use of land and open spaces for activities that are not suitable for the real value of the land or the geographic location, in addition to the unorganized urban sprawl which reached areas of extreme cultural and economic importance, thus leading to their deterioration and loss of importance and significance.

Within the framework of efforts exerted to sustainably develop Greater Cairo, the future vision and strategic trends for Greater Cairo were prepared through the Strategic Urban Plan for the Greater Cairo Region Project during the period between 2007 and 2014. The project was prepared by the Ministry of Housing, Utilities and Urban Communities represented in the General Organization for Physical Planning with technical support from UNDP and UN-Habitat and with the participation of the Ministry of Foreign Affairs and Ministry of Local Development.

The Strategic Urban Development Plan for the Greater Cairo targeted the preparation of a group of studies and plans that, when implemented, would improve the quality of life and achieve social justice for all segments and economic strata of the population. These studies also aim to benefit Greater Cairo from its economic and cultural competitive qualifications in order to regain its regional and global position, to make it a “global city” and a main and distinguished destination in Africa and the Middle East, while taking into consideration the importance of preserving the environment against degradation and pollution, as well as preventing and relocating activities that have negative environmental impact outside the urban area.

The previous project had prepared a strategic future vision for Greater Cairo. A set of development sector studies and urban plans was prepared for a set of priority areas in Greater Cairo to support and assist decision-makers in achieving and implementing the future vision for Greater Cairo. The previous project addressed a number of themes related to improving the quality of life, the consolidation of social justice, and achieving economic competitiveness as the foundation for achieving sustainable development in Greater Cairo. The Greater Cairo future vision has been drafted. It is based on three main and five complementary pillars. These eight pillars form the main framework for the general strategies that aim to develop Greater Cairo are presented as follows:

Vision	Social Justice	Economic Competitiveness	Environment-Friendly
Eight work pillars	1- Improve living conditions and the quality of life for the population		
	2- Provide a competitive environment for knowledge-based economy		
	3- Improve environmental conditions and achieve sustainability		
	4- Develop the infrastructure of Greater Cairo transportation network		
	5- Develop the new urban communities as diverse and attractive centers		
	6- Create an environment suitable for a tourism boom while preserving historical areas and archeological sites		
	7- Revive the central area of Greater Cairo		
	8- Provide an effective governance system to manage development projects		
General strategies	Greater Cairo economic development strategy		
	Greater Cairo social and urban development strategy		
Three Sectorial programs	Develop unplanned areas		
	Develop Greater Cairo into a cultural center for Africa and the Middle East		
	Develop Greater Cairo as a global tourism destination		

2- Situation Analysis

2-1 Greater Cairo Challenges and Problems

Despite the importance of Greater Cairo, it suffers from a number of issues; the results of which are demonstrated in obvious negative urban symptoms and challenges on all levels, such as housing, utilities, services, transport and the environment. The previous project identified and studied the challenges and problems that Greater Cairo face. It prepared general policies and strategies to address these problems in accordance with the Greater Cairo future vision. These challenges are represented in the following:

Inability to keep up with the steady population growth

If Greater Cairo population continues to increase at the current rates, population growth is estimated to reach 475,000 annually, bringing the total population to over 24 million in 2032. This poses threats to sustainable development in Greater Cairo, severe pressure on all utilities and services and exacerbates problems related to economic and urban development, not only in Greater Cairo, but its impact will extend to the rest of the governorates. In addition to other factors, the population increase caused the exacerbation of traffic congestions, severe difficulty in the flow traffic, as well as the deterioration of the roads network, pedestrian sidewalks and severe deficiencies of the infrastructure, which resulted in numerous negative impacts on the quality of life and economic and social development in Greater Cairo.

Continued unregulated urban growth

The steady population growth has led to poor urban and living conditions that pose a major challenge represented in the growth and spread of unplanned and unsafe areas that suffer from service deficiencies, in addition to the threats these areas pose to social peace due to the strong inequality in living standards between these areas' residents and the residents of official areas.

Deterioration of heritage and historic areas

Unregulated urban growth and the growth of unplanned areas near or even inside some of the archaeological and historical areas caused the deterioration of these areas and the decline in their tourism and economic value and importance, resulting in the loss of very important heritage and economic resources. This resulted in the lack of decent job opportunities and the prevalence of marginal and random businesses. Despite the fact that there are many historical and heritage areas in Greater Cairo, they suffer from continuous degradation and failure to provide outstanding tourism services that benefit the residents of Greater Cairo and the national economy.

Environmental degradation and the scarcity of open public spaces

Overcrowding, the high population density and the random growth of urbanization and economic activities resulted in general environmental degradation in Greater Cairo. Air pollution from transport exhaust and factory emissions, the Nile water contamination by sewage and industrial wastewater in violation of the laws, the increase in water consumption, the accumulation and improper disposal of solid and hazardous waste are among the main problems, in addition to the increase in noise levels, all pose a major threat to public health. Moreover, population overcrowding and the rising urbanization rates caused the decrease in green areas and open public spaces which gave rise to the phenomenon of random strolls on the sides of bridges crossing the Nile or on specific sectors of the Nile river corniche in an unregulated and random manner.

Institutional and legal framework need to be enhanced, and coordination with relation to urban development operations in Greater Cairo need to be strengthened

Greater Cairo has no legal status. It is a vital region that administratively falls within the range of three governorates (Cairo, Giza and Qalioubiya), in addition to the New Urban Communities

Authority. As the central government headquarters, many ministries and central government bodies play direct and indirect roles and have direct and indirect impact on issues of administration and urban development. As a result, development and investment decisions impacting Greater Cairo on both the national and local levels are taken by the four government bodies, at least, without an institutional framework that allows for further cooperation and coordination between these entities, in addition to the different administrative systems of the Greater Cairo governorates. Giza and Qalioubiya follow an administrative system that consists of five tiers (governorate, markaz, city, village and district), where rural and urban areas intermingle, while Cairo represents the special case of an urban governorate as it follows a two-tier system (governorate and district).

Lessons learned from the international experience highlight that the most appropriate governance structure depends on the national as well as local context (the legal framework, local government responsibilities, the particular issues and opportunities for the area, institutional capacity and tradition, etc.). It may be formed through a bottom-up process by the local governments in the metropolitan area, or as a top-down decision by a regional or national government. Institutional and financial arrangements may need to evolve over time though, as needs and circumstances change. Politics, rather than efficiency and equity, often determines the formation or evolution of metropolitan area governance and finance systems.

Serious traffic congestion and inadequacy of the public transport system

Greater Cairo suffers from severe traffic congestion problems with large and adverse effects on both the quality of life and the economy. The average speeds on major corridors are at least half (15-40km/h) the normally expected speeds (60-80 km/h), and speeds on some local roads in central Cairo are even worse, sometimes making it faster to make short trips on foot. Recent studies estimated the yearly economic cost of traffic congestion at 4% of Egypt's GDP which is equivalent to an annual loss of EGP 50 billion (US\$ 8 billion)¹. There are many causes for the traffic congestion in Greater Cairo. One of the important causes the lack of efficient public transport system. In addition, there is an increasing reliance on private cars and absence of safe routes for pedestrians and cyclists.

2-2 Previous project's activities and outputs

The Strategic Plan for Greater Cairo prepared the future vision and strategic trends for the development of Greater Cairo. This project's methodology depended on community participation in all the issues, themes and activities it addressed, in communication with development partners and all relevant parties. It also depended on studies conducted by specialized experts in various fields. The project addressed many of the main issues related to reaching solutions and perceptions about how to address the challenges and problems that Greater Cairo face as previously presented. These issues included:

- Improve living conditions and the quality of life for the population
- Provide a competitive environment for knowledge-based economy
- Improve environmental conditions and achieve sustainability
- Develop the infrastructure of Greater Cairo transportation network
- Develop the new urban communities as diverse and attractive centers
- Creating an environment suitable for tourist prosperity and preserving historical areas and archaeological areas.
- Revive the central area of Greater Cairo
- Provide an effective governance system to manage development projects

¹ "Traffic Congestion in Cairo. An overview of the causes as well as possible solutions". The World Bank (2012)

The previous project prepared a group of activities, studies and urban plans that address the previously mentioned issues and aim to develop Greater Cairo, in addition to a set of important outputs, including the following:

I: Studies and activities:

- **Greater Cairo Urban Development Strategy book:**
This documentary book is a historical record that drafts a clear vision of the Greater Cairo sustainable development horizons. It records in an unprecedented way all the efforts and achievements to complete this work.
- **Greater Cairo Maps Atlas:**
Includes the urban studies of the Strategic Development Plan of Greater Cairo, to which many of the international and local expert firms contributed with relation to urban survey of the urban mass, and establishing related geographic database. This Atlas is a study of the current situation of the Greater Cairo areas, a spatial analysis and concluding indicators of development opportunities in these areas.
- **Main development sectors' reports:**
Thirteen main development sectors were identified through the participatory planning method, meetings and workshops with development partners in each sector. The situation in the Year 2009 was recorded and the SWOT analysis for each sector was conducted. Through this participatory approach, the priority projects which contribute to the achievement of sustainable development and enhance the competitiveness of each sector were identified and agreed upon. These sectors are as follows:

1- Tourism sector	7- Industry sector
2- Environment sector	8- Health sector
3- Clean water and wastewater sector	9- Government sector
4- Telecommunications and Information Technology sector	10- Business and finance sector
5- Transportation sector	11- Media and culture sector
6- Trade sector	12- Education sector
	13- Land and shelter sector
- **Report documenting the community participation process:**
A report that documents all the participatory planning processes adopted by the Strategic Development Plan for Greater Cairo (opinion polls, seminars and workshops, roundtables, committees, focus groups) conducted with relation to community participation of relevant parties.

