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“Strengthening Development Planning and Management in Greater Cairo”

Project ID: 00097793

Mid-Term Evaluation

Prepared by:

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List of acronyms and abbreviations

| | |
|------------|--|
| AWP | Annual Work Plan |
| BRT | Bus Rapid Transit |
| CDR | Combined delivery report |
| CPAP | Country Programme Action Plan |
| EGM | Expert Group Meeting |
| GC | Greater Cairo |
| GCR | Greater Cairo Region |
| GIS | Geographic Information Systems |
| GMS | General Management Support |
| GOPP | General Organization for Physical Planning |
| HQ | Headquarters |
| ITDP | Institute for Transportation and Development Policy |
| LA | Local Authority |
| LIS | Land Information Systems |
| M&E | Monitoring and Evaluation |
| MHUUC | Ministry of Housing, Utilities & Urban Communities |
| MOFA | Ministry of Foreign Affairs |
| MLD | Ministry of Local Development |
| MPMAR | Ministry of Planning, Monitoring and Administrative Reform |
| MYFF | Multi Year Funding Framework |
| NEX | National Execution |
| NMT | Non-motorized transport |
| NPD | National Project Director |
| NUCA | New Urban Communities Authority |
| OMA | Operational Management Agreement |
| OU DA | Operational Unit for Development Assistance |
| RC /RPPC | Regional Center /Regional Physical Planning Center |
| RRF | Results and Resources Framework |
| PM | Project Manager |
| SBAA | Standard Basic Assistance Agreement |
| SDGs | Sustainable Development Goals |
| SDS | Sustainable Development Strategy |
| SUP | Strategic Urban Plan |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |
| UN-Habitat | United Nations Human Settlements Programme |
| UNDAF | United Nations Development Assistance Framework |
| UP | Urban Planning |

Executive summary

This Midterm report documents the midterm evaluation of the “Strengthening Development Planning and Management in Greater Cairo” Joint Programme. The overarching purpose of the MTR evaluation is to assist the Project’s management as well as GOPP, NUCA, UNDP and UN-Habitat in validating the results reported from the Project’s documentation and to highlight achievements and the areas where the Project could improve its performance. The report commences with an overview of the project, followed by a description of the evaluation’s methodology. Findings are then presented in detail. Building on these findings, conclusions are presented, and recommendations are provided for GOPP, UNDP and other project stakeholders.

The three years’ project entitled ‘Strengthening Development Planning and Management in Greater Cairo’ was initiated in June 2016. It follows up on the outcomes & results of the previous project and builds on its findings. Its strategic objective is to contribute to the realization of the strategic vision for Greater Cairo development, and to develop priority projects, participatory processes, and legal frameworks. The project’s specific objectives are to: (i) restore the value of important major historical and heritage sites, (ii) narrow the gap between strategic and action plans, (iii) develop institutional and legal frameworks for a governance system, (iv) develop an urban administration system for GC, (v) develop a BRT and non-motorized transportation plan for GC, (vi) develop a gender strategy, (vii) achieve a community communication with development partners, and (viii) enhance the skills and capacities of staff in GOPP and in local authorities. The expected date for ending the project was June 2019. In July 2018 the project board decided to extend the project till the end of December 2020, with no extra cost on any of the budget contributors.

The detailed review of the project document conducted for this evaluation reveals a good project formulation with a detailed set of planned activities, which is expected to lead to the achievement of a set of results. It also includes an extended set of targets to be achieved by the end of the project. The project strategy is well designed to be aligned with national priorities and benefits from an excellent governmental ownership and collaboration. The high-level engagement of relevant governmental authorities in the implementation of the project can be seen in the partnership and the composition of the Project Board, which includes 5 members representing several organizations/authorities. From its start-up, the project is well integrated with the activities of the Ministry of Housing, utilities and urban communities. It benefits from an experienced leadership from GOPP to improve spatial, institutional and technical capacities for multi-level urban planning in Greater Cairo.

