



PROJECT DOCUMENT
The Government of Egypt



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Project Title: Participatory Strategic Planning for Balanced Spatial Development (SpaD2020)

Project Number: 00107093

Implementing Partner: General Organization for Physical Planning (GOPP)

Start Date: July 2018 **End Date:** June 2021 **PAC Meeting date:** 22 May 2018

Brief Description

Egypt is facing urban challenges related the imbalanced growth and discrepancies in the distribution of economic development and provision of services among different regions. Recently, the Government of Egypt responded to those challenges by adopting the sustainable development strategy (SDS): Egypt's Vision 2030, and implementing several ambitious priority projects. Since 2011, GOPP/SpaD played an important role to translate the National vision, goals and priorities to a strategic spatial vision for Egypt. There is now a need to translate the national strategies and programs into a land use map of Egypt. This map will be the main base of spatial development, environmental protection, budget allocation and investments. It will also ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations.

This new project will be established on the results and outcomes of SpaD activities in the previous years. Its overall goal is to enable and implement a balanced spatial development in Egypt. This spatial development will contribute in a decisive way to overcoming the disparities and socio-economic imbalances between the different regions, governorates and urban centers, to relieving population pressure on valuable land and water resources, and to providing a strategic framework for priority investments. The expected project results are based on two main interventions:

- (1) The preparation of National strategic land use plan (NSLUP), including defining a new set of priority areas/projects, revisiting the regional administrative boundaries, disseminating the results through a collaborative and inclusive work platform, and participating in the formulation of implementable national urban policies.
- (2) The development of the GIS enterprise to incorporate larger sets of data, applications and tools for geospatial analyses. The enterprise platform will be refined to enabling better networking and functionality under different operating system platforms. The GIS enterprise will support the NSLUP preparation, negotiation and dissemination. It will also support other strategic plan preparation at the local (cities and villages) and governorate levels.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved.

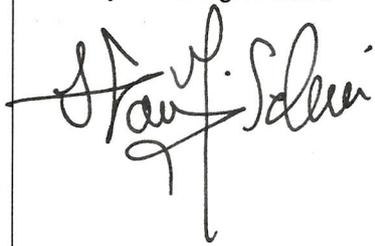
Indicative Output(s) with gender marker²:

Output (A): National strategic land use plan (NSLUP) produced, activated and in process of implementation

Output (B): Geospatial planning tools and data established and supporting urban planning and decision making mechanisms.

Total resources required:	\$1,050,000	
Total resources allocated:	UNDP:	\$50,000
	Donor:	
	GOPP:	1,000,000
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Implementing Partner	Government	UNDP
<p>Dr. Assem Abd Elhameed El Gazzar Deputy of Minister of Housing and Chairman of the General Organization for Physical Planning (GOPP)</p>  	<p>H.E. Ambassador Hany Selim Assistant Minister of Foreign Affairs and Director of the Department for International cooperation for Development Ministry of Foreign Affairs</p> 	<p>Ms. Randa Aboul_Hosn Country Director United Nations Development Programme(UNDP)</p>  
<p>Date: 13-06-2018</p>	<p>Date: 19.06.18</p>	<p>Date: 24-6-2018</p>

¹ The project invests in enabling and implementing a balanced urban development in Egypt. It promotes equality, reducing poverty and discrepancies in distribution of services and job opportunities. Its gender equality and women's empowerment agenda stems from the adopted national and regional strategies for improving the quality of life of all citizens. The context of project's activities and outputs could be considered as an indirect contributor to the Gender marker.

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ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
ASUD	Achieving sustainable urban development priorities
CP	Country Programme
EC	Executive Committee
GIS	Geographic Information Systems
GMS	General Management Support
GoE	Government of Egypt
GOPP	General Organization for Physical Planning
HQ	Headquarters
ISS	Implementation Support Service
JMC	Joint Management Committee
LA	Local Authority
M&E	Monitoring and Evaluation
MHUUC	Ministry of Housing, Utilities & Urban Communities
MOFA	Ministry of Foreign Affairs
MOLD	Ministry of Local Development
MPMAR	Ministry of Planning, Monitoring and Administrative Reform
MYFF	Multi Year Funding Framework
NEX	National Execution
NSLUP	National Strategic Land use Plan
OU DA	Operational Unit for Development Assistance
PLP	Presidential Leadership Program
RC /RPPC	Regional Center /Regional Physical Planning Center
PM	Project Manager
SDGs	Sustainable Development Goals
SDS	Sustainable Development Strategy
SUP	Strategic Urban Plan
TOR	Terms of Reference
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
UNDAF	United Nations Development Assistance Framework
w/g	Working Group

I. DEVELOPMENT CHALLENGE

Background

Egypt is facing several urban challenges related to the population unprecedented growth which is occurring in the existing inhabited urban areas located mainly in the Nile Delta and Valley. However, the problem of urbanization in Egypt is not only an over-urbanization or rapid urban growth problem: The impact of growth is illustrated in several symptoms such as the unbalanced spatial distribution of the urban structure, the urban poverty and proliferation of informal settlements, and the over-concentration of urban population in two primates: Greater Cairo and Alexandria. These unbalances have negatively affected the economic competitiveness of the different regions except the two primates and recently some of the promising development areas, especially within Suez Canal region.

Meanwhile, policies and actions in the urban sector mainly consist of State-driven, supply-side interventions. A well-intentioned desire to tackle Egypt's urban unbalances has led to actions which rely upon the State as the main determinant and financier and is predicated upon its ownership of public (desert) lands. Over the last few decades, this has meant that huge public resources have been oriented towards promoting desert development and creating new modes of urbanization. Billions of pounds of public money have been directed by the various governments to strategic development plans, including huge land reclamation schemes, new cities and mega investment projects.

Furthermore, during the last few years, the government has worked hard to tackle those inherited urban challenges. It also has set an ambitious agenda to attract investment and strengthen the country's infrastructure. The most visible symbol of this intent is the New Suez Canal expansion, the national road network, multi-sectoral projects (e.g. aquaculture farms, national project for developing northern lakes, etc.), as well as several mega projects, including new Alamein city, East Port Said new city and Cairo's new administrative capital.

Since its establishment in 1973, the General Organization for Physical Planning (GOPP) undertook the responsibility of addressing those challenges related to urban growth at local, regional and national levels. GOPP is mainly concerned with attaining the well-planned land use that makes optimal investment of resources for social, economic and environmental well-being. GOPP is mandated to oversee regional and urban (city & village) planning, with responsibilities that include policy and methodological development, preparing strategic plans, training local authority staff and monitoring their planning and implementation activities.

UNDP began assisting GOPP in 1986 when it was establishing the GOPP Regional Center in Ismailia for the Suez Canal Economic Region (GOPP RPPC 3) through project EGY/86/016. Based on the success of this first RPPC, GOPP established Regional Planning Centers in each of Egypt's six other Economic Regions, and was supported by UNDP throughout this decentralization process. In 1995 the GOPP/UNDP project EGY/95/009; 1995–1998 developed a vision and plan of action to create and build up the seven regional planning centers of GOPP through establishing a network of Geographical Information Systems for spatial planning.

Recently, the GOPP fruitful collaboration with UNDP has been the catalyst for achieving the following successful outcomes:

- Introducing the technological advances in GIS, mapping and physical planning in GOPP Headquarters and Regional Centers. This initiative had an important impact on GOPP's senior staff who became aware of the need to revise and update planning methodologies to address urban challenges and to cope with the new introduced technologies.
- Developing and implementing participatory urban planning methodology, and raising the awareness of the need for a multi-levelled integrated urban development.

- Supporting GOPP's new role – based on the building law no. 119/2008 – in preparing and testing methodologies for multi-level strategic planning, building capacities of technical staff and decision makers in planning, and enhancing participatory mechanisms at the local, regional and national levels. This activity's main output was the National Strategic Spatial Plan (2052), considered as the main national directive for urban development in Egypt. The multi-level planning approach also produced strategic plans at the regional and governorate levels.
- The formulation of the National Strategic Spatial Plan (2052) and the regional/governorates strategic plans were considered as important directives for the government to initiating the development of new priority zones and areas. Accordingly, several investment areas were highlighted and prioritized, such as the Golden Mineral Triangle, Suez Canal Development corridor, as well as new cities East of Port Said and in Alamein.
- Creating a sophisticated GIS 'enterprise' system, based on the huge amount of available spatial data, maps and studies at GOPP.