II: Urban development plans:

- Strategic plans for the governorates of Cairo and Giza
- Urban structuring of the East Cairo Sector
- Limited international competition to revive and develop the Khedivial Cairo area
- Plan to develop the Giza Pyramids area, and develop the Nazlet El-Samman area
- Future vision of the Fustat area and priority projects
- Developing the ministries area as a cultural heritage area in downtown Cairo
- Urban development plan and priority projects of Matariya
- Urban development plan to develop Al-Salam district
- Urban development plan for the Helwan Corniche area
- Urban development plan for the Imbaba/Warraaq Corniche area

- General plan and preliminary detailed plan for the urban development lands dedicated for Egyptians working abroad through the “Bayt Al-Watan” program
- Action plan of a housing area with integrated services on the Qattamiya road
- Socio-economic impact assessment study of the Greater Cairo future vision and pilot projects
- Urban structuring of the Greater Cairo Region

The current project will seek to fully benefit from the outputs of the previous project and build upon its achievements, as well as grasping the most significant lessons learned and the most significant issues the previous project addressed in order to overcome challenges and efficiently use resources as will be explained in the following parts of this document.

3- Project Objectives, Outputs and Activities

3-1 Strategic objective of the Project

The project's strategic objective is represented in the active contribution to achieving the strategic vision for the development of Greater Cairo represented in achieving social justice and economic competitiveness, as well as being environment-friendly through the development of priority development projects, participatory planning processes and preparing studies of institutional, legal and administrative development to contribute to achieving this vision.

3-2 Project-specific objectives

- Restore the value of important major historical and heritage sites in a way that contributes to achieving economic development and improving the living and environmental conditions for the residents of these areas.
- Seek to narrow the gap between strategic and action plans in a way that contributes to facilitating the processes of their implementation.
- Develop the institutional and legal framework and the governance system in a way that contributes to achieving the strategic vision and urban development in Greater Cairo.
- Develop the urban administration system in Greater Cairo.
- Develop a bus rapid transit and non-motorized transportation plans for Greater Cairo.
- Develop a gender strategy and guidelines to integrate gender equality into this project (GC) especially and the work of GOPP in general.
- Achieve community communication with development partners and relevant parties to the urban development planning processes.
- Develop the skills and capacity of the employees of the General Organization of Physical Planning and local development partners in the field of strategic participatory planning, administration and implementation.

3-3 Project outputs and activities

The project will prepare a number of projects and activities that will lead to achieving the desired objectives. They are represented in the following outputs:

Output 1: Project Management Unit established

This output is the basic element necessary for implementing the project, the provision of the physical and human resources required for all the project's activities.

In order to efficiently use the existing resources, the new project will benefit from some of the previous project's assets and properties after assuring the quality of their technical condition and their validity for operation throughout the project duration. If needed, new equipment and office supplies will be purchased.

This output also includes employing staff through limited period contracts in the technical and administrative fields necessary to run the project. Experts in various specializations shall also be contracted through this output.

Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared

This output includes the preparation of urban plans and executive action plans for a number of priority project identified in the previous project, in addition to new projects to be identified

throughout the project duration in line with development processes. These studies will include the following activities:

a) Develop Projects as per the outputs of the Urban Structuring Study

- Prepare a proposal for the demarcation of the borders of the governorates of Greater Cairo.
- Upgrade the strategic plans studies for the Greater Cairo governorates, and develop them into structure plans.
- Develop urban plans for the administrative center and business / finance centers
- Develop the Urban Structuring Study of Greater Cairo.

b) Prepare development plans for Giza Pyramids Plateau and Surroundings

- Finalize the urban development plan for upgrading the Pyramids Plateau area and its surrounding area and apply the sustainable neighborhood principles for the Pilot project's detailed plans (such as: ensuring adequate space for streets, efficient street network, mixed land-use, social mix, gender issues, etc.);
- Develop the plan to upgrade the Pyramids Plateau area and surrounding areas. This plan will study the linkage between visual aspects and urban development. It will also ensure the integration between all the activities, particularly tourism and archaeological related activities, to form one historical entity constituted mainly from the historical area and the Grand Egyptian Museum.
- Prepare execution documents for Pilot project's detailed plans (utilizing the three integrated urban development methodology (UN-Habitat Three Legged Approach – Planning, Financial, Institutional and Legal).

c) Prepare development plans for the Fustat area

The area is located inside the districts of Al-Khalifa, Misr al-Qadima, Sayeda Zeinab and Basateen with an area of about 4,000 feddans². It is bordered by the Ring Road from the south, Fatimid and Khedivial Cairo areas from the north, Moqattam plateau from the east, the Nile river and Siyyalat al-Roda from the west. Most of the Fustat area's activities are industrial activities and handcrafts.

The project contributes to achieving the proposed vision for the Fustat area to become an open museum, a worldwide distinguished and unique heritage site through adopting rehabilitation, preservation and preparation policies which aim to integrate historical and modern areas while guaranteeing continuity and vitality. Thus, detailed studies and urban plans will be prepared for one of the pioneering projects represented in developing historical and heritage areas.

Output 3: Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced.

Policy makers, academicians, practitioners, and residence in GC metropolitan has been calling for develop a legislation and institutional proposal to strengthen Greater Cairo projects, as well as provision of basic services, infrastructure, management of urbanizations and regional and local economic development. Ministry of Housing, Utilities and Urban Communities has taken the leadership in examining the metropolitan governance of the GC in 2010 and several roundtable discussions have been organized. Ministry of Local Development is currently drafting a new law for local administration and exploring establishment of special status for the governance of the capital. The aim of this project is to contribute to the ongoing efforts led by the Egyptian government to reform the governance of Greater Cairo. The following activities will take place:

² 1 Feddan = 4200 square meters

- Prepare a study on key aspects of metropolitan governance in both English and Arabic;
- Launch the baseline study on legislations relevant to metropolitan governance and urban expansions policies relevant to GC and on the basis of the findings of the urban restructure study;
- Prepare an assessment study on institutional, legal and administrative framework and governance system for GC while taking into consideration all the previous studies that have been prepared.
- Organize capacity building events for key stakeholders at the national and regional level.
- Organize expert group meeting (EGM) on metropolitan governance in GC.
- Develop a proposal for legislative framework for governing and managing GC and Capital City as a guide for national partners.

Output 4: Bus Rapid Transit (BRT) plan developed and Non Motorized Transport (NMT) Promoted

The goal of this output is to develop a BRT and NMT plan for Greater Cairo, with key routes as pilot projects in both cases. For the BRT, the activities and deliverables are all aimed at achieving a tender document and an RFP to design and build the necessary infrastructure as an end goal. In order to achieve that, gender sensitive studies and assessments have to be conducted to ensure correct demand modeling, corridor selection and full considerations of socio-economic gender and environmental factors. The BRT plan will look at connecting three metro stations on Metro line 4 to New Cairo.

The NMT will focus firstly on identifying and crowd sourcing local knowledge and solutions towards cycling infrastructure and potential areas of cycling advantages. This will primarily include a series of workshops with a number of various NGOs and cycling groups.

Note: A separate detailed tripartite Memorandum of Understanding (MOU) is signed between GOPP, NUCA & UN-Habitat determining the roles and responsibilities of each party regarding output (4). The MOU is considered to be an integral part of this Project Document & will be utilized as the main reference for managing this output as shown in Annex (3).

Output 5: Partnership and Communication on Greater Cairo Development Strengthened

In continuation of the community outreach strategy developed in the previous project, this project will adopt the activation of communication mechanisms with the local and international communities through a number of activities as follows:

- Develop and implement public engagement plan
- Develop National and international publications
- Conduct National conference and seminars
- Participate in international conferences and events

Under this output, gender issues will be carefully addressed while developing and implementing the public engagement plan.

Output 6: Gender Strategy and guidelines for urban planning developed and piloted

The project will adopt a clear strategy to integrate the gender issues into all the studies and plans that will be developed during the project. In this line, experts in this field will be contracted to prepare studies on the impacts of the priority projects on gender issues and how gender issues can be addressed in all project activities. The expected activities under this output are as follows:

- Prepare gender strategy and guidelines for urban planning projects;
- Prepare studies on the impact of one of the proposed priority projects on gender and how

to observe this element among other project activities.

- Organize specialized gender training courses for GOPP and local authorities staff as well as practitioners in the field of urban planning,

Output 7: Capacity of Targeted National Staff Developed and Enhanced

This output is focusing on the training of the General Organization for Physical Planning staff, particularly those who work in the Regional Center for Greater Cairo Region Planning and Development, as well as local development staff and other staff from national project partners, on how to address important issues, such as strategic planning, regulating land uses and urban administration, Geographic Information Systems (GIS) and Land Information Systems (LIS). Training programs will be conducted including on the job training and measures will be taken to ensure appropriate gender balance among trainees.