The successful implementation of the project – till date - is also due to the effective partnership with UNDP, UN-Habitat and NUCA. Each partner was assigned specific tasks, according to its mandates and responsibilities as depicted in the following table. These partnerships – along with strong coordination with other relevant organizations and local authorities - have facilitated the implementation of project activities and have been of great help in achieving project results till date. This partnership arrangement is also critical for the success of the project implementation. It brought key players in GC together to discuss challenges and solutions to intricate urban problems, while at the same time avoiding overlaps of interventions.

The overall results of the midterm evaluation of the project are highly satisfactory, in terms of overall project implementation, budget management and results achieved. The strengths of the project were the adaptive management and cooperation between project partners to facilitate the on-ground implementation of many of the physical planning schemes and to respond to national and local societal needs:

- The evaluation found that the GC Project is highly relevant to institutional, national and regional priorities, addressing a well-acknowledged, pressing need to tackle the urban challenges in GC especially related to achieving social justice, economic competitiveness and environmental sensitive planning.
- the project is in line with UNDP Country Programme (2013-2017) in Egypt. The project targets falls under one of the three UNDP national priority goals in Egypt: “Enhanced performance of democratic

institutions for transparency, accountability, rule of law and higher citizen satisfaction with government services”, and the UNDAF outcome number 1: “enhancing national and local capacities and systems for decentralized, inclusive, gender-sensitive planning, budgeting and M&E”, and is therefore clearly relevant for the country programming. The project is also relevant to and well aligned with the Sustainable Development Goals (SDGs), the New Urban Agenda and UN Strategic Plan (2020-2025) (domain of change 1,2 and 3).

- The comparatively detailed log frame supported the project delivery and day to day progress monitoring and management. However, the log frame’s heavy focus on activities and outputs was not accompanied by a similar focus or description of the outcomes, including long term economic, social and environmental aspects that the Project aims at influencing.
- Furthermore, the large number of projects exerted under output 2 need to be re-classified under a clearer set of activities that distinguishes those projects in terms of their nature, scale, impacts and/or implementation agencies. This projects’ clustering technique could increase their management and follow-up efficiency, as well as the effective measurement of their impacts on the achievement of the main GCR Project goals.
- The management of budget has been very efficient and effective. The budget was wisely distributed on the seven outputs based on actual workload related to each output and relevant activities.
- The evaluation found that some of the planned and/or implemented projects, such as the different pilot upgrading projects in GCR, slum development, and BRT/NMT could lay foundation for delivering long-term positive environmental and health impacts. It is expected that the implementation of those projects could lead to improvements in the built environment, quality of life, as well as decrease in the use of private cars and therefore reducing emissions and air pollution.
- The produced document on the gender mainstreaming strategy sets an important milestone on how gender issues could be incorporated in urban development planning and management in Egypt. This document needs to be translated to Arabic and disseminated within the urban planning and management community/stakeholders. It is also recommended that the PMU conducts a pilot project on implementing the document’s guidelines and directives in a real case study. It is also proposed that the gender markers for the project’s outputs to be formulated and monitored during year 2020.

To sum up, the overall results of this mid-term evaluation of the GCR Project are highly satisfactory, in terms of number of planned and implemented projects, impacts and sustainability. The strengths of the project were the good management and the successful cooperation between different partners and institutions in finding solutions to the intricate planning/implementation issues that faces the urban context in Greater Cairo.

The GCR Project presents an exceptional experience in handling a large number of projects under many outputs/streams. It succeeded in achieving that by collaborating with a wide spectrum of governmental and non-governmental institutions. While the Evaluator did not detect any major issue that could hamper the successful continuation of the project, it is necessary to note that the proposed recommendations in this report could assist the PMU in increasing the efficiency of conducted activity and in improving the performance in some specific areas.