At large, the GOPP-UNDP collaboration (through SpaD Project) assisted GOPP in strengthening its capacity in responding to emergent urban challenges and government needs (e.g. guiding decision makers in defining/selecting development priorities). GOPP is now more capable than ever to fulfil the increasing and pressing challenges imposed within the national urban context in form of political, economic and social changes.

Emerging Issues and Challenges

In February 2016, the government further launched the sustainable development strategy (SDS): Egypt's Vision 2030, which is an ambitious milestone towards inclusive development. SDS sets welfare and prosperity as the main economic objectives, to be achieved via sustainable development, social justice and a balanced, geographical and sectoral growth. It is under the SDS that all development plans in Egypt are incorporated while at the same time being strongly guided by the SDGs. SDS encompasses ten pillars categorized under three main dimensions: (a) the economic dimension, (b) the social dimension, and (c) the environmental dimension. The latter dimension includes two pillars; environment and urban development.

During previous GOPP/UNDP collaboration, SpaD played an important role in the preparation of the SDS's strategies. Beside proposing development schemes under pillar # 10 (urban development), GOPP/SpaD lead the process of the spatial allocation of all sectoral programs and projects as proposed by the different ministries. During this process, the key challenge was to coordinate between ministries in order to enable synergy or at least prevent overlapping and conflicts of sectoral proposed programs/projects. This challenge stemmed from the fact that important national, regional and local development challenges are cross-sectoral and/or multi-levelled in nature and might not correspond to the administrative structures.

The SDS preparation was inspired by the outputs of the National Strategic Plan 2052 prepared by GOPP/SpaD and approved in December 2013. The production of the National Strategic Plan 2052 was one of the SpaD main outputs. It is considered as the spatial translation of the national socioeconomic goals and visions. Its main purpose was to explore development priority areas, delineate growth areas and corridors, and ensure fair distribution of basic and social services in all Egyptian regions. Under this main output, SpaD produced the following deliverables:

- Selecting of 10 priority areas, specifically; (1) Sinai, (2) North west coast, (3) Qattara depression, (4) Menya western plain, (5) Western desert oases, (6) Upper Egypt triangle (Assiut /Suhag /ElKharga), (7) Eastern desert, mineral triangle of Kena /Safaga and Kaft /ElKoseir, (8) the southern border triangle of Halayeb /Shalateen /RasHedreba, (9) the Dam lake and south of Egypt, and (10) Toshka and East of Owaynat.
- From the 10 priorities, the Government focused on developing and producing detailed studies for four important areas (Taba / Rafah Development Corridor, the southern border triangle of : Halayeb & Shalateen, Golden Mineral Triangle and Qattara Depression).
- Updating the National Strategic Plan to incorporate new on-going mega national projects in the Plan

- Preparing studies and guidelines for the 'Spatial Demarcation of the Development Units'
- Preparing development plans along new and existing national road networks to create new development corridors.

While those outputs and deliverables are considered as a significant accomplishment in preparing a unified national vision and guidelines for future development, they also revealed the following pressing needs and challenges:

- A need to prepare a national land use map. This map shall be considered as the 'doctrine' of urban planning in Egypt and will address the following urban challenges:
 - The imbalances in the distribution of resources between the different development areas and regions in Egypt. The land use map shall reconsider the possibility of redefining the regional boundaries as well as the governorates demarcation to ensure the balanced distribution of land and water resources as well as the efficient inter-linkages between urban settlements and economic zones.
 - A need to re-assess land potentials, mediate the conflicts in land ownerships, assess land suitability, put scenarios for future development, and allocation of land for each type of economic, social, and environmental development.
 - A need to address important national and global socio-economic and environmental issues such as climate change, sea level rise, social equity, energy and environmental protection.
- The preparation of both the National Strategic Plan 2052 and the SDS revealed that the cooperation between different ministries need more collaboration and inter-connection. The formulation of national plans and priority projects should be more cross-sectoral to improve the efficiency of budget allocation and public spending. In parallel, a multi-level dialogue is required to ensure involvement of wide stakeholders' base, including all ministries, local government, private sector, local communities and NGOs. The new Project could assist through its adopted spatial and strategic planning approach in strengthening the inter-governmental collaboration at the cross-sectoral and multi-level dimensions.
- The last few years witnessed an unprecedented pressure on GOPP to produce detailed/implementation plans to cope with the high demand on new developments at the national/ Regional level. This pressure is expected to continue, and the new Project could play a significant role in providing a networking/collaboration platform between relevant ministries and stakeholders to meet this high demand.
- During the SpaD activities, a huge amount of spatial data, information, maps and studies were made available through the GIS enterprise platform. Nevertheless, the potentials of the GIS enterprise are not yet fully utilized: this platform needs to be fully incorporated in the decision making and plan preparation processes. This could not be achieved unless spatial analytical tools and applications are developed and incorporated in the GIS enterprise. Also, a better network has to be established to allow for a wider users' range (consultants, regional centers, etc.).
- There is an urgent need to disseminate and establish a better linkage with GOPP's Regional Centers, in order to increase their capacities in using GIS enterprise tools and to optimize the use of available data. This will allow for the fast response and accurate technical input in the planning process.

The new Project shall address the new emerging challenges by providing an enabling environment for the strategic implementation of projects and priorities. It will ensure a more inclusive urban planning process, the proactive creation of a culture of inter-governmental collaboration, measuring success and sharing data and knowledge for a better and informed decision making.

II. STRATEGY

Project Rationale and Policy Conformity

Egypt is facing urban challenges related to the imbalanced growth and discrepancies in the distribution of economic development and provision of services among different regions. Recently, the Government of Egypt responded to those challenges by adopting the sustainable development strategy (SDS): Egypt's Vision 2030, and implementing several ambitious priority projects. The government efforts include the reallocation of budget based on SDS priorities. GOPP/SpaD played an important role to translate the National vision, goals and priorities to a strategic spatial vision for Egypt.

There is now a need to translate the national strategies and programs into a land use map of Egypt. This map will be the main base of spatial development, environmental protection, budget allocation and investments. It will also ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations. In other words, the map will become the cornerstone of land regulation at the national level. It will ensure the suitable land allocation for development purposes, and will support the efficient use of state-owned land resources.

This project will build on the previous experience gained through the former GOPP-UNDP collaboration. The outcomes of the previous collaboration shall be considered as the baseline for this new project. Two outputs are of particular importance to this Project: (a) the National Strategic Plan (2052), and (b) the GIS enterprise platform. The new Project will have the main purpose of supporting the planning and implementation process of the National visions, strategies and development programs. Its strategy will shift from envisioning national spatial development to creating an enabling environment for plan implementation.

Fit with UNDP country program outcome and action plan

The project is highly relevant to the UNPDF outcome: "Regional Human Development Disparities are reduced, Including Reducing the Gender Gap, and Environmental Sustainability Improved. The project focuses on reducing the disparities through a balanced spatial planning that integrates social, environmental and economic aspects in a multi-levels / cross-sectoral collaborations. It envisages that through a balanced spatial planning, social equality and improved quality of life could be achieved.

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

Linkages with other development projects and programs.

Several bi-lateral projects based on a cooperation between GOPP and UNDP are currently assisting in providing strategic planning to several Egyptian regions and cities, namely: (1) The strategic development plan for greater Cairo region 2050, (2) The participatory strategic urban planning for Alexandria city till 2032, and (3) The strategic development plan of southern Egypt (new valley). It is worth-mentioning that the outputs of the three bi-lateral projects are of significant importance to SpaD in terms of defining priority development areas and projects in the different regions of Egypt. For example, both Alexandria and Greater Cairo projects inform SpaD in terms of important projects and their zones of influence, population distribution, resources and priority areas. Furthermore, the New Valley project defines the location of new urban settlements and impacts land use planning around current and new development corridors.