International study tours shall be organized for General Organization for Physical Planning staff to similar cities in the countries which adopted modern planning methods which have succeeded in achieving noticeable progress in the field of urban development with the aim of benefiting from the best practices that demonstrate how these cities succeeded in overcoming problems and facing urban challenges similar to those faced by Greater Cairo.

In the area of skills development, the project will support the General Organization for Physical Planning and local development partners by hiring local and international experts who have the ability to present the best international practices in the area of strategic urban planning, participatory planning, leadership skills and integrating gender in the field of urban planning.

4- Gender Strategy

Throughout the implementation phases of the project particular attention will be given to mainstreaming gender equality into the different activities.

Output (6) will be concerned with developing and implementing a Gender Strategy for the project with specific focus on preparing gender guidelines to integrate gender equality into the work of GOPP in general. In addition, this output will be addressing the impact of one of the proposed priority projects (as a pilot case study) on both genders.

The capacity development activities will be tailored and organized taking into account the different circumstances/occupation/level of knowledge/ and spheres of influence of women and men. Similarly the language, imagery and dissemination of awareness raising messages will be formulated to address and reach both women and men.

The following table shows the inter-relation between the project outputs and gender as follows:

Output Number	Gender Marker ^(*)
Output 1	1
Output 2	2
Output 3	0
Output 4	2
Output 5	2
Output 6	3
Output 7	2

^(*) Scores show the relationship degree between the output activities and addressing gender issues. Score (3) being highest degree of relationship.

5- Project management and implementation mechanisms

5-1 Project structure

Project activities are managed and implemented according to the following structure:

a) 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 workplans and budgets, as well as project revisions including extensions, allocation of resources, or cancellation of project activities should the necessary conditions for the implementation of the project not be met, without prejudice to the duties and obligations of project partners. It consists of the signatory parties to the project document (GOPP, NUCA, MFA, UNDP and UN-Habitat). The Board may invite other parties to attend some of the meeting as the need arises.

The Project Board includes three distinct roles:

- An Executive role representing the project ownership to chair the Board: this function is filled by the General Organization for Physical Planning (GOPP);
- A Senior Beneficiary representing the interests of those who will ultimately benefit from the project: this function within the Board is to ensure realization of project benefits from the perspective of project beneficiaries: the General Organization for Physical Planning (as main recipient of technical assistance under this project), the New Urban Communities Authority (NUCA), the Ministry of Foreign Affairs (as Government Co-operating Agency); and
- A Senior Supplier role representing the parties which provide funding and/or technical expertise to the project to provide guidance regarding the technical feasibility of the project: this function is performed by UNDP and UN-Habitat as providers of both technical assistance and project management and implementation support services.

Collectively, the Project Board ensures that the project is making progress towards intended outputs as per the Project Document and endorsed annual work plans. The Project Board is consulted by the NPD for decisions when NPD tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the NPD.

The Project Board will meet annually (or more frequently if necessary).

b) Project Management Committee (PMC)

A Project Management Committee (PMC) is comprised of technical representatives from UN agencies and GOPP. The PMC is responsible for the overall direction and management of the project, operational coordination of the Project and its activities. The PMC will also provide direct oversight over the Project, monitor performance and delivery of results, and liaise with stakeholders on policy issues. GOPP will chair the PMC which is scheduled to meet at least four times per year, but may meet more frequently pending management and implementation issues. The responsibilities of the PMC also include:

- Ensuring operational coordination;
- Establishing Project baselines that enable sound monitoring and evaluation;
- Managing Project resources to achieve outcomes and outputs defined in the project document;
- Aligning activities with the UNDAF approved priorities;
- Establishing adequate reporting mechanisms for the project;

- Addressing management and implementation problems;
- Identifying lessons learned; and
- Reviewing and revising communication and public information plans.

The following diagram explains the project structure.

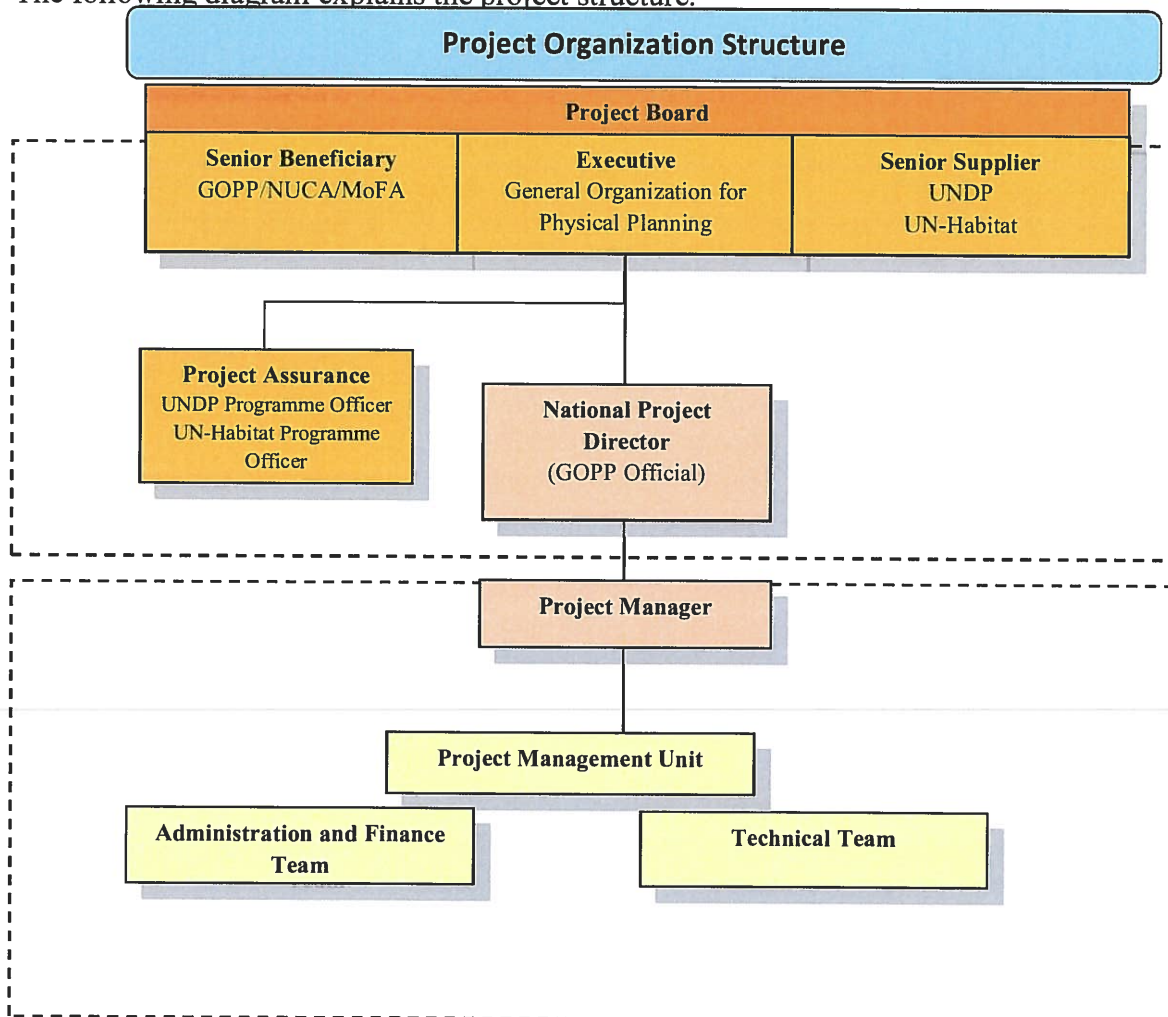


Figure 1: Project Organization Structure

c) Project Assurance

The role of Project Assurance is to support the Project Board by carrying out objective and independent project oversight and monitoring functions. It is the responsibility of each Project Board member. UNDP and UN-Habitat commit to undertake in coordination with national partners 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 field monitoring visits.
- 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 and UN-Habitat 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;
- 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.

d) National Project Director / Project Manager

National Project Director: The National Project Director will be appointed by GOPP to build networks with stakeholders, beneficiaries and ensures the adequate integration of the project within the structure, programmes and workflows of GOPP. The NPD is an official from GOPP and manages the project as per the approved annual workplans and has the authority to assign additional line managers and/or hire additional external capacities for the implementation of project activities. The NPD's prime responsibility is 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 and cost. The NPD coordinates the implementation of all project activities, developing action plans and reporting progress to the Project Board. The NPD is also responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.

Lastly, the Project's National Project Director appoints a **secretary *ex officio*** for the Project Board, responsible for convening the meetings, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meetings. The NPD will also be responsible for monitoring and reporting on the project as per UNDP National Implementation Modality (NIM) guidelines. The performance of the NPD is closely monitored by the Chairman of GOPP to ensure the project is achieving its said targets.

A Project Manager can be appointed and will be responsible for day-to-day management and decision-making for the project. The PM's prime responsibility is 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 and cost. The PM is responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to UNDP and UN-Habitat; In addition to coordinating, networking and soliciting the participation of all concerned. The PM is also responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.