1. Introduction

This Midterm report documents the midterm evaluation of the “Strengthening Development Planning and Management in Greater Cairo” Joint Programme. UNDP, UN-Habitat, NUCA and GOPP have agreed to conduct a mid-term evaluation of the joint programme in order to capture and validate their results so far, identify lessons learned and identify areas that require further support or strengthening. The evaluation serves the following purposes:

- Validate results reported by the project through its Progress reports and annual workplans
- Articulate the results in messages that could be used in communication with partners and for the dissemination of project’s results.
- Identify existing strengths that the project possesses, as well as the areas that can be strengthened to help the project in effectively promoting enhanced physical and urban planning, and eventually attain its stated objective.

The report commences with an overview of the project, followed by a description of the evaluation’s methodology. Findings are then presented in detail. Building on these findings, conclusions are presented, and recommendations are provided for GOPP, NUCA, UNDP, UN-Habitat and other project stakeholders.

2. Overview of the project

2.1. Summary

2.1.1. Greater Cairo, which includes the geographic scope of the governorates of Cairo, Giza and Qalubiya is characterized by being one of the large urban agglomerations of the world with a population exceeding 22 million. Greater Cairo hosts the headquarters of the government, government institutions, foreign embassies, prestigious universities, hospitals, Egyptian and international finance institution as well as the most famous and important world tourist sites.

2.1.2. Greater Cairo is facing many challenges in terms of the pressure on all public utilities, infrastructure, traffic the environment and urbanization. The future vision and strategic trends for Greater Cairo were prepared through the Strategic Plan for the Greater Cairo Region joint programme during the period between 2007-2014. This project suggested a framework and strategies that made up a set of plans aiming at improving the quality of life and achieving social justice for all segments and economic strata of the population when implemented.

2.1.3. The three years’ project entitled ‘Strengthening Development Planning and Management in Greater Cairo’ was initiated in June 2016. It follows up on the outcomes & results of the previous project and builds on its findings. Its strategic objective is to contribute to the realization of the strategic vision for Greater Cairo development, and to develop priority projects, participatory processes, and legal frameworks. The project’s specific objectives are to: (i) restore the value of important major historical and heritage sites, (ii) narrow the gap between strategic and action plans, (iii) develop institutional and legal frameworks for a

governance system, (iv) develop an urban administration system for GC, (v) develop a BRT and non-motorized transportation plan for GC, (vi) develop a gender strategy, (vii) achieve a community communication with development partners, and (viii) enhance the skills and capacities of staff in GOPP and in local authorities.

2.1.4. The expected date for ending the project was June 2019. In July 2018 the project board decided to extend the project till the end of December 2020, with no extra cost on any of the budget contributors.

2.1.5. It is also worth mentioning that the project is executed by GOPP and UNDP in partnership with UN-Habitat, NUCA and MFA. The total allocated budget for the project's activities is US\$ 4,075,000, with a total amount of US\$ 3,000,000 provided by GOPP. The remaining budget is distributed between NUCA (US\$ 800,000), UNDP (US\$ 200,000) and UN-Habitat parallel funding (US\$ 75,000 in-kind contribution). In Year 2018, the total budget was reduced by US\$ 60,000, this amount was transferred to the SpAD Project.

Table 1: Schedule of due payments and party contribution

| Year | GOPP contribution | | NUCA contribution | UNDP (TRAC) contribution | UN-Habitat contribution |
|----------------------------|--|------------------------|------------------------|--------------------------|-------------------------|
| | With UNDP (US\$) | With UN-Habitat (US\$) | With UN-Habitat (US\$) | (US\$) | (US\$) |
| 2016 | 700,000 | 300,000 | 655,000 | - | 25,000 |
| 2017 | 700,000 | 400,000 | 145,000 | 100,000 | 25,000 |
| 2018 | 600,000 | 300,000 | - | 100,000 | 25,000 |
| Total per entity (US\$) | 2,000,000 | 1,000,000 | 800,000 | 200,000 | 75,000 |
| | 3,000,000 | | | | |
| Total budget (US\$) | 4,075,000 (4,015,000)¹ | | | | |

2.2. Main outputs and activities

2.2.1. The project is designed to include seven main outputs: (Output 1): Project Management Unit established, (Output 2): Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared, (Output 3): Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced, (Output 4): Bus Rapid Transit Plan (BRT) Developed and Non-Motorized Transport (NMT) Promoted, (Output 5): Partnership and Communication on Greater Cairo Development Strengthened, (Output 6): Gender Strategy and guidelines for urban planning developed and piloted, and (Output 7): Capacity of Targeted National Staff Developed and Enhanced. The following table summarizes the main planned outputs, activities and allocated budgets, as delivered in the project document.