In addition, UN-Habitat is carrying out several project that address some of the urban challenges such as (1) The strategic national development support project, with the aim of ensuring that national and local stakeholders work jointly in the preparation and implementation of Strategic Development Plans and Budgets at the Governorate and Markaz levels; and (2) Achieving

sustainable urban development priorities (ASUD), which aims at ensuring that the urbanization process can be achieved in a controlled and sustainable manner, and that the expected socio-economic benefits derived from this process translate into an equitable and efficient urban settlement patterns. The new Project will continue coordination with the different projects as well as with other relevant ministries, authorities and stakeholders to assure the integrated implementation of programs and plans.

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

Project Goal and Approach

The overall goal of the project is to achieve a balanced spatial development in Egypt. This spatial development can contribute in a significant way to overcoming the disparities and socio-economic imbalances between the different regions and urban centers, to relieving population pressure on valuable land and water resources, and to providing a strategic framework for priority investments on suitable land.

The project attempts to achieve this goal by building on the project's previous fruitful cooperation with UNDP, and through adopting an approach that depends on the following three pillars:

1. Integrated and collaborative planning and implementation

The shaping of spatial urban development at the regional and national levels is complex. It involves numerous actors that may have conflicting views on plans and proposals. During the SpaD's previous activities, the SDS and National Strategic Plan preparation processes revealed the urgent need for a cross-sectoral coordination and collaboration.

In order to achieve a shared understanding and facilitate decision making among relevant ministries and different stakeholders, this new Project will attempt to harmonizing and integrating sectoral programs and plans, between and across different ministries and administrative levels. This could be facilitated through the formulation of the national land use map and development priorities, which will involve setting up the environment for a cross-sectoral / multi-level dialogue, and introducing an integrative perspective on development. This integrated perspective acknowledges the importance of planning for the economic competitiveness of the regions, as only one aspect in the wider context of improving quality of life and achieving environmental sustainability.

2. Advancement in integrating new applications, tools and technologies in the planning process

The introduction of GIS enterprise was one SpaD's previous achievement that needs to be better exploited and efficiently embedded in the planning process. The new Project will invest in closing the gap between the planning practice in GOPP and the use of new technologies that can make decision making easier and more accurate. New tools for assessing the efficiency of planning scenarios are needed, especially relating to land suitability and the synergies between different activities/ land uses, and geospatial planning. Innovative statistical and geospatial approaches, could help to ensure that the evidence basis matches wider strategic objectives.

3. Capacity building

Capacity building is an integral component of this project as it assures the effective implementation of plans and development efforts. It will be embedded in its different activities, and closely related to the aforementioned pillars: (1) integrated and collaborative planning, and (2) advancement in integrating new tools and technologies in the planning process. The envisaged capacity building programs will aim at strengthening skills and know-how of GOPP planners involved in the planning process. Ultimately, enhancing practitioners and decision making skills in this context aims to foster more efficient and sustainable urban development in Egypt. It will target a variety of stakeholder groups as follows:

- Senior levels of GOPP staff will receive mentoring and GIS / networking-based capacity development through their interactions with experts that will be brought in to assist in incorporating new tools in the planning process.
- GOPP staff in the Headquarter and regional centers will receive both formal training and on-the-job training on implementing GIS enterprise tools in planning and controlling the quality of deliverables from external consultancies. Furthermore, the project will build capacities in relation to information management systems and networking of GIS applications and data.

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

Description of Project Outcome and Outputs

The three-year project (Jan 2018 – Dec 2020) will include the following outputs:

(A) National strategic land use plan (NSLUP) produced, activated and in process of implementation

The national strategic land use plan (NSLUP) is needed to guide not only the urban development in Egypt, but also the comprehensive socio-economic and environmental cross-sectoral strategies and plans. It will translate the SDS and National Strategic Plan (2052) into a detailed workplan for implementation for all thematic and sectoral development projects. This workplan will also be linked to specific locations / sites for the proposed development, and in such, the plan will enhance the mechanisms of cross-sectoral / multi-level coordination. It will be used by the government as the roadmap for development and progress in the short, medium and long terms (till 2030) and will be continually updated according to future needs and emerging priorities.

It is also envisioned, that on the medium term, the NSLUP will work as a tool for enhancing legal and institutional frameworks, as well as a guideline for assessing comprehensive national and regional urban policies.

(B) Geospatial planning tools and data established and supporting urban planning and decision making mechanisms.

The GIS enterprise – developed during the previous SpaD phases – is considered as the business solution that fulfills GOPP's increasingly complex requirements for an efficient management platform of different data formats, scale and size. The GIS enterprise is a web-based solution that provides tools for migrating, accessing and analyzing spatial data according to specific permissions and rights. During the new project, the GIS enterprise system functionality and performance will be expanded, and new set of tools and applications will be added.

The main objective of this outcome is to create an electronic environment that facilitates the proactive engagement of various stakeholders in the planning and decision making process. The GIS enterprise will include a user-friendly system with responsive design to different devices and a new document management system in order to enlarge the number of beneficiaries at the national, regional and local levels. It will also include new tools that could enable the users to undertake important geospatial analyses (e.g. economic models, demographic analyses, urban/regional scenario building, etc..).

It is envisaged that the two outputs will include activities and deliverables that could guide the national and regional urban planning in Egypt and create an enabling environment for cross-sectoral / multi-levelled decision making and definition of development priorities. The long-term outcome of such activities is a more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion and sustainability of all regions and urban settlements.

III. RESULTS AND PARTNERSHIPS

Expected Results

The new project interventions will fall under two main actions directly related to the project's stated outputs:

- (1) The preparation of the national strategic land use plan (NSLUP), including defining a new set of priority projects, revisiting the regional administrative boundaries, participating in the formulation of implementable national urban policies, and disseminating the results through a collaborative and inclusive work platform.
- (2) The development of the GIS enterprise to incorporate larger sets of data, applications and tools for geospatial analyses. The enterprise platform will also be refined to enabling better networking, communication and functionality under different operating system platforms. The GIS enterprise will support the NSLUP preparation, negotiation and dissemination. It will also support other strategic plan preparation at the local (cities and villages) and governorate levels.

The synergies between the activities that will fall under the two main outputs/actions is considered crucial to the successful implementation of this project. The following is a description of the main planned activities under the two main project's outputs:

Output (A): National strategic land use plan (NSLUP) produced, activated and in process of implementation

Activity (A.1): Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities

The NSLUP will be the basis for developing new integrated spatial development strategies and investment plans. It will provide comprehensive strategies and policy guidelines to address issues of balanced development, appropriate infrastructure development, diversifying tourism, promoting industrialization and land reclamation, integrating transportation, protecting and conserving the environment as well as creating sustainable human settlements. Further the plan will offer a coordinating framework for various sectors involved in spatial planning and implementation. The Plan also provides directives to guide the preparation of lower level plans such as strategic governorate and urban plans. The NSLUP will also assist the government to attaining its development goals as follows:

- Defining and tuning the public land areas, uses and tenure at the national level. This could be supported through the established GIS enterprise.
- Supporting the government in detecting and acquiring the public land that is not previously included in sectoral development plans or listed in the investment priority list.
- Defining development zones and units at the national scale.

- Implementing phases 2 and 3 of the new development corridors and the strategic land use plans for the lands located within the corridors' buffer area.
- Preparing an implementation outline for an integrated national land management mechanisms.
- Supporting the coordination between relevant ministries and governmental institutions (e.g. Ministry of planning – the national socio-economic plan; The National Center for Planning State Land Uses – NCP SLU; Ministry of Investment; Ministry of Local Development; and the Governorates) - in amending the regulations and laws related to planning, local management and national budgetary processes.
- Defining the needs and principles for formulating a national urban policy that supports the comprehensive urban development in Egypt. This policy shall reflect the targets, directives, and outputs of NSLUP.
- Revisiting sectoral development goals and future development directives.
- Delimiting the development priority areas that require prompt plan preparation and implementation.
- Defining the needs for administrative boundary demarcation at the regional and governorate levels, to support future development plans implementation.