Under the supervision of the NPD, the PM is responsible for ensuring that the project is executed in accordance with the Project Document and the UNDP as well as UN-Habitat guidelines for nationally executed project and participates in the Project Board meetings as a non-voting member. The PM will be responsible for submitting AWP's as well as progress reports required by the Project Document. In consultation with the NPD, the PM may establish a pool of national and international experts to serve as the Technical Advisory Group (TAG) for the project. They will provide technical assistance on short-term basis. S/He will be responsible for preparing an inception report at the outset of project implementation.

e) Project Support

A Project Management Unit (PMU) is currently in place to provide Project Support. The PMU provides project administration and management support to the NPD/PM as necessary. The PMU includes technical and administrative support personnel including urban planners, accountant, secretary, office boy and driver.

5-2 Project partners

a) **The General Organization for Physical Planning (GOPP), Ministry of Housing**

The General Organization for Physical Planning (GOPP) is the Implementing Partner for the project. GOPP is the State body responsible for setting public policies for planning and sustainable urban development, preparing development plans and programs on the national, regional and local levels, and reviewing and approving urban plans within the framework of national, regional and local objectives and policies for planning and sustainable urban development.

Through this project, GOPP manages all the stages of the process of preparing, funding and following up priority project plans in Greater Cairo, as well as reviewing and approving all the project documents and outputs. GOPP is also responsible for communication and coordination between various relevant development partners. UNDP and UN-Habitat provide technical and administrative support to the project on issues and themes related to the competences and specialization of each of them and in accordance with what is agreed upon.

b) **New Urban Communities Authority**

The New Urban Communities Authority (NUCA) is the State body responsible for establishment and development of all new urban communities in Egypt. NUCA will be the Responsible Party for achieving output (4), which is concerned with the planning and design of Bus Rapid Transit system and promotion of non-motorized transport, and implementing its activities. A detailed tripartite MOU between GOPP, NUCA and UN-Habitat showing the roles and responsibilities of each party regarding output (4) is signed³.

c) **Ministry of Foreign Affairs (MFA)**

As per the Standard Basic Assistance Agreement (SBAA) between the Government of Egypt and UNDP, the Ministry of Foreign Affairs is the Government Coordinating Agency. As a member of the Project Board, the MFA takes part in all project-related decisions requiring the Board's approval, including annual workplans, reports changes to project duration, etc.

d) **United Nations Development Programme (UNDP)**

UNDP is in charge of providing financial, administrative and technical assistance to specific activities of the project according to the attached work plan. This is done through managing financial and human resources in terms of issuing contracts, following up mechanisms of disbursement of salaries, as well as disbursement of fees for experts and consulting firms. It will also participate in issuing local and international tenders, and procedures related to the purchases of project goods and services. It also provides the project with the necessary expertise, particularly in the fields of community communication and drafting the strategy of integrating the gender criterion into relevant project activities.

e) **United Nations Human Settlement Program (UN-Habitat), Egypt office**

The office is in charge of providing technical support to specific activities of the project according to the attached work plan through a group of experts and local and international consulting firms. In coordination and cooperation with the project's NPD, UN-Habitat prepares terms of reference for experts and consulting firms with relation to the activities it is in charge of, contracts them and supervises their activities and the budget specified for every activity. UN-Habitat ensures the output compliance and consultants' commitment to the terms of reference and in accordance with the schedule of deliverables. Within this framework, UN-Habitat will form a work team to provide technical assistance to the project, prepare periodic technical and financial reports for the activities it is in charge of.

³ The MOU is considered to be an integral part of this Project Document & will be utilized as the main reference for managing this output as shown in Appendix (3).

5-3 Relevant institutions

Due to the presence of a number of institutions working together on the project, there will be close constant contact and consultation with a set of relevant actors, such as:

- Ministry of Local Development
- Ministry of Tourism
- Ministry of Antiquities
- Cairo Governorate
- Giza Governorate
- Qalioubiya Governorate
- National Organization for Urban Harmony
- Informal Settlements Development Fund
- Relevant universities and colleges
- Relevant civil society associations
- Relevant international organizations

5-4 Financial management of the project

UNDP and UN-Habitat will be in charge of the implementation of the project within the framework of the joint UN program through parallel management formula as each entity takes charge of managing its resources. UNDP and UN-Habitat shall prepare reports twice annually (semi annually and annually) to be presented to National Project Director (NDP) who will study it and present its final versions, in addition to a final report at the project end with relation to their parts of the project resources and activities.

5-5 Audit Arrangements

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP governing National Implementation Modality (NIM).

Audit is an integral part of sound financial and administrative management, and part of the UNDP accountability system. UNDP financial statements are audited annually by the United Nations Board of Auditors (UNBOA) and the findings are reported to the UNDP Executive Board and the General Assembly annually. In expressing its opinion on UNDP financial statements, the Board of Auditors refers to the outcome of the audits of projects (or annual work plans under the harmonized programming arrangements; see Programme and Project Management chapter) that are nationally implemented by Government or non-governmental organizations. Consequently, delays in the completion of audits of projects nationally-implemented by Government or non-governmental organizations or qualified opinions expressed by the auditors have a direct impact on the opinion expressed by the Board of Auditors on UNDP financial statements.

Under NIM, projects nationally implemented by government are audited by an external and independent audit firm contracted to for this purpose through a competitive request for proposal and procurement process, unless the national Supreme Audit Institution (SAI) has a demonstrated capacity to carry out the audits in an independent manner, as a result of a documented capacity assessment of this institution undertaken prior to the start of the project and its outcome was satisfactory based on UN procedures. All audits conducted will be charged to the budget of the project.

5-6 Agreement on Intellectual Property Rights and Use of Logos on The Project's Deliverables

All project reports, publications, web site, etc. will carry the logos of GOPP, NUCA, UNDP and UN-Habitat. The intellectual property rights will belong to these four partners. Reproduction of any related project publication will require the consent of GOPP.

6- Monitoring Framework and Evaluation

6-1 Monitoring framework

In accordance with UNDP and UN-Habitat programming policies and, the project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress toward the completion of key results, based on quality criteria and methods captured in the Quality Management table.
- Based on the above information, Project Progress Reports (PPR) shall be submitted by the NPD/PM to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learnt log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons learnt Report at the end of the project.

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the PM and shared with the Project Management Committee (PMC). As minimum requirement, the Annual Review Report shall consist of the UNDP standard format for the Quarterly Project Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the Output level.
- Annual Project Review. Based on the above report, an Annual Project Review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the AWP for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Management Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made toward outputs, and that these remain aligned to appropriate outcomes.

6-2 Project evaluation

Due, in part to the complexity of the project, and its innovative aspects, it will be subject to the following evaluations as follows:

- A Project Appraisal Committee (prior to signing the Project Document);
- Final evaluation (to document the project achievements and lessons learnt).

The final evaluation will be conducted by independent consultant(s) hired through a competitive bidding process.

6-3 Monitoring and evaluation (M&E) resources

Appropriate financial resources will be allocated to ensure that the above proper project monitoring and review/evaluation is carried out. An amount of US\$ 40,000 of the project budget will be allocated to M&E activities including midterm and final evaluations.

7- Project budget and timeframe

7-1 Project Budget and timeframe

The total project budget is US\$4,075,000 allocated for project activities over the course of 36 months (3 years) according to the attached work plan as follows:

- Contribution of the General Organization for Physical Planning (GOPP) to UNDP \$2,000,000
- Contribution of the General Organization for Physical Planning (GOPP) to UN-Habitat \$1,000,000
- Contribution of the New Urban Communities Authority to UN-Habitat \$800,000
- UNDP contribution. UNDP will make available its funding contribution to the project in US dollars. \$200,000
- UN-Habitat contribution (Parallel Funding) \$75,000

The following table shows the contributions of the parties to the project budget and the payment schedule

Table (1) Schedule of Due Payments and Party Contributions

Year	GOPP Contribution (cost-sharing) to the Project Budget (US\$)		NUCA Contribution (cost-sharing) to the Project Budget (US\$)	UNDP (TRAC) Contribution (US\$)	UN-Habitat Contribution (US\$)
	with UNDP (US\$)	with UN-Habitat (US\$)	with UN-Habitat (US\$)		
2016	700,000	300,000	655,000	---	25,000
2017	700,000	400,000	145,000	100,000	25,000
2018	600,000	300,000	-	100,000	25,000
Total contribution of each entity to the project budget (US\$)	2,000,000	1,000,000	800,000	200,000	75,000
	3,000,000				
Total project budget (US\$)	4,075,000				

GOPP contribution to UNDP (US\$2,000,000) shall be converted to its equivalent in Egyptian Pounds according to the official exchange rate at the time of conversion. Installments shall be determined as follows:

- Upon signing of the project document in 2016, GOPP shall pay the equivalent of US\$300,000 to the United Nations Development Programme (UNDP) by separate cheques.
- In September 2016, GOPP shall pay the equivalent of US\$400,000 to the United Nations Development Programme (UNDP) by separate cheques.
- In September 2017, GOPP shall pay the equivalent of US\$700,000 to the United Nations Development Programme (UNDP) by separate cheques.
- In January 2018, GOPP shall pay the equivalent of US\$600,000 to the United Nations Development Programme (UNDP) by separate cheques.