2.2.2. The project's progress reports and CDRs provide ample information about the carried-out activities and spent budgets.

¹ An amount of US\$ 60,000 was deducted from the total budget and transferred to the SpAD GOPP/UNDP Project.

Table 2: List of designed outputs, expected activities and allocated budgets

| Project Output / Activities | Budget (\$US) |
|---|--|
| Output 1: Project Management Unit established | |
| a) Procure and establish furniture, equipment, consumables & Office operations | 100,000 |
| b) Recruit PMU Staff (Technical, Administration & Support) | 420,000 |
| c) Recruit national & international experts/ Consultants | 380,000 |
| d) Conduct annual project audit | 10,000 |
| e) Conduct Final Project evaluation | 40,000 |
| <i>Sub-total</i> | 950,000 |
| Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared | |
| a) Develop Projects as per the outputs of the Urban Restructuring Study | 900,000 <i>Reduced to 840,000</i> |
| b) Prepare development plans for Giza Pyramids Plateau and Surroundings | 350,000 |
| c) Prepare development plans for the Fustat area | 150,000 |
| <i>Sub-total</i> | 1,400,000 <i>Reduced to 1,340,000</i> |
| Output 3: Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced | |
| a) Prepare a study on key aspects of metropolitan governance in English & Arabic | |
| b) Launch study on metropolitan legislation & urban expansion policies. | |
| c) Prepare assessment on GC institutional, administrative and governance system. | |
| d) Organize CB events for key stakeholders at national and regional levels. | |
| e) Organize EGM on metropolitan governance in GC | |
| f) Develop legislative framework for governing and managing GC and Capital City | |
| <i>Sub-total</i> | 200,000 <i>Increased to 236,000</i> |
| Output 4: Bus Rapid Transit Plan (BRT) Developed and Non-Motorized Transport (NMT) Promoted | |
| a) Recruit technical support team | 120,000 |
| b) Plan and Design of BRT corridors and feeder systems | 470,000 |
| c) Conduct NMT audit, bike infrastructure, and bike feasibility plan | 130,000 |
| d) Conduct training workshops. | 40,000 |
| <i>Sub-total</i> | 760,000 |
| Output 5: Partnership and Communication on Greater Cairo Development Strengthened | |
| a) Develop and implement public engagement plan. | 85,000 |
| b) Develop National and international publications. | 85,000 |
| c) Conduct National conference and seminars | 90,000 |
| d) Participate in international conferences and events | 90,000 |
| <i>Sub-total</i> | 350,000 <i>Reduced to 339,000</i> |
| Output 6: Gender Strategy and guidelines for urban planning developed and piloted | |
| a) Prepare gender strategy and guidelines for urban planning projects. | 20,000 |
| b) Prepare studies on the impact of one of proposed priority projects on gender | 20,000 |
| c) Organize gender training courses for GOPP, Las & urban planning practitioners. | 10,000 |
| <i>Sub-total</i> | 50,000 |
| Output 7: Capacity of Targeted National Staff Developed and Enhanced | |
| a) Conduct training courses on strategic planning, urban administration, GIS/LIS | 115,000 |
| b) Conduct international travels/ tour(s) for similar Global Capitals / Initiatives | 60,000 |
| <i>Sub-total</i> | 175,000 <i>Reduced to 150,000</i> |
| UNDP & UN-Habitat administration support | 190,000 |
| Total Budget | 4,075,000 <i>Reduced to 4,015,000</i> |

3. Evaluation methodology

3.1. Evaluation purpose, objectives, scope and audience

3.1.1. The overarching purpose of the MTR evaluation is to assist the Project's management as well as GOPP, NUCA, UNDP and UN-Habitat in validating the results reported from the Project's documentation and to highlight achievements and the areas where the Project could improve its performance. In other words, the evaluation has an accountability objective (identifying results) and a learning objective (improving actions).