The development of the NSLUP starts with the update of the national strategic plan to be aligned with important national and international drivers such as the SDS, the Government Development Program, the SDGs, and the new implemented priorities projects. This includes (a) deriving important criteria and indicators from those drivers, (b) re-assessing the national plan in terms of achieving those indicators, (c) conducting intensive workshops and meetings with stakeholders from relevant ministries to re-adjust the targets of regional plans according to the national and regional directives, (d) preparing the relevant land use map to accommodate cross-sectoral / thematic programs and projects, (e) disseminate the outputs through a web-designed platform that is tailored under the GIS enterprise.

Activity (A.2): Identify and prepare relevant development studies for a new set of priority projects, areas, and centers;

During the previous UNDP collaboration, SpaD envisaged a list of 10 priority areas and produced detailed studies for 4 areas. Several priorities are now under implementation, such as the Suez Canal development area, the Golden Triangle and the development corridors (the national road networks). The project will create a comprehensive and action-oriented list of programs and projects to be implemented in the short and medium terms. This list will attempt to achieve the required synergies between economic, social and environmental development, and to address existing urban imbalances and pressing challenges. This activity includes (a) assessing the advancement in the implementation of previously selected priorities, (b) assessing the current needs and pressing challenges in the different sectors and development tiers (as described in the SDS), (c) defining and prioritizing required interventions through workshops and experts' seminars, and (d) detailing priorities as needed.

Activity (A.3): Study the requirements of new demarcation of regional and governorate administrative boundaries. Consolidate the demarcation process according to spatial and socio-economic analyses.

A normal attribute of a region is the internal uniformity of its resources to ensure implementation in line with actual requirements, land suitability, activities and its functional integration. The articulation of activities and investments in the NSLUP will be resource-based and therefore will depend on the definition of regional characteristics and specificities. Under this activity, specific actions regarding the assessment of resources will be conducted in order to demarcate homogeneous areas based on biophysical and socio-economic considerations. During SpaD's previous activities, the preparation of the guidelines for the demarcation of the regional and governorates boundaries was initiated. The new project will follow-up on this activity and propose adjustments to the boundaries of development regions as well as governorates based on resource-based analyses and an assessment of the national projects implemented from 2014 till 2017 and also the requirements of future projects implementation.

It is expected that the new proposed boundaries will also generate opportunities for new development zones and areas at the national level. This activity is of high importance during the implementation of the new project (2018-2020) especially in light of the new demarcation law that is expected to be issued. In addition, the boundaries' demarcation process will be documented and disseminated its stages and studies to be as references in light of the dynamic variables.

Output (B): Geospatial planning tools and data established and supporting urban planning and decision making mechanisms.

Activity (B.1): Improve the GIS enterprise platform for better networking, outreaching and stakeholders' engagement in planning process.

The GOPP is in pressing need to enlarge the number of the GIS enterprise beneficiaries in order to enhance the planning community involvement in the planning process in large. The GIS platform needs to be scaled up to meet the emerging demands and intensity of users. It needs to be better connected on the web in ways that help the top manager and GOPP decision makers to take more informed and faster decisions. The web-based solution will be implemented through the procurement of necessary equipment, hardware and software licenses. The networking capabilities of the system will also be improved to ensure a better linkage with GOPP's regional centers.

Activity (B.2): Introduce new geospatial tools and analytical models (e.g. demographic, socio-economic, scenario building, etc...) as an integral component of the GIS enterprise.

The GOPP's GIS enterprise is a powerful platform that was built to enable the management of the huge available data. However, the full power of this platform is not yet fully utilized. Under this activity, the browser-based capability of the platform will be optimized, and new analytical tools will be introduced. The new tools will aim at analysing patterns and aggregating data in the context of both space and time; and at the context of national, regional or local urban planning. In addition, several tools that could enhance the efficiency of sectoral studies such as demographic or economic models will also be introduced.

Activity (B.3): Increase the efficiency of data management and improve the operational capability of data.

SpaD adopted an iterative and incremental development approach of the GIS enterprise. During SpaD's previous activities, the platform was built, including schema development and data input. It is expected that, during the few coming years, data management needs of GOPP will increase dramatically. The pressure on the system in terms of number of users and applied tools will impose a need for multiple concurrent use of any data or information, as well as a need for conducting several analyses under which all spatial levels strategic plans that have been prepared can be monitored. This basic requirement, with its attendant requirements for security, record level locking, edit conflict resolution, versioning, etc., is the prime concern of this activity.

The data management actions needed increasing the system's capacity for hosting more data and processing complex analyses, versioning data to allow temporal spatial analysis in all levels, aligning system's security with GOPP's security procedures, and enabling multiple sources data acquisition including online and in-field data.

Activity (B.4): Conduct capacity building programs in system management, operation and utilization of the new introduced tools and models.

Capacity building and staff training is a continuous activity that started since the previous projects activities, which aim at improving the efficiency and working capabilities of GOPP staff and other relevant stakeholders in preparing, assessing and implementing strategic plans. Capacity building and training has always been one of the major components of GOPP's approach for project management and implementation.

In this new project the training program will provide a knowledge base for developing the required capacities and expertise in using the adopted new tools and technologies in the planning process. Structured capacity building and training modules in the different uses of the GIS enterprise

interface and tools will be developed and implemented. Learning methods will include workshops, on-the-job training, practical classes and lab work.

It should be noted that the SpaD2020 project can benefit from the training center "Urban Development Consultations" established by GOPP to provide all events related to this activity.

Resources Required to achieve the Expected Results

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

Human resources

The human resources that will be utilized to carry out the project's activities will be mainly provided by GOPP. GOPP will appoint from within its staff - at no cost - a National Project Director (NPD) who will be responsible of submitting yearly workplans as well as progress reports. In addition the Project may recruit as necessary a Project Manager, planners and engineers, accountants, administrative staff, secretary, drivers, etc... Additionally, the Project may require the involvement of different GOPP staff (e.g. IT staff, engineers, planners, etc..) to participate in the working groups. For further consultancy needs, SpaD 2020 will follow the UNDP recruitment and/or tendering procedures.

The UNDP will assist by the technical assistance of its Programme Analyst in following up and assessing the project's activities and outputs. UNDP could provide the umbrella for collaboration with other international and public agencies through the facilitation of experts meetings and international collaboration if needed.

Capital resources

GOPP will host the project in its HQ premise, and will host main workshops, meetings and working groups. The project will manage the allocation of larger groups meetings and conferences in other adequate facilities. SpaD 2020 will also use the infrastructure that was built during its previous phases, namely computers (PCs, laptops, servers, etc..), printers and copiers, networks, and available software. The regional centers will also contribute to the project, as needed, by its networks capabilities and computer settings.

Partnerships

A partnership strategy that has worked successfully previously will be employed, namely a project co-designed by GOPP and UNDP, with financial and technical inputs from the two partners. This project has strategic collaborative relations with the Egyptian Cabinet as well as the Ministry of Planning, Follow-Up and Administrative Reform (which is responsible for national budgeting).

The project will also contribute to the development of partnerships between Egypt's Economic Regions primarily through embedded structural interactions with all governorates and relevant ministries and authorities. The project will establish participatory strategic planning processes that enhance interaction between government, private sector and the local communities. It will work on multi-levels collaboration for the adoption of priority areas and priority projects to encourage involvement and create trust between stakeholders.

On the governorate and local levels, the project will provide training to selected RCs staff in order to enhance their capacities in conducting participatory strategic planning and in applying the GIS enterprise tools and technologies in the planning process. Also SpaD 2020 project will train selected specialists from local authorities and organizations to improve their capacities to ensure the success of project efforts and activities.