Table (2) Schedule of GOPP Due Payments to UNDP

	Payment (US\$) (to be paid in equivalent EGP)	Date	To
1	300,000	Upon signing of the project document	UNDP
2	400,000	September 2016	UNDP
3	700,000	September 2017	UNDP
4	600,000	January 2018	UNDP

GOPP contribution to UN-Habitat (US\$1,000,000) shall be converted to its equivalent in Egyptian Pounds according to the official exchange rate at the time of conversion. Installments shall be determined as follows:

- In August 2016, GOPP shall pay the equivalent of US\$300,000 to UNDP by separate cheques. Upon receiving the amount, UNDP shall transfer US\$300,000 to UN-Habitat.
- In August 2017, GOPP shall pay the equivalent of US\$400,000 to UNDP by separate cheques. Upon receiving the amount, UNDP shall transfer US\$400,000 to UN-Habitat.
- In January 2018, GOPP shall pay the equivalent of US\$300,000 to UNDP by separate cheques. Upon receiving the amount, UNDP shall transfer US\$300,000 to UN-Habitat.

Table (3) Schedule of GOPP Due Payments to UN-Habitat⁴

	Payment (US\$) (to be paid in equivalent EGP)	Date	To
1	300,000	August 2016	UN-Habitat
2	400,000	August 2017	UN-Habitat
3	300,000	January 2018	UN-Habitat

NUCA contribution to UN-Habitat of (US\$ 800,000) shall be converted to its equivalent in Egyptian Pounds according to the official exchange rate at the time of conversion. Installments shall be determined as follows:

- Upon signing of the project document in 2016, NUCA shall pay the equivalent of US\$655,000 to the United Nations Development Programme (UNDP) by separate cheques. Upon receiving the amount, UNDP shall transfer US\$655,000 to UN-Habitat.
- In January 2017, NUCA shall pay the equivalent of US\$145,000 to the United Nations Development Programme (UNDP) by separate cheques. Upon receiving the amount, UNDP shall transfer US\$145,000 to UN-Habitat

Table (4) Schedule of NUCA Due Payments to UN-Habitat⁵

	Payment (US\$) (to be paid in equivalent EGP)	Date	To
1	655,000	Upon signing of the project document	UN-Habitat
2	145,000	January 2017	UN-Habitat

⁴ All GOPP due payments to UN-Habitat shall be made through UNDP.

⁵ All NUCA due payments to UN-Habitat shall be made through UNDP.

Note: In case of that document was signed later than April 2016; all payments scheduled above will be automatically deported for similar periods.

7-2 Administrative expenses of the project

I: UNDP

The contribution shall be charged:

- Five percent cost recovery for the provision of General Management Support (GMS) by UNDP headquarters and country offices. Direct Cost for UNDP CO Implementation Support Services (ISS) and support to national execution will be recovered based on actual costs according to the Universal Price List (UPL)

II: UN-Habitat

- Five percent cost recovery for the provision of Programme Support Costs (PSC) by UN-Habitat headquarters and country offices

8. Legal Context

This document together with the Country Programme Action Plan (CPAP) signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Annexes :

- Annex 1: Work Plan and Project Budget (2016 – 2018)
 - Annex 2: Results and Resources Framework
 - Annex 3: Memorandum of Understanding (MOU) between NUCA, GOPP & UN-Habitat
-

Annex 1: Work Plan and Project Budget (2016 – 2018)

Project Outputs	Key Activities	Responsibility	Funding (US\$)		Timeframe		
			UNDP	UN-Habitat	2016	2017	2018
1. Project Management Unit established	a) Procure and establish office furniture, equipment, consumables & Office operations	GOPP / UNDP	100,000	–	*	*	*
	b) Recruit PMU Staff (Technical, Administration & Support)	GOPP / UNDP	420,000	–	*	*	*
	c) Recruit national & international experts/ Consultants	GOPP / UNDP / UN-Habitat	150,000	230,000	*	*	*
	d) Conduct annual project audit	UNDP	10,000	–	*	*	*
	e) Conduct Final Project evaluation	UNDP / UN-Habitat	20,000	20,000			*
Subtotal (1)			700,000	250,000			
			950,000				
2. Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared	a) Develop Projects as per the outputs of the Urban Restructuring Study	GOPP / UNDP	900,000	–	*	*	*
	b) Prepare development plans for Giza Pyramids Plateau and Surroundings	GOPP / UN-Habitat	–	350,000	*		
	c) Prepare development plans for the Fustat area	GOPP / UNDP	150,000	–		*	
Subtotal (2)			1,050,000	350,000			
			1,400,000				
3. Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced	a) Prepare a study on key aspects of metropolitan governance in both English and Arabic;	GOPP / UN-Habitat	–	200,000	*		
	b) Launch the baseline study on legislations relevant to metropolitan governance and urban expansions policies relevant to GC.				*		
	c) Prepare an assessment study on institutional, legal and administrative framework and governance system for GC					*	
	d) Organize capacity building events for key stakeholders at the national and regional level.						*

Project Outputs	Key Activities	Responsibility	Funding (US\$)		Timeframe		
			UNDP	UN-Habitat	2016	2017	2018
	<ul style="list-style-type: none"> e) Organize EGM on metropolitan governance in GC. f) Develop a proposal for legislative framework for governing and managing GC and Capital City and have it approved by relevant parties. 						*
Subtotal (3)			200,000	200,000			
4. Bus Rapid Transit (BRT) Plan Developed and Non Motorized Transport (NMT) Promoted	a) Recruit Technical Support Team			120,000			
	b) Plan and Design of BRT Corridors & feeder systems			470,000			
	<ul style="list-style-type: none"> • Conduct demand analysis for BRT corridors and select of BRT corridor • Prepare BRT Service Plan • Prepare Business and Financial Model • Prepare Informal Transit study • Develop communication strategy for BRT System • Prepare the Preliminary Infrastructure Design • Develop RFP for Detailed Design, Construction , and Operation 				*		
	c) Conduct NMT audit, Bike Infrastructure, and Bike Feasibility plan	GOPP / NUCA / UN-Habitat					
	<ul style="list-style-type: none"> • Host series of workshops to identify local partners in cycling community • Create partnerships with 1-2 community organizations in cycling community • Complete a non motorized survey • Select pilot areas and design the bicycle infrastructure improvements • Develop the strategy for promotion of cycling 			130,000			
	d) Conduct Training Workshops			40,000			*
Subtotal (4)				760,000			
				760,000			

Project Outputs	Key Activities	Responsibility	Funding (US\$)		Timeframe		
			UNDP	UN-Habitat	2016	2017	2018
5. Partnership and Communication on Greater Cairo Development Strengthened	a) Develop and implement public engagement plan	GOPP /UNDP/ UN-Habitat	50,000	35,000	*	*	*
	b) Develop National and international publications	GOPP /UNDP/ UN-Habitat	50,000	35,000		*	*
	c) Conduct National conference and seminars	GOPP /UNDP/ UN-Habitat	50,000	40,000	*	*	*
	d) Participate in international conferences and events	GOPP /UNDP/ UN-Habitat	50,000	40,000			*
Subtotal (5)			200,000	150,000			
				350,000			
6. Gender Strategy and guidelines for urban planning developed and piloted.	a) Prepare gender strategy and guidelines for urban planning projects;	GOPP /UNDP	20,000	—	*		
	b) Prepare studies on the impact of one of the proposed priority projects on gender & how to observe this element among other project activities	GOPP /UNDP	20,000	—		*	
	c) Organize specialized gender training courses for GOPP and local authorities staff as well as practitioners in the field of urban planning	GOPP /UNDP	10,000	—		*	
Subtotal (6)			50,000	—			
				50,000			
7. Capacity of Targeted National Staff Developed and Enhanced	a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS	GOPP / UNDP / UN-Habitat	70,000	45,000	*	*	*
	b) Conduct international travels/study tour(s) for similar size Global Capitals and Initiatives	GOPP / UNDP / UN-Habitat	30,000	30,000		*	*
Subtotal (7)			100,000	75,000			
				175,000			

Project Outputs	Key Activities	Responsibility	Funding (US\$)		Timeframe		
			Allocations		2016	2017	2018
			UNDP	UN-Habitat			
PROJECT SUBTOTAL			2,100,000	1,785,000			
			3,885,000				
UNDP administration support (5% from GOPP Contribution to UNDP)			100,000				
UN-Habitat administration support (5% from GOPP Contribution to UN-Habitat)				50,000			
UN-Habitat administration support (5% from NUCA Contribution to UN-Habitat)				40,000			
PROJECT TOTAL BUDJET			2,200,000	1,875,000			
			4,075,000				