3.1.2. The Project management has a detailed log frame that establishes the expected outcomes and activities, as well as indicators that were used to track progress against those results. This midterm evaluation aims to assess progress towards the expected results and to identify any changes in the log frame during implementation. The main documentation used by the evaluator to assess the Project's progress towards achieving its objectives are the main project document, progress reports, annual workplans, board meeting minutes, and CDRs.

Evaluation objective 1 (accountability/results):

Assess the project design, performance in terms of baselines, achievements and efficiency of resource utilization.

3.1.3. The second evaluation objective is related to identifying the lessons learned: what is working well, what is not working so well, and the reasons behind the success and/or failure. This objective is crucial because it provides for the Project management information and recommendations that could increase the effectiveness and efficiency of future actions. It also could help GOPP, NUCA, UNDP and UN-Habitat to build on the accumulative experiences earned from current and previous collaborations. The lessons learned shall provide advise that should be actively taken into account during the remaining Project's timeline and future extensions (or other new projects executed through GOPP/NUCA/UNDP/UN-Habitat collaboration).

Evaluation objective 2 (learning/ improvement)

Develop a series of findings and lessons learned for enhancing the project's future performance as well as the design of new projects and/or intervention strategies by GOPP and UNDP.

3.1.4. The detailed objectives, as stated by the evaluation terms of references are to:

- Assess and validate the achievements so far of the joint programme, identifying the strategic, policy and institutional factors that have led to the realizing these achievements (or impediment of results).
- Conduct a capacity assessment of the joint programme to identify existing capacities of the joint programme and identify needs that can benefit from additional support
- Validate the relevance, efficiency, effectiveness, and sustainability of the joint programme development outcomes in realizing good governance and decentralization.
- Provide recommendations for the way forward of the program in relation to its multi-year workplan.
- Assess how has the program mainstreams gender in its activities and in its generated urban plans.
- Assess the joint program's communication plan and how effective is it in reaching their stakeholders

- Examine UNDP-GOPP-NUCA and UNDP-UN-Habitat joint programme partnerships during the evaluation's timeframe and assess the value and relevance of these.

3.1.5. The evaluation scope covers the entire interventions and all its activities (either being performed as a core activity of the project or a joint activity with NUCA and UN-Habitat), from the project's design in 2016, till its current phase in November 2019.

3.1.6. The primary target audiences for the evaluation are:

- GOPP management, particularly those with direct contact with the project teams, and who are responsible of guiding the intervention priorities and expressing the Government needs from the different development projects.
- UNDP, UN-Habitat and NUCA; the main project partners, and members of the project board.
- The project's national beneficiaries, including LAs in Cairo, Giza and Qaliubia Governorates.

3.2. Evaluation framework

3.2.1. The evaluation purpose and objectives, and the Project's evaluation TOR all provide the basis for the evaluation framework, which in turn underpinned and guided the whole approach. The framework is structured against the standard UNDP criteria as detailed in the UNDP evaluation guidelines (relevance, efficiency, effectiveness, sustainability). To successfully complete the evaluation, the evaluator uses the following relevant methods to obtain data and information for the analysis and for drawing up findings, conclusions, lessons learned and recommendations:

- Documentation review and identification of stakeholders: including the joint programme document, brief, quarterly progress reports, Annual Project Reports (APR), minutes from Board meetings, etc...
- Field visits to relevant joint programme sites, coordinated with GOPP
- Interviews with director, managers, staff, partners (GOPP, NUCA, UNDP and UN-Habitat).
- Focus Groups/questionnaires with joint programme staff and beneficiaries.