Risks and Assumptions

As outlined in the attached Risk Log, the main identified risks to the successful implementation of the project include:

- Possible risk due to a change in some priorities at the central governmental level. This might affect some implementation aspects of the NSLUP and/or one or more of the identified development projects. This could happen as a result of the change in political priorities following elections or budget cuts due to economic limitations. This risk is sought to be mitigated by: (a) amending the NSLUP and presenting it to the Parliament for adoption as a national document, and (b) conducting series of workshops with government representatives to raise awareness on the importance of NSLUP for future development and investment in Egypt. In addition, the project will identify win-win opportunities not addressing urban issue only, but challenges on which there is a common agreement within the different ministries and governmental authorities.
- Another risk is related to continuous changes in the local government, including Governors and executive council. The continuous changes in Governors and their executive council means that the new local body has to be regularly informed about the project activities and achievements. This is important for the Project's success due to the fact that this local partnership is essential for the plans implementation and GIS enterprise networking. In response, the Project management will increase the number of meetings and communications with the local authority, and conduct awareness raising and demonstrated examples on the common benefits and related cost savings of cross sectoral multi-level collaboration.
- An organizational risk rests on the possible lack of incentives and cooperation between the different ministries, relevant authorities / stakeholders and the Project in implementing a collaborative cross-sectoral approach in identifying priorities. This is considered as a high impact risk, and the project will build on its previous collaboration with the government in the preparation of the SDS and National Strategic plan 2052, which was successful in opening a dialogue between the different parties and stakeholders.
- A second organizational risk is related to the possible lack of interest among consultants and other users in incorporating the GIS enterprise tools and technologies in the planning process. In response, the project team will conduct awareness and capacity building programs in the use of GIS enterprise tools, and will initiate the Quality Control platform for reviewing / overseeing delivered GIS data.
- Two financial risks impose threats to the project successful implementation: (1) the risk of changes in costing of equipment and software required for the upgrading of the GIS enterprise. Accordingly, the project cost estimation will account for possible inflation, and (2) after the project ends, there is a high probability of losing trained staff because the government rules impose a salary structure that is not sufficient to retain good staff familiar with working with modern technology. To reduce the impact of such possible risk the project will maintain a continuous and sustainable program for training and capacity building of staff. In addition, selected skilled staff will be nominated by GOPP to join the Presidential Leadership Program (PLP) which is currently implemented according to the presidential law 612/2017. The PLP is considered as an important opportunity for younger generations to develop their calibers and leadership skills. This new base of knowledgeable business minded group will be exposed to a completely new methodology for learning that will propel them into tackling challenges, thinking objectively and becoming future Egyptian leaders.

Sustainability and Scaling Up

Sustainability

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

For the sustainability of the project, the project carefully tailors its outputs and activities to promote and support both long and shorter term "win-win" opportunities, including: (a) technical benefits by

producing a land use map and make it available for all ministries for budgeting and setting priorities; (b) providing GIS enterprise services for GOPP top managers/decision makers; and (c) support the GOPP regional centers with required technical support and capacity building programs. The project invests its capabilities and activities on GOPP regional centers in outreaching and cooperating (ensuring participation) of local authorities and local communities.

To ensure financial sustainability, the cost-sharing for investments is controlled by the UNDP criteria, and by also taking into account investigating other available resources (e.g. in other relevant ministries, governorates, etc.). Those resources could vary from contribution with expertise, premises for workshops and hardware required for training and GIS implementation.

The sustainability of the results between the project and all stakeholders requires a sense of ownership and responsibility towards it, and the selection of many tools and procedures. Among the measures to support this are: (a) raising awareness of key decision-makers and demonstrating the direct financial and other benefits resulting from the effective endorsement of NSLUP and implementation of proposed priority projects, (b) building the capacity of staff at HQ, RCs and Local authorities to operate and use the GIS enterprise tools and technologies, and (c) focusing the interventions and selected priority projects with those ministries and governorates with biggest interest, commitment and potential to benefit from the project activities, as well as from which financial/technical commitments for co-operation can be obtained.

Scaling-up

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

IV. PROJECT MANAGEMENT

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

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

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

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

Country Programme Outcome 3: Regional Human Development Disparities are reduced, including Reducing the Gender Gap, and Environmental Sustainability Improved
CPAP/Project outcomes: Local and national capacity strengthened to regulate integrated and participatory city and village strategic plans. Capacity of sub-national institutions for strategic planning, implementation, monitoring and evaluation improved in line with the decentralization process.

Project Outcome: A more balanced spatial development in Egypt that achieves inclusiveness, competitiveness, cohesion and sustainability of all regions and urban settlements.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

- a- Number of regions with regulated participatory plans;
- b- Number of governorates with participatory strategic plans;
- c- Policies formulated supporting transfer of powers and decision making to lower levels.

Applicable Output(s) from the UNDP Strategic Plan:

Fostering Democratic Governance

Project title and Atlas Project Number: Participatory Strategic Planning for Balanced Spatial Development (SpaD2020)
Atlas Project Number : 00107093

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3		FINAL
Output (A): National strategic land use plan (NSLUP) produced, activated and in process of implementation	1.1 An approved NSLUP document under action and incorporated in the national budget planning mechanisms.	GOPP/SpaD2020 documents	National Strategic Plan 2052	2013	Geospatial analysis and growth directions identified	NSLUP prepared	NSLUP approved and under implementation	NSLUP documents and map approved and under implementation	Documents and reports
	1.2 Number of relevant ministries and local authorities activating the use of NSLUP in their plan/budget formulation.	MHUUD/MPMR /MOLD	0		0	30%	All	All	Interview / Questionnaire
	1.3 Number of approved priority projects which expand and diversify the productive base dependent on the use of sustainable production technologies.	MPMR	3	2016	2	2	2	At least 6	Documents and reports
	1.4 Number of active participants in workshops for NSLUP preparation and awareness rising.	GOPP/SpaD2020 documents	0		20	20	20	At least 60	Documents and reports / Interviews
	1.5 Availability of a demarcation guidelines document.	GOPP/SpaD2020 documents	0		Proposal for land demarcation	Final Demarcation map / document	Guidelines produced and disseminated	Demarcation Guidelines produced and disseminated	Documents and reports
Output (B): Geospatial planning tools and data established and supporting urban planning and decision making	2.1 Number of procured servers for the upgrading of the GIS enterprise.	GOPP/SpaD2020 documents	1	2010	2	2	0	At least 4	Documents / on site visits
	2.2 Number of procured software for the upgrading of the GIS enterprise.	GOPP/SpaD2020 documents	5	2012	4	4	0	At least 8	Documents / on site visits
	2.3 Number of RCs networked with the GIS enterprise.	GOPP	0		15%	20%	20%	At least 55%	Documents / on site visits
	2.4 Number and percentage of RCs connected with GOPP and utilizing GIS enterprise for planning purposes	GOPP	0		5%	15%	15%	At least 35%	Documents / interviews and Questionnaire

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

mechanisms.	2.5 Number of GIS enterprise users accessing and implementing geospatial tools in NSLUP and strategic plan preparation.	GOPP/SpaD2020 documents	0	30	30	50	At least 110	Documents and reports / log files / interviews
	2.6 Percentage of strategic plans adopting GIS enterprise schema and tools in the preparation process.	GOPP/SpaD2020 documents	0	20%	40%	100%	100%	Documents and reports / schema & database review / interviews

VI. MONITORING AND EVALUATION

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

Monitoring Plan

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

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.						
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.				

Evaluation Plan³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	UNDP					

³ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁴⁵

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output (A): National strategic land use plan (NSLUP) produced, activated and in process of implementation	Activity (A.1): Develop and mainstream the national strategic land use plan (NSLUP) in relevant ministries/authorities: <ul style="list-style-type: none"> • Update the National Strategic Plan to be aligned with national and international drivers • Derive criterial and indicators for the drivers • Re-assess National Plans in terms of achieving the indicators • Conduct series of workshops (cross-sectoral / multi-levelled) to formulate the landuse map. • Conduct spatial analysis to identify resources, hindrances, and directives for future growth and development • Prepare the land use map to accommodate cross-sectoral / thematic programs and projects. • Disseminate the outputs through a web-designed platform (coordinate with GIS enterprise). 	75,000	75,000	80,000	GOPP / GOPP RCs	GOPP/UNDP		230,000
		X	X	X				
	Activity (A.2) <i>identify and prepare relevant development studies for a new set of priority projects, areas, and centers,</i> <ul style="list-style-type: none"> • Assess the advancement in the implementation of previously selected priorities • Assess the current needs and pressing challenges in the different sectors and development tiers (as described in the SDS) 	50,000	50,000	50,000	GOPP	GOPP/UNDP		150,000
		X	X	X				

⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
	<ul style="list-style-type: none"> Define and prioritize required interventions through workshops and experts' seminars. Detail priorities as needed. 	X	X	X				
	<p>Activity (A.3) Study the requirements of new demarcation of regional and gubernate administrative boundaries. Consolidate the demarcation process according to spatial and socio-economic analyses.</p> <ul style="list-style-type: none"> Identify and assess available resources in each region. Delimit homogeneous areas based on biophysical and socio-economic considerations Propose adjustments to administrative boundaries Conduct workshops / meetings with stakeholders from government and local authorities to assess the proposed adjustments. Demarcate and finalize the proposed new boundaries Produce guidelines for demarcation process and analysis. 	30,000 X X X	50,000 X X X	30,000 X	GOPP / GOPP RCs	GOPP/UNDP	110,000	
	MONITORING	10,000	0	0	UNDP	UNDP	10,000	
	Sub-Total for Output 1						500,000	
Output (B):	Activity (B.1): Improve the GIS enterprise platform for	10,000	100,000	50,000	GOPP	GOPP/UNDP	250,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3		Funding Source	Amount
<p>Geospatial planning tools and data established and supporting urban planning and decision making mechanisms.</p> <p><i>Gender marker:</i></p>	<p>better networking, outreaching and stakeholders' engagement in planning process.</p> <ul style="list-style-type: none"> Conduct needs assessment for hardware upgrade, new software and networking Procure and install required equipment and software. Establish linkage with RCs through a network (LAN & WAN) system. Operate the web-based interface, functionalize the scaled-up GIS enterprise 	X	X	X	GOPP	GOPP/UNDP	100,000
		X	X	X			
	<p>Activity (B.2): Introduce new geospatial tools and analytical models (e.g. demographic, socio-economic, scenario building, etc..) as an integral component of the GIS enterprise.</p> <ul style="list-style-type: none"> Assess required tools and applications through interviews and meetings with GIS enterprise current and potential users and system's administrators. Procure required software and expertise for the development of tools and applications. Develop analytical geospatial tools and test in pilot projects / NSLUP Prepare manuals / training materials, conduct training workshop on the use of the developed tools and applications Disseminate the developed tools and applications for use in strategic planning in GOPP and relevant authorities. 	30,000	40,000	30,000	GOPP	GOPP/UNDP	100,000
		X	X	X			
		X	X	X			
		X	X	X			
		X	X	X			
		X	X	X			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
		<p>Activity (B.3): Increase the efficiency of data management and improve the operational capability of data.</p> <ul style="list-style-type: none"> Conduct expert meeting to identify data management needs in light of the development in NSLUP and strategic planning data Expand the GIS enterprise capacity through procuring new storage media and activating versioning of data. Update the schema and data structure to accommodate new data as well as CAPMAS new census data. Synchronize system security aspects with GOPP's security procedures. Create an interface to enable the linkage between geospatial data and other types of digital documents and reports. 	25,000	25,000		30,000	GOPP	GOPP/UNDP
<p>Activity (B.4): Conduct capacity building programs in system management, operation and utilization of the new introduced tools and models.</p> <ul style="list-style-type: none"> Define the needs for capacity building programs, in terms of type of training and targeted audience. Prepare documentation for selected training courses. Conduct courses and prepare evaluation Conduct on-the-job training for the implementation of GIS enterprise in NSLUP and other strategic plans preparation. Disseminate courses through web-based online training materials. 	10,000	15,000	14,000	GOPP	GOPP/UNDP	39,000		
MONITORING				UNDP	UNDP	10,000		
Sub-Total for Output 2						479,000		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Evaluation (as relevant)	EVALUATION			20,000	UNDP			20,000
General Management Support		10,000	10,000	10,000	UNDP			30,000
Support project implementation		7,000	7,000	7,000				21,000
TOTAL								1,050,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

- ❖ The project will be executed by the General Organization for Physical Planning (GOPP). GOPP will provide space for operations of the project and identify the space allocated with a distinct mark, a plaque by the door, in Arabic and English that states the name of the UNDP project.

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

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

- ❖ **National Project Director:** The NPD will be recruited by GOPP Chairman and will report directly to the Chairman of the GOPP. The selection of the NPD will be from GOPP senior staff at no cost of the project, He will be responsible of submitting yearly workplans ,progress reports, identifying bottlenecks and suggesting corrective measures when necessary as well as being responsible for coordinating, networking and soliciting the participation of all concerned.

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

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

the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. The PM appointment is on an annual basis and is subject to a performance review each year. A term of reference for the PM is attached.

- ❖ **Project support unit:** The project will be supported by an administrative unit in which engineers, planners, accountants, administrators, drivers, secretaries, etc. will be hired in accordance with the principles of UNDP.
- ❖ **Audit Arrangements:** An annual audit of the project will be coordinated by the UNDP and the audit costs will be charged to the project budget.
- ❖ In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:
 - a. 3% cost recovery on government cost-sharing funds for the provision of general management support (GMS) by UNDP headquarters and country offices
 - b. An amount of \$21,000 will be charged as direct costing in support of project implementation, communication, M&E and quality assurance (\$ 7,000 per year)

❖ **Schedule of Payments:**

a) Egyptian government cost sharing:

Amount in USD*	Date
300,000	September 2018
400,000	May 2019
300,000	July 2020
1,000,000	

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

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

- ❖ The value of the payment, if made in a currency other than the United States Dollar, shall be determined by applying the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
- ❖ The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

b) UNDP cost sharing

UNDP will pay 50000 dollars to support the implementation of the project as following schedule:

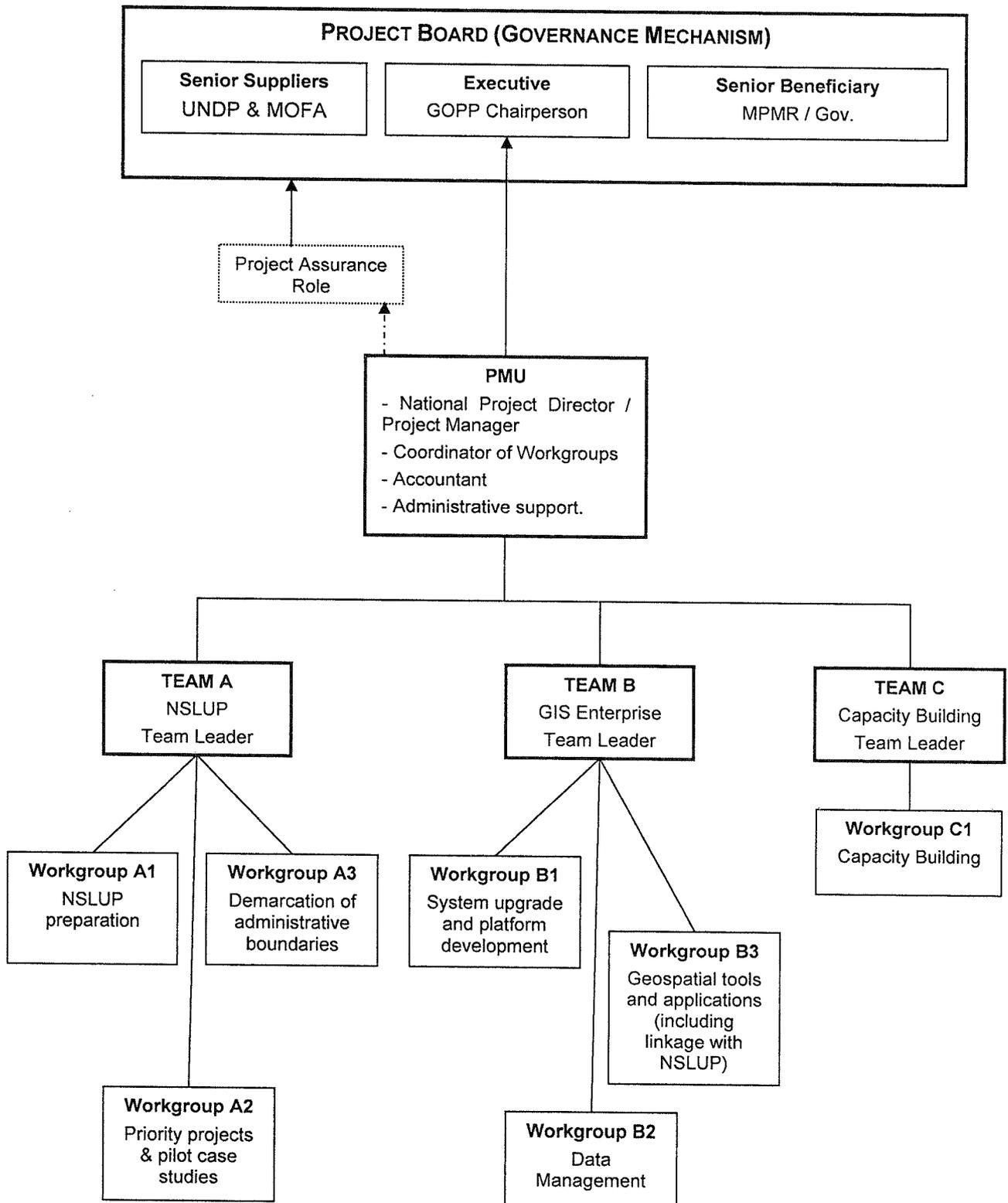
Amount in USD*	Date
-	2018
25000	2019
25000	2020