Annex 2: Results and Resources Framework

Annex 2: Results and Resources Framework

Intended Outputs	Output Targets for Year			Key Indicative Activities	Responsible Parties	Inputs (US\$)	
	2016	2017	2018			UNDP	UN-Habitat
<p>Output (1): Project Management Unit established</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of Project Board Meetings held and documented minutes of meetings - Number of staff and experts recruited <p>Baseline:</p> <ul style="list-style-type: none"> - The Project Board is not established and no meetings held. - A number of qualified staff and experts were contracted during the previous project and their contracts expired. <p>Target(s):</p> <ul style="list-style-type: none"> - At least 3 Project Board meetings held and documented. - The Project Management Unit is established and fully staffed and operational. 	<ul style="list-style-type: none"> - Assets of the previous project transferred to the new project - New office supplies, equipment and other devices procured <ul style="list-style-type: none"> - Technical & administration staff recruited - Local and international experts recruited 	<ul style="list-style-type: none"> - New office supplies, equipment and other devices procured - Technical & administration staff recruited - Local and international experts recruited 	<ul style="list-style-type: none"> - New office supplies, equipment and other devices procured 	<p>a) Procure and establish office furniture, equipment, consumables & Office operations</p>	GOPP/UNDP	100,000	-
	<ul style="list-style-type: none"> - Technical & administration staff recruited - Local and international experts recruited 	<ul style="list-style-type: none"> - Technical & administration staff recruited - Local and international experts recruited 	<ul style="list-style-type: none"> - Technical & administration staff recruited 	<p>b) Recruit PMU Staff (Technical, Administration & Support)</p>	GOPP/UNDP	420,000	-
	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<p>c) Recruit national & international experts/ Consultants</p>	GOPP/UNDP/ UN-Habitat	150,000	230,000
	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<ul style="list-style-type: none"> - Semi-annual financial report prepared. - Four quarter progress reports prepared 	<p>d) Conduct annual project audit</p>	UNDP	10,000	-
	<ul style="list-style-type: none"> - Regular financial and progress reports prepared. - Final project evaluation report prepared. 	<ul style="list-style-type: none"> - Regular financial and progress reports prepared. - Final project evaluation report prepared. 	<ul style="list-style-type: none"> - Final evaluation report prepared 	<p>e) Prepare quarter progress reports and Conduct Final Project evaluation</p>	UNDP/ UN-Habitat	20,000	20,000
Total Budget of Output (1)						700,000	250,000
Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared						950,000	

<p>Output indicators</p> <p>Indicator 1:</p> <ul style="list-style-type: none"> - Number of updated strategic plans of GC governorates developed <p>Baseline:</p> <ul style="list-style-type: none"> - The strategic plans for Cairo, Giza and Qalioubiya need updating and are not finalized. <p>Target(s):</p> <ul style="list-style-type: none"> - 3 developed and updated strategic plans (Cairo, Giza and Qalioubiya) 	<ul style="list-style-type: none"> - The strategic urban plan of Cairo governorate updated. 	<ul style="list-style-type: none"> - The strategic urban plan of Giza governorate updated. 	<ul style="list-style-type: none"> - The strategic urban plan of Qalioubiya governorate updated. 				
<p>Indicator 2:</p> <ul style="list-style-type: none"> - Number of urban studies and urban plans of the new administrative center and the financial and business centers prepared. <p>Baseline:</p> <ul style="list-style-type: none"> - New administrative boundaries for some governorates are being developed. <p>Target(s):</p> <ul style="list-style-type: none"> - Studies and urban plans for the financial and business centers prepared. 		<ul style="list-style-type: none"> - Studies and urban plans of the administrative center prepared. 	<ul style="list-style-type: none"> - Studies and urban plans for the financial and business centers prepared. 			900,000	
<p>Indicator 3:</p> <ul style="list-style-type: none"> - Reports and structural maps of the service areas, recreational areas and open spaces at the level of GC - Reports of development plans for the GR urban areas that will be affected by regional projects <p>Baseline:</p> <ul style="list-style-type: none"> - GC urban restructuring study has been prepared. <p>Target(s):</p> <ul style="list-style-type: none"> - Reports of development plans for the GR urban areas that will be affected by regional projects developed 	<ul style="list-style-type: none"> - Urban areas affected by GC regional projects identified 	<ul style="list-style-type: none"> - Baseline studies and analysis completed. - Development studies and plans for urban areas affected by GC regional projects prepared 	<ul style="list-style-type: none"> - Urban restructuring studies completed. 		GOPP/ UNDP		
<p>a) Develop and prepare the priority projects in accordance to the outputs of the study on the GC urban restructuring studies.</p>							

<p>Indicator 4:</p> <ul style="list-style-type: none"> - Number of reports and development plans for upgrading the Pyramids Plateau and its surrounding area prepared. <p>Baseline</p> <ul style="list-style-type: none"> - The urban development plan of the Pyramids Plateau area and its surrounding area has been initiated and ongoing. <p>Target(s)</p> <ul style="list-style-type: none"> - Final report and the development plan for upgrading the Pyramids Plateau area and its surrounding area finalized. 	<ul style="list-style-type: none"> - The urban development plan for upgrading the Pyramids Plateau area and its surrounding area finalized. - Visual impact studies of the whole area completed. - Schemes and maps of road network and transportation networks in the area prepared. 			<p>b) Finalize the studies for the development of the Pyramids Plateau area</p>	<p>GOPP/ UN-Habitat</p>	<p>350,000</p>
<p>Indicator 5:</p> <ul style="list-style-type: none"> - Report and plan for upgrading at least one of the historical and heritage areas in Al- Fustat area prepared. <p>Baseline</p> <ul style="list-style-type: none"> - GOPP developed the future vision of the Fustat area and its leading projects were agreed upon by key stakeholders. <p>Target(s)</p> <ul style="list-style-type: none"> - The urban development plan for upgrading at least one of the historical and heritage areas in Al- Fustat area developed 	<ul style="list-style-type: none"> - The urban development plan for upgrading at least one of the historical and heritage areas in Al- Fustat area prepared 			<p>c) Prepare the plans for the development of Fustat area</p>	<p>GOPP/ UNDP</p>	<p>150,000</p>
Total Budget of Output (2)						
1,050,000						
350,000						
1,400,000						
<p>Output (3): Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced</p> <p>Indicators</p> <ul style="list-style-type: none"> - Case studies, assessment reports, institutional/legal and governance studies prepared. <p>Baseline</p> <ul style="list-style-type: none"> - Weakness of the institutional and legal framework and the governance system used for the urban management of Greater Cairo and the capital city <p>Target(s)</p> <ul style="list-style-type: none"> - Case studies and assessment reports prepared; - Legislative and institutional framework for governance and management of the Capital city drafted. - Expert group and stakeholder meetings convened. 	<ul style="list-style-type: none"> - A study on the key aspects of metropolitan governance in the developing world prepared. - A baseline of legislations relevant to metropolitan governance and urban development relevant to the GC prepared. - Assessment of the institutional, legal and administrative framework and the governance system for GC conducted. 	<ul style="list-style-type: none"> - Assessment of the current funding modalities that are used to finance different services implemented by the GC conducted. - Main challenges hindering the implementation of key instruments for metropolitan governance in GC, with special attention to equity, accountability and participation identified. 	<ul style="list-style-type: none"> - Expert group/stakeholder meetings to discuss the needed reform in the legal and institutional framework governing metropolitan governance in Egypt convened. - Proposal for the legislative framework of governance and management of the Capital city drafted. 	<p>a) Prepare a study on key aspects of metropolitan governance in both English and Arabic;</p> <p>b) Launch the baseline study on legislations relevant to metropolitan governance and urban expansions policies relevant to GC</p> <p>c) Prepare an assessment study on institutional, legal and administrative framework and governance system for GC</p> <p>d) Organize capacity building events for key stakeholders at the national and regional level</p> <p>e) Organize EGM on metropolitan governance in GC.</p> <p>f) Develop a proposal for legislative framework for governing and managing GC and Capital City and have it approved by relevant parties.</p>	<p>GOPP/ UN-Habitat</p>	<p>200,000</p>

Total budget of Output (3)						200,000	200,000			
Output 4: Bus Rapid Transit (BRT) Plan Developed and Non Motorized Transport (NMT) Promoted										
<p>Output indicators</p> <ul style="list-style-type: none"> - Technical and financial studies and plans for establishing BRT system - # of Cycling Community partnerships created - # of stakeholder workshops organized and documented. - Training evaluation reports <p>Baseline:</p> <ul style="list-style-type: none"> - No plans for BRT system exist in the new urban communities. - Lack of sufficient public transport infrastructure in new urban communities in GC. - New Communities are not well connected to Central Cairo via public transport - Unorganized informal transport sector such as minibuses continue to clog roads - Lack of options for transport for those who are unable to afford cars - No cycling communities exist in new urban communities.. <p>Target(s):</p> <ul style="list-style-type: none"> - Request for Proposal (RFP) for the design, construction and operation of BRT prepared - At least 1 cycling group is engaged in promoting non-motorized transport especially cycling. - At least 1 training event conducted and evaluated. - At least 2 stakeholder consultation workshops conducted. 						<ul style="list-style-type: none"> - Demand analysis for BRT corridors and selection of BRT corridors is complete - BRT Service Plan is complete - Business and Financial Model Complete - Informal Transit Study - Communication strategy for BRT System is completed - Preliminary Infrastructure Design is completed - RFP for Detailed Design, Construction, and Operation - Partnership created with 1-2 community organizations in cycling community - Non Motorized Audit is completed 	<ul style="list-style-type: none"> - Pilot areas selected and bicycle infrastructure improvements designed - Strategy for promotion of cycling developed - Bike Sharing feasibility study completed 	<p>a) Recruit Technical Support Team</p> <p>b) Plan and Design of BRT Corridors & feeder system</p>	<p>NUCA/ UN-Habitat</p> <p>NUCA/ UN-Habitat</p>	<p>120,000</p> <p>470,000</p>
<p>Target(s):</p> <ul style="list-style-type: none"> - Request for Proposal (RFP) for the design, construction and operation of BRT prepared - At least 1 cycling group is engaged in promoting non-motorized transport especially cycling. - At least 1 training event conducted and evaluated. - At least 2 stakeholder consultation workshops conducted. 						<ul style="list-style-type: none"> - Series of workshops organized and hosted 	<ul style="list-style-type: none"> - Series of workshops organized and hosted 	<p>c) Conduct NMT audit, Bike Infrastructure, and Bike Feasibility plan</p> <p>d) Conduct training workshops</p>	<p>NUCA/ UN-Habitat</p> <p>NUCA/ UN-Habitat</p>	<p>130,000</p> <p>40,000</p>
Total budget of Output (4)						760,000	760,000			
Output (5) : Partnership and Communication on Greater Cairo Development Strengthened										