3.2.2. Data triangulation, including a desk review of the above-mentioned literature, interviews and field observations, helps to build plausible associations, validated throughout the evaluation assignment. The analytical framework is guided by evaluation questions under the relevance, effectiveness, efficiency, potential impact and sustainability themes. Based on findings, recommendations, lessons learned, and good practices are identified. The framework identifies key evaluation questions, supported by guiding sub-questions. The full framework is presented in the attached annex, and is briefly presented hereinafter:

Key Evaluation Questions

Relevance: How relevant is the project to the needs and priorities of GOPP and the participating institutions?

Efficiency: How efficient is project delivery?

Effectiveness: Is the Project achieving its planned outputs and outcomes?

Progress to Impact: How likely is it that the Project's outputs and outcomes will contribute to long-term impacts?

Sustainability: To what extent are the Project's outputs and outcomes likely to be sustained in the long term?

3.3. Challenges and limitations

- 3.3.1. This is a Midterm evaluation, many of the undergoing projects are not yet completed. It is therefore extremely difficult to evaluate the outcomes and impacts of several individual projects. However, the finalized projects and interventions are evaluated, and their impacts are appraised.
- 3.3.2. The evaluation team collected and analyzed quantitative and qualitative data. As with many evaluations, a considerable amount of this (particularly qualitative data) was based on individual perceptions and opinions. To mitigate any subjective bias, findings are – as far as possible – triangulated across sources, and across tools.

4. Findings

4.1. Project Design and Formulation

- 4.1.1. The GC Project design was formulated to follow up on the previous GOPP/UNDP/UN-Habitat project: “Strategic Urban Development Plan for Greater Cairo Region”, which aimed at strengthening capacities of GCR local actors in participatory and strategic planning, developing strategic urban development plan for GCR, preparing detailed urban plans and feasibility studies for subsidiary projects, and establish an urban observatory for GCR with UN-Habitat. The GC Project designs its activities based on the outputs of the former project and is formulated in close consultation with the government, international organizations, GC NGOs and other stakeholders. The design of the project itself responds to the urgent and long-term planning needs that emerged after the finalization of the former project and attempts to achieve its strategic vision. It responds to the priorities of the beneficiaries and major stakeholders, mainly in achieving social justice, economic competitiveness and environmental targets.
- 4.1.2. The detailed review of the project document conducted for this evaluation reveals a good project formulation with a detailed set of planned activities, which is expected to lead to the achievement of a set of results. It also includes an extended set of targets to be achieved by the end of the project. The project strategy is well designed to be aligned with national priorities and benefits from an excellent governmental ownership and collaboration. The high-level engagement of relevant governmental authorities in the implementation of the project can be seen in the partnership and the composition of the Project Board, which includes 5 members representing several organizations/authorities. From its start-up, the project is well integrated with the activities of the Ministry of Housing, utilities and urban communities. It benefits from an experienced leadership from GOPP to improve spatial, institutional and technical capacities for multi-level urban planning in Greater Cairo.
- 4.1.3. As depicted in the following figure, the GC Project activities are planned around seven interrelated expected outputs. The outputs could be grouped in three main clusters: operation, a core output and supporting activities. The core output includes the main and central set of activities that have direct relation to achieving the project aims, and are backed by both the operation and the support outputs. Though the project document does not clearly identify this relation between the outputs, it is evident that the formulation of outputs and activities are designed with similar consideration. This layout of outputs ensures that the main project expected outcomes are achieved, and that the spatial planning component is strongly supported by proper means of implementation mechanisms.
- 4.1.4. In short, the review of the project document reveals that the set of outputs was carefully and successfully formulated to ensure adequate synergies between activities and the direct achievement of goals and aims. Furthermore, gender considerations were applied wherever practical: this includes the dedication of a discrete output for the formulation and implementation of a gender strategy within GC plan implementation (output 6), and the indirect inclusion of gender-related actions in the other outputs (e.g. social inclusion in priority projects, gender sensitive capacity building, BRT planning/output 4, ...). As such, while gender

issues appear to have been lightly addressed in the other remaining outputs, the Project has actually made practical efforts to include gender dimensions in its design.