- ❖ All financial accounts and statements shall be expressed in United States Dollars. Cost sharing amounts are to be paid in local Egyptian Pound.
- ❖ If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rate or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to mobilize additional resources.
- ❖ UNDP will support resource mobilization efforts through GOPP.
- ❖ Any interest income attributable to the contribution shall be credited to UNDP account and shall be utilized in accordance with established UNDP procedures.
- ❖ Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- ❖ The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.
- ❖ **Operational Unit for Development Assistance (OUDA)**

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

❖ **Operational Management Structure**

The operational structure is based on workgroups and committees. Numerous workgroups will be established to ensure widespread input of ideas and dissemination of new procedures. A number of national consultants will be appointed to assist the project in technical and specialist inputs. UNDP will provide other required expertise. The workgroups consist of persons directly involved in developing and implementing the national spatial plan and priority projects (planners, surveyors, civil engineers, economic and demographic researchers and administrative support staff). In addition, workgroups of the GIS enterprise will include computer engineers, IT experts and relevant urban planners. The technical committees involve other stakeholders, thereby ensuring that many people gain exposure to the improved planning process.



❖ Workgroups

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

W/G A1 NSLUP Preparation

This workgroup will derive criteria and indicators from the national and international drivers (e.g. SDS, SDGs...) with the purpose of updating and refining the national strategic plan. The workgroup will be responsible of carrying out an intensive workshop/meeting programs with relevant stakeholders and ministries to prepare the national land use map of Egypt. It will ensure the cross-sectoral and multi-level collaboration in the plan preparation process, and the dissemination of results in accordance to the GIS enterprise platform. The core membership of this workgroup is given below. It will be assisted by consultants when required by the various stages of the work.

- Team Leader: To be selected by the group
- Head GOPP's Regional Planning Sector.
- Planners, civil engineers, researchers, and surveyors from GOPP's Regional Planning Sector.
- Representatives from the relevant ministries (MHUUD/ MPMR /MOLD, etc...)

The Team Leader will be responsible for liaising with the coordinator of workgroups, preparing meeting agendas, meeting reports and a summary of key issues raised and decisions taken. The reports are to be prepared in consultation with the Coordinator of Workgroups

W/G A2. Priority Projects and Pilot Case Studies

This workgroup will work under the NSLUP team leader, and in collaboration with relevant stakeholders in identifying new list of priority projects and ensure the synergies between economic, social and environmental development. The workgroup will assess the advancement in the implementation of previously selected priorities, will assess the current needs and pressing challenges and will work with relevant stakeholders in defining and prioritizing necessary interventions. It will be responsible of carrying out necessary consultation and workshops to ensure involvement of relevant stakeholders in the selection and analysis processes. The core members of the workgroup are:

- Team Leader: To be selected by the group
- Head GOPP's Regional Planning Sector
- Planners from the Planning Units of the Governorates.
- Planners from the GOPP Regional Planning Sector.
- Representatives from the relevant ministries (MHUUD/ MPMR /MOLD, etc..)

The Team Leader will be responsible for liaising with the coordinator of workgroups, preparing meeting agendas, meeting reports and a summary of key issues raised and decisions taken. The reports are to be prepared in consultation with the Coordinator of Workgroups.

W/G A3. Demarcation of Administrative Boundaries

Workgroup A3 will conduct the assessment of resources in order to demarcate homogeneous areas based on biophysical and socio-economic considerations. In collaboration with other stakeholders from the relevant ministries, governorates, and private sector, the workgroup will propose adjustments to the boundaries of development regions

as well as governorates based on resource-based analyses and an assessment of the national projects implemented from 2014 till 2017. The core members of the workgroup are:

- Team Leader: To be selected by the group
- Head GOPP's Regional Planning Sector
- Planners from the Planning Units of the Governorates.
- Planners from the GOPP Regional Planning Sector.
- Representatives from the relevant ministries (MHUUD/ MPMR /MOLD, etc..)

W/G B1. System Upgrade and Platform Development

This workgroup will be responsible of upgrading the GIS enterprise and ensure better connectivity with larger number of beneficiaries. It will conduct a needs assessment and will procure and install necessary hardware and software. The workgroup will also work on improving the networking capability of the system and the linkage with GOPP's RCs. The core members of the workgroup are:

- Team Leader: To be selected by the group
- Head of GOPP's Information Center / IT
- Technical staff from the RCs.

W/G B2. Data Management

The data management workgroup will be responsible of increasing the system's capacity for hosting more data and processing complex analyses, versioning data, improving system's security and enabling multiple sources of data acquisition. It will conduct procurement of hardware and software as needed, and will ensure the installation and function of the system. The core members of the workgroup are:

- Team Leader: To be selected by the group
- Head of GOPP's Information Center / IT
- IT experts from the GOPP Regional Information Unit.

W/G B3. Geospatial tools and applications (including linkage with NSLUP)

The workgroup B3 will be responsible of conducting needs assessment to select a set of required analytical geospatial tools, developing applications, and testing the tools and applications on pilot case studies. The core members of the workgroup are:

- Team Leader: To be selected by the group
- Head of GOPP's Information Center / IT
- IT experts from the GOPP Regional Information Unit.
- Head GOPP's Regional Planning Sector
- Planners from the GOPP Regional Planning Sector

W/G C1. Capacity Building

The capacity building workgroup will have an important and crucial role in building the capacities of various stakeholders in NSLUP preparation and implementation of GIS enterprise in strategic planning process and decision making. It will also have an important role in raising awareness on the importance of NSLUP and GIS enterprise. This group will prepare a list of required training programs, stating the content and targeted audiences. It will prepare a plan for implementation and will conduct capacity building courses as required. The core members of the workgroup are:

- Team Leader: To be selected by the project management
- IT experts from the GOPP Regional Information Unit.
- Head GOPP's Regional Planning Sector

- Planners from the GOPP Regional Planning Sector

IX. 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.

X. RISK MANAGEMENT

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

⁶ Use bracketed text only when IP is an NGO/IGO

Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Risk Analysis.**
- 3. TOR of Project manager positions.**

**Project:
Participatory Strategic Planning for Balanced Spatial Development (SpaD2020)**

Risk Analysis

Risk Log

No.	Description	Date Identified	Type	Risk Impact & Risk Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Possible risk due to a change in some political priorities at the central governmental level. This might affect some implementation aspects of the NSLUP and/or one or more of the identified development projects. This could happen as a result of the change in political priorities following elections or budget cuts due to economic austerity.		administrative	Impact: 4 (High) Probability: 2 (Low) Risk (PxI)= 8	Amend the NSLUP and present it to the Parliament for adoption as a national document. Conduct series of workshops with government representatives to raise awareness on the importance of NSLUP for future development and investment in Egypt. Identify win-win opportunities not addressing urban issue only, but challenges on which there is a common agreement within the different ministries and governmental authorities.	Technical Coordinator			
2	Lack of incentives and cooperation between the different ministries, relevant authorities / stakeholders and the Project in implementing a collaborative cross-sectoral approach in identifying priorities.		Organizational	Impact: 4 (High) Probability: 3 (Medium) Risk (PxI)= 12	The Project will build on its previous collaboration with the government in the preparation of the SDS and National Strategic plan, which was successful in opening a dialogue between the different parties and stakeholders. Conduct awareness raising and demonstrated examples on the common benefits and related cost savings of cross sectoral multi level collaboration.	Project Board			
3	Continuous changes in the local government, including Governors and executive council		administrative	Impact: 2 (Low) Probability: 3 (Medium) Risk (PxI)= 6	The continuous changes in Governors and their executive council means that the new local body has to be informed about the project activities and achievements. This is important for the Project's success due to the fact that this local partnership is essential for the plans implementation and GIS enterprise networking. In response the Project	Technical Coordinator			