<p>Output Indicators</p> <ul style="list-style-type: none"> - # of Project publications developed and disseminated - # of international events attended by GOPP and national project partners - # of website visitors - Social media platforms <p>Baseline:</p> <ul style="list-style-type: none"> - A number of publications were prepared under the previous project (such as Atlas maps) - Public communication strategy for GC development plan was prepared with support from UNDP. - Stakeholder meetings and events were conducted with development partners. - A website was created as part of the communication strategy and public engagement <p>Target(s):</p> <ul style="list-style-type: none"> - Project outreach to the different stakeholders achieved. 	<ul style="list-style-type: none"> - A series of coordination meetings on the development of the Pyramids Plateau area conducted - Workshops and meetings with the local authorities in Cairo Governorate as development partners conducted. <ul style="list-style-type: none"> - A number of introductory documents explaining the project and its objectives and activities prepared and published 	<ul style="list-style-type: none"> - Workshops and meetings with the development partners in the project of developing one historical and heritage site in Fustat area conducted - Workshops and meetings with the local authorities in Giza, as development partners, conducted. <ul style="list-style-type: none"> - A number of documents related to one of the main project outputs produced and published. 	<ul style="list-style-type: none"> - Workshops and meetings with the local authorities in Qaloubiya governorate as development partners conducted. <ul style="list-style-type: none"> - A number of documents related to one of the main project outputs produced and published. <ul style="list-style-type: none"> - National conference and seminars presenting the Project outputs conducted - International events attended. 	<p>a) Develop and implement public engagement plan</p> <p>Conduct coordinating meetings and workshops with development partners.</p>	<p>GOPP/ UNDP/ UN-Habitat</p> <p>50,000</p> <p>35,000</p>	
		<ul style="list-style-type: none"> - A number of documents related to one of the main project outputs produced and published. 	<ul style="list-style-type: none"> - National conference and seminars presenting the Project outputs conducted 	<p>b) Develop National and international publications</p>	<p>GOPP/ UNDP/ UN-Habitat</p> <p>50,000</p> <p>35,000</p>	
				<p>c) Conduct National conference and seminars</p>	<p>GOPP/ UNDP/ UN-Habitat</p> <p>50,000</p> <p>40,000</p>	
				<p>d) Participate in international relevant conferences and events</p>	<p>GOPP/ UNDP/ UN-Habitat</p> <p>50,000</p> <p>40,000</p>	
Total Budget of Output (5)						
Output (6): Gender Strategy and guidelines for urban planning developed and piloted						
<p>Outputs indicator</p> <ul style="list-style-type: none"> - Pilot cases which includes gender aspects in urban planning. - Gender guidelines and gender strategy - Number of urban planning staff and practitioners trained on gender issues. - Gender training evaluation reports <p>Baseline</p> <ul style="list-style-type: none"> - Gender-related issues are not currently considered in urban planning studies. - No training has been conducted on gender issues in urban planning. <p>Target(s):</p> <ul style="list-style-type: none"> - Gender Guidelines and Gender Strategy documents prepared 	<ul style="list-style-type: none"> - A training course for practitioners in the field of urban planning conducted to explain gender-related issues and their relationship to urban planning 	<ul style="list-style-type: none"> - Guidelines and terms of reference prepared to include the concept of "gender" in project studies as well as the GOPP activities. 		<p>d) Conduct a training course for practitioners in urban planning field concerning gender-related issues</p>	<p>GOPP/ UNDP</p> <p>10,000</p> <p>-</p>	
Total Budget of Output (6)						
200,000						
350,000						
150,000						

<ul style="list-style-type: none"> - Terms of reference incorporating gender in urban planning studies developed - At least once case study incorporating gender issues in urban planning piloted. - At least 15 urban development/planning staffs and practitioners are trained in the field of gender issues. - At least 2 gender training events conducted and evaluated. 			<ul style="list-style-type: none"> - Gender guidelines included in the terms of reference for the preparation of urban plans. 	<p>c) Prepare guidelines and terms of reference to include the concept of "gender" in urban planning works</p>	<p>20,000</p>	
<p>Total Budget of Output (6)</p>						
<p>Output (7): Capacity of Targeted National Staff Developed and Enhanced</p>						
<p>Output Indicators</p> <ul style="list-style-type: none"> - Updated Training Needs Assessment report - Number of training events conducted - Training Evaluation reports - Number of participants from national institutions - Number of participants utilizing GIS and LIS after receiving the training. 	<ul style="list-style-type: none"> - Hardware & software procured - Report on training needs. - Training program updated - Training program and proposals for international research trips prepared. - At least 2 training course conducted according to the training program 	<ul style="list-style-type: none"> - Hardware & software procured - At least 2 training course conducted according to the updated training program 	<ul style="list-style-type: none"> - Training course conducted 	<p>a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS</p>	<p>70,000</p>	<p>45,000</p>
<p>Baseline</p> <ul style="list-style-type: none"> - A Training program was prepared during the previous project. - GOPP staff received a number of skills development sessions and training workshops - GOPP staff and the Regional Center for the Planning of Greater Cairo as well as local development partners received basic training and require further skills development programs. - No training on urban governance and finance for GC has been conducted <p>Target(s):</p> <ul style="list-style-type: none"> - At least 4 training workshops conducted - Training evaluation report prepared - GIS and LIS software and hardware procured. - International travels/study tour(s) for similar size Global Capitals and Initiatives conducted. - At least 2 training courses regarding the legal, institutional framework governing planning & urban development and means to finance urban development projects in GC conducted and evaluated. 			<ul style="list-style-type: none"> - International study tour conducted 	<p>b) Conduct international travels/study tour(s) for similar size Global Capitals and Initiatives</p>	<p>30,000</p>	<p>30,000</p>
<p>Total Budget of Output (7)</p>						
<p>Total Budget for all outputs</p>						
<p>UNDP administration support (5% from GOPP Contribution to UNDP)</p>						
<p>UN-Habitat administration support (5% from GOPP Contribution to UN-Habitat)</p>						
<p>UN-Habitat administration support (5% from NUCA Contribution to UN-Habitat)</p>						
<p>Total Project Budget (US\$)</p>						
<p>100,000</p>						
<p>175,000</p>						
<p>2,100,000</p>						
<p>3,885,000</p>						
<p>100,000</p>						
<p>50,000</p>						
<p>40,000</p>						
<p>4,075,000</p>						

Annex 3: Memorandum of Understanding (MOU) between NUCA, GOPP & UN-Habitat

ANNEX (3)

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE ARAB REPUBLIC OF EGYPT
REPRESENTED IN
THE GENERAL ORGANIZATION FOR PHYSICAL PLANNING (GOPP),
NEW URBAN COMMUNITIES AUTHORITY (NUCA)
AND
THE UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
(UN-Habitat)**

This Memorandum of Understanding (hereinafter referred to as the “MOU”) is considered to be an integral part of the Project Document of the Project titled: “*Strengthening Development Planning and Management in Greater Cairo*”, (hereinafter referred to as the “Project”) and entered into by the Government of the Arab Republic of Egypt (hereinafter referred to as the “Government”) represented in the Ministry of Housing, Utilities, and Urban Communities as represented by the General Organization of Physical Planning (hereinafter referred to as “GOPP”), the New Urban Communities Authority (hereinafter referred to as “NUCA”), and the United Nations Human Settlements Programme, established by the General Assembly of the United Nations by its resolution 32/162 of 19 December 1977, transformed into a Programme by its resolution 56/206 of 21 December 2001, having its Headquarters in Nairobi, Kenya (hereinafter referred to as “UN-Habitat”).

GOPP, NUCA and UN-Habitat are hereinafter jointly referred to as the “Parties” and individually as the “Party”.