4.1.5. The Logical Framework Matrix identified from the project document (workplan and RRF) during the design phase of this project presents a detailed set of expected results. No changes were made to the Logical Framework Matrix during implementation phase. The review of objectives and outcomes indicates a good logical “chain of results” (Activities->Outputs->Objective(s)). Project resources have been used to implement planned activities to reach a set of expected outputs (7), which contributed in achieving the overall objective(s) of the project. This Logical Framework Matrix also includes - for each output - a set of indicators with baseline and target values to be achieved by the end of the project. These indicators and targets have been used to monitor the performance of the project.

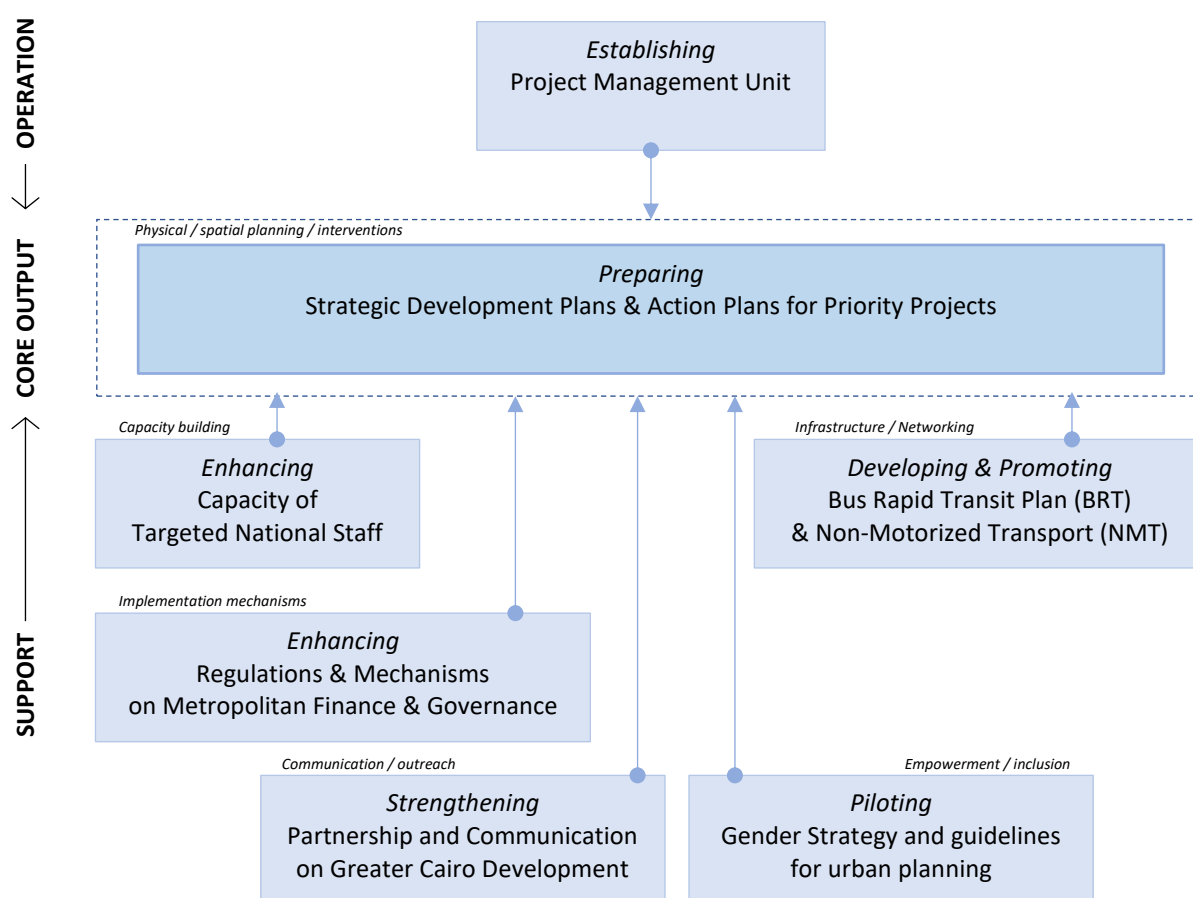


Figure 1: the interconnection between the designed project's outputs

4.1.6. While the project's objective(s) are clearly defined, it should be noticed that the Project did not define specific outcomes. The only outcomes presented in the document are the UNDAF outcome(s): National and local capacities and systems are enhanced for decentralized, inclusive and gender sensitive planning, budgeting, monitoring and evaluation. However, the project's strategic objective implies that the expected outcomes are: strategic vision for the development of Greater Cairo is achieved, social justice and economic competitiveness attained through the implementation of environmental-friendly priorities.

4.1.7. The analysis of results and resources framework reveals that the GC Project generally meets most of the 'SMART' criteria² that is sufficient to effectively monitor project progress. The project targets a specific field and area of improvement (spatial development, social improvement, Social inclusion and environment). Its indicators and targets are measurable as they are indicators of progress; achievable and appropriate as each indicator has a specific responsible that will do it; realistic as the different indicators are meaningful and important to the outcome; And time bound, as they are included in a three years' time-frame that specify when the results will be achieved.

4.1.8. The logic model of the project presented in the Logical Framework Matrix is summarized in the attached table. It includes seven outputs, each with its relevant planned activities. For each expected output, indicators, baselines and targets to be achieved at the end of the project are identified. The indicators were carefully designed and relates suggested activities with the expected targets achievement. For example, output (2), which is considered the core output that includes