No.	Description	Date Identified	Type	Risk Impact & Risk Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
4	Risk of changes in costing of equipment and software required for the upgrading of the GIS enterprise.		Financial	Impact: 2 (Low) Probability: 4 (High) Risk (PxI)= 8	management will increase the number of meetings and communications with the local authority. Project cost estimation will account for possible inflation.	Technical Coordinator			
5	Lack of interest among consultants and other users in incorporating the GIS enterprise tools and technologies in the planning process		Organizational	Impact: 2 (Low) Probability: 4 (High) Risk (PxI)= 8	Conduct awareness and capacity building programs in the use of GIS enterprise tools. Initiate the Quality Control platform for reviewing / overseeing delivered GIS data.	Technical Coordinator			
6	After the project ends, there is a high probability of losing trained staff because the government rules impose a salary structure that is not sufficient to retain good staff familiar with working with modern technology.		Financial	Impact: 4 (High) Probability: 3 (Medium) Risk (PxI)= 12	Maintain a continuous and sustainable program for training and capacity building of staff. Nominate skilled staff to the Presidential Leadership Program (PLP). This is considered as an important opportunity for younger generations to develop their callibers and leadership skills. Due to the fact that most of the work related to GOPP with private firms is about preparing SUPs, the staff who left is actually using their new-found skills within the same working context, and therefore of benefit to GOPP.				

Notes:

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

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):

- **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

*Note: Management Action or strong management justification must be given for a score of 1

3 | 2

1

Evidence

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):

- **3:** The project responds to one of the three areas of development work¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*
- **2:** The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*
- **1:** While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

3 | 2

1

Evidence

¹ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

² sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

RELEVANT

<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1, or select not applicable.</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Select (all) targeted groups: (drop-down)</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Select (all) targeted groups: (drop-down)		Evidence	
3	2								
1									
Select (all) targeted groups: (drop-down)									
Evidence									
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence			
3	2								
1									
Evidence									
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence			
3	2								
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Evidence									
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence			
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Evidence									

<ul style="list-style-type: none"> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>							
SOCIAL & ENVIRONMENTAL STANDARDS							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
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Evidence							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
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Evidence							
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Yes</td> <td style="width: 50%; text-align: center;">No</td> </tr> <tr> <td colspan="2" style="text-align: center;">SESP Not Required</td> </tr> </table>	Yes	No	SESP Not Required			
Yes	No						
SESP Not Required							
MANAGEMENT & MONITORING							
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	2	1			
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1							

<ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	Evidence	
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	<u>Yes</u> (3)	No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>. • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<u>3</u> 2	1
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<u>3</u> 2	1
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	<u>Yes</u> (3)	No (1)

<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p>3 2</p>	<p>1</p>
<p>Evidence</p>		
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<p>3 2</p>	<p>1</p>
<p>Evidence</p>		
<p>EFFECTIVE</p>		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3 2</p>	<p>1</p>
<p>Evidence</p>		
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. 	<p>3 2</p>	<p>1</p>
<p>Evidence</p>		

<ul style="list-style-type: none"> • <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 		
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	<u>Yes</u> (3)	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	<u>Yes</u> (3)	No (1)
*Note: Management Action or strong management justification must be given for a score of "no"		
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • <u>2</u>: The project has a work plan & budget covering the duration of the project at the output level. • <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	<u>3</u>	2
	1	
	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2</u>: The project has been developed by UNDP in close consultation with national partners. • <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	<u>3</u>	2
	1	
	Evidence	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> • <u>3</u>: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • <u>2.5</u>: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • <u>2</u>: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • <u>1.5</u>: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • <u>1</u>: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<u>3</u>	<u>2.5</u>
	2	1.5
	1	
	Evidence	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	<u>Yes</u> (3)	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	<u>Yes</u> (3)	No (1)

Terms of Reference of Project Manager position

Project Title: Participatory Strategic Planning for Balanced Spatial Development (SpaD2020)
Post Title: Project Manager
Project Duration: 3 Years

Background

Egypt is facing urban challenges related the imbalanced growth and discrepancies in the distribution of economic development and provision of services among different regions. Recently, the Government of Egypt responded to those challenges by adopting the sustainable development strategy (SDS): Egypt's Vision 2030, and implementing several ambitious priority projects. GOPP/SpaD played an important role to translate the National vision, goals and priorities to a strategic spatial plan for Egypt. There is now a need to translate the national strategies and programs into a land use map of Egypt. This map will set the standards for the envisaged spatial development, environmental protection, budget allocation and investments. It will also ensure the balanced distribution of social amenities and infrastructure among existing and future urban agglomerations.

This project will build on the previous experience gained through the former three implementation phases (1999-2017). Its overall goal is to achieve a balanced spatial development in Egypt. This spatial development can contribute in a decisive way to overcoming the disparities and socio-economic imbalances between the different regions and urban centers, to relieving population pressure on valuable land and water resources, and to providing a strategic framework for priority investments. The expected project results are based on two main interventions:

- (1) The preparation of the national strategic land use plan (NSLP), including defining a new set of priority projects, revisiting the regional administrative boundaries, participating in the formulation of the national urban policy, and disseminating the results through a collaborative and inclusive work platform and,
- (2) The development of the GIS enterprise to incorporate larger sets of data and tools for geospatial analysis. The enterprise platform will also be refined to enabling better networking, communication and functionality under different operating system platforms. The GIS enterprise will support the NSLP preparation, negotiation and dissemination. It will also support other strategic plan preparation at at the local (cities and villages) and governorate levels.

Responsibilities

The overall responsibility of the Project Manager is to successfully run the project, oversee the production of deliverables; leading the project team and notifying the Project Board for decisions. These specific responsibilities include:

Management:

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

Technical

- Assumes overall responsibility for the successful execution and implementation of the project towards achieving the outputs.
- Prepares annual and detailed quarterly work plans and discusses draft with UNDP and executing agency.

- Implements quarter work plans and monitors activities.
- Ensures proper resources and level of effort provided for timely delivery of activities.
- Plans and arranges, in consultation with UNDP, the procurement of project services in line with laid out process;
- Prepares TOR for relevant project's staff and consultants and follow up their work.

Financial

- Acts on behalf of the executing agency in preparing and adjusting commitments and expenditures.
- Acts as the sole authorizing officer for all project financial transactions (i.e. approve all financial expenditures and sign all direct payments.)
- Authorizes commitments of resources and expenditures for inputs including staff, consultants, goods and services and training
- Acts as the Responsible officer for the delivery of project's services and achieving annual financial targets;
- Manages the project resources e.g. vehicles, office equipment, furniture and stationery procured under the project and maintains asset register;
- Ensures that appropriate accounting records are kept and organized;
- Facilitates and cooperate with audit requirements at all times, as required.

Reporting

Prepares draft technical and other documents as required including the reporting on the following requirements:

- Monthly and quarterly technical reports of progress on project activities and financial statements of expenditure for the project;
- Annual project reports (APRs) and a Terminal Report at the end of the project in line with UNDP's formats;
- Final financial report at the end of the project;
- Any documents needed for the Project Board meeting and other meetings.

Facilitation

- Ensures that UNDP's name is mentioned in all publications, workshops, and project's activities;
- Serves as the focal point of the project for coordination of the project activities with UNDP, the Government and other partners;
- Any other business requested by the National Project Director

Reporting Line:

- To the Executing Agency and the Project Board