PREAMBLE:

WHEREAS, this MOU will be utilized as the main reference for managing output (4) within the Project, which is focusing on planning and development of Bus Rapid Transit and promotion of non-motorized transport in one of the new urban communities in Greater Cairo;

WHEREAS, UN-Habitat is the coordinating agency within the United Nations System for human settlement activities, the focal point for the monitoring, evaluation and implementation of the Habitat Agenda, as well as the task manager of the human settlements chapter of Agenda 21, and, and, in collaboration with governments is responsible for promoting and consolidating collaboration with all partners, including local authorities and private and non-governmental organizations in the implementation of the Habitat Agenda and the Post-2015 Sustainable Development Goals (SDGs) in particular, Goal 11 of “*Making cities and human settlements inclusive, safe, resilient and sustainable*”;

WHEREAS, GOPP and NUCA have identified mobility and congestion issues in Greater Cairo as a key priority for the Government;

WHEREAS, the Parties share similar missions and wish to cooperate in areas of mutual concern to enhance the effectiveness of their development efforts;

NOW, THEREFORE, the Parties agree to cooperate as follows:

ARTICLE I**Purpose**

1.1 The purpose of this MOU is to provide a framework of cooperation and facilitate collaboration between the Parties, on a non-exclusive basis, in the implementation of **output 4** (*Bus Rapid Transit (BRT) plan developed and Non-Motorized Transport [NMT] Promoted*) under the Project Document.

ARTICLE II**Areas of Cooperation**

- 2.1 The Parties agree to cooperate in the following areas of activity:
- (i) Promoting an integrated transportation system methodology through the development of a Bus Rapid System (BRT) for Greater Cairo Region (this will include support to the development of the BRT Demonstration Corridor(s) and the Terms of Reference (TOR) for a BRT operator agency) and enhancing non-motorized transport through the promotion of cycling;
 - (ii) Enhancing the capacity of the New Urban Communities Authority (NUCA) and other relevant stakeholders.

ARTICLE III**Consultation and Exchange of Information**

3.1 The Parties shall, on a regular basis, keep each other informed of and consult on matters of related to output 4 of the Project Document, which in their opinion are likely to lead to mutual collaboration.

3.2 Consultation and exchange of information and documents under this Article shall be without prejudice to arrangements, which may be required to safeguard the confidential and restricted character of certain information and documents. Such arrangements will survive the termination of this MOU and of any agreements signed by the parties within the scope of this collaboration.

3.3 The Parties shall, at such intervals as deemed appropriate, convene meetings to review the progress of activities being carried out under the present MOU and to plan future activities.

3.4 The Parties may invite each other to send observers to meetings or conferences convened by them or under their auspices in which, in the opinion of either party, the other may have an interest. Invitations shall be subject to the procedures applicable to such meetings or conferences.

ARTICLE IV
Implementation of the MOU

4.1 All activities in this MOU and Project Document relating to **output 4** will be implemented under the supervision of the Project Management Committee in accordance with the rules and regulations of UN-Habitat and in accordance with the goals, results and indicators agreed upon in the Project Document.

4.2 It is understood that all activities will be carried out on the basis of Project Document agreed between UNDP, UN-Habitat, the GOPP, NUCA and MFA in accordance with the applicable United Nations rules and directives.

4.3 NUCA is responsible for providing maximum of US\$760,000 (United States Dollars Seven Hundred and Sixty Thousand) associated with **output 4** as per the Project Document and shall be solely responsible for making all related payments from its own account.

4.4 No Party shall be an agent, representative or joint partner of the other Party. No Party shall enter into any contract or commitment on behalf of the other Party.

4.5 The collaboration between the Parties under this MoU shall be on a non-exclusive basis.

4.6 In accordance with the regulations and rules of the UN-Habitat, **output 4** of the Project shall be subject to cost recovery fee of five percent (5%) to UN-Habitat.

4.7 Each party is responsible for its own activities in accordance to the Project Document, the MOU and its implementation.

4.8 The scope of work for which UN-Habitat is responsible for is summarized as follows:

(a) Service plan for BRT:

- (i) Conduct an overview of the Public Transport situation in Cairo and present to the Government and stakeholders a “Roadmap to BRT corridors in Cairo” reflecting international best practices;
- (ii) Select one BRT corridors and develop a complete service plan for corridor. The service plan scope of work will cover comprehensive conceptual design informal transit strategy, basic financial and business model, communication strategy; and
- (iii) Support the Government in developing RFP for BRT construction, maintenance, and operation and in setting up BRT company for operation.

(b) Non-Motorized transport component:

- (i) Rapid Assessment of Cairo neighborhoods to propose 1-2 pilot sites for the promotion of NMT. Pilot areas recommended must connect to existing transportation infrastructure. Establish clear criteria for identifying selected neighborhoods;

- (ii) Complete a NMT audit to review and assess infrastructure for pedestrians and cyclists, helping to improve both existing infrastructure and ensuring that designs for new schemes incorporate the needs of these pedestrians;
- (iii) Identify a set of quick win community mobilization interventions for NMT and specifically cycling to build on current cycling enthusiasm momentum in the city;
- (iv) Put forth a bicycle infrastructure plan for the pilot sites identified including methodology on how to segregate lanes etc.; and
- (v) Bike Share feasibility study: assess whether bike sharing is feasible for pilot site or whether alternative local strategies would be more applicable.

4.9 The roles of the Parties shall be as follows:

- (a) UN Habitat is responsible for implementing the aforementioned activities in item 4.7 in accordance with **output 4** in the Project Document including the overall management of **output 4** and its related activities and providing technical support throughout the process;
- (b) GOPP will be the recipient of all technical studies and deliverables and will be responsible for their review in coordination with NUCA; and
- (c) NUCA is the financial donor and is the main beneficiary of this cooperation.

4.10 UN Habitat shall report to NUCA with regards to the expenditure of NUCA's contribution every three months.

4.11 The value of the payment, made in a currency other than United States Dollars (USD), shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the Recipient of the Contribution, 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, the Recipient shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to **output 4** of the project may be reduced, suspended or terminated by the Recipient. The Recipient shall receive and administer the Contribution in accordance with its Rules and Regulations.

ARTICLE V

Visibility

5.1 The parties recognize that the cooperative arrangements should be publicized and therefore agree to acknowledge the role and contribution of each organization in all public information documentation relating to instances of such cooperation and use each organization's name and emblem in documentation related to the cooperation in accordance with the current policies of each organization and subject to prior written agreement of each party.

ARTICLE VI**Term, Termination, Amendment**

6.1 The proposed cooperation under this MOU is non-exclusive and shall have an initial term of **three (3) years** from the Effective Date, unless terminated earlier by either party upon two months' notice in writing to the other party. The Parties may agree to extend this MOU in writing for subsequent periods of in accordance with any extensions approved for the project.

6.2 In the event of termination of the MOU, any cost sharing or project cooperation agreements, and any project documents related to output 4 concluded pursuant to this MOU, may also be terminated in accordance with the termination provision contained in such agreements. In such case, the Parties shall take the necessary steps to ensure that the activities carried out under the MOU, the cost-sharing agreements, and project documents are brought to a prompt and orderly conclusion.

6.3 This MOU may be amended only by mutual written agreement of the Parties.

ARTICLE VII**Notices and Addresses**

7.1 Any notice or request required or permitted to be given or made under this MOU shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall have been delivered by hand, certified mail, overnight courier, telex, or cable to the party to which it is required to be given or made at the address specified below or such other address as shall be hereafter notified.

For UN-Habitat:

Dyfed Aubrey, Director (a.i.),
Regional Office for Arab States
UN-Habitat Regional office for Arab States
87, El Tahrir Street
Dokki, Giza
Egypt

For GOPP:

Dr. Assem Abd El-Hamid El-Gazzar, Chairman
General Organization for Physical Planning
1 Ismael Abaza Street
Downtown, Cairo
Egypt

For NUCA:

Eng. Kamal El-Sayed Fahmy, Vice Chairman for
Development & Cities Upgrading Sector
New Urban Communities Authority
Al Horreya Street
Intersection 26th July Street of Exit 2 of Sheikh Zayed

ARTICLE VIII
Settlement of disputes

8.1 The Parties shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either Parties has notified the other Parties of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, shall be resolved through consultation between the Executive Heads of each Organizations.

ARTICLE IX
Privileges and Immunities

9.1 Nothing in or relating to this MoU shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including UN-Habitat.

ARTICLE X
Entry into Force

9.1 This MOU may be signed in counterparts, each of which shall be deemed an original and both of which duly executed shall constitute one entire document, and shall enter into force and effect on the date ("Effective Date") in which it is duly signed by both parties.

IN WITNESS WHEREOF, the duly authorized representatives of the Parties affix their signatures below

FOR
General Organization for Physical Planning
(GOPP)

Dr. Assem Abd El-Hamid El-Gazzar
Chairman

Signature: 

Date: 9-6-2016

FOR
New Urban Communities Authority (NUCA)

Eng. Kamal El-Sayed Fahmy
Vice Chairman for Development & Cities
Upgrading Sector

Signature: 

Date: 9/6/2016

FOR
United Nations Human Settlements Programme (UN-Habitat)
Dyfed Aubrey
Director (a.i.), Regional Office for Arab States

Signature: 

Date: 9/6/16