the most important activities, incorporates the largest number of indicators (5 indicators). This reflects the thorough and intricate effort exerted by the management team in the preparation of the log frame. Nevertheless, due to some changes in the project activities and priorities (output 3), it is suggested that the PM conducts a review of the logical framework to update its activities as well as the relevant indicators and expected targets.

Table 3: Project logical framework

| Project Output / Activities | Indicators | Baseline/Targets |
|--|--|--|
| Output 1: Project Management Unit established | | |
| a) Procure and establish office furniture, equipment, consumables & Office operations. | Indicator 1 # project board meetings held and documented minutes of meetings # staff &experts recruited | Baseline project board not established; no meetings held qualified staff and experts’ contracts expired Targets Min. 3 board meetings held and documented PMU established and fully staffed and operational |
| b) Recruit PMU Staff (Technical, Administration & Support). | | |
| c) Recruit national & international experts/ consultants. | Indicator 2 # annual review reports Number of periodical technical progress reports Final project evaluation report prepared | Baseline Annual financial reviews conducted, PR prepared, and final evaluation carried out Targets Regular financial and progress reports prepared Final project evaluation report prepared |
| d) Conduct annual project audit. | | |
| e) Conduct Project final Evaluation | | |
| Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared | | |
| a) Develop Projects as per the outputs of the Urban Restructuring Study. | Indicator 1 # of updated strategic plans (SP) of GC governorates developed | Baseline SP (Cairo, Giza, Qalioubiya) not updated / finalized Targets 3 developed/updated SP (Cairo, Giza, Qaliubiya) |
| b) Prepare development plans for Giza plateau and surroundings | | |
| c) Prepare development plans for the Fustat area . | Indicator 2 # urban studies & urban plans of new admin. center and financial and business centers prepared. | Baseline New admin. boundaries for some Gov. developed. Targets Studies and urban plans for the financial and business centers prepared |
| | Indicator 3 | Baseline GC urban restructuring study has been prepared |
| | | |

² Specific, Measurable, Attainable, Relevant, Time-bound

| Project Output / Activities | Indicators | Baseline/Targets |
|---|--|---|
| | Reports of service, recreation & open spaces. Reports on plans for GR areas affected by projects | Targets Reports of development plans for the GR urban areas that will be affected by regional projects developed. |
| | Indicator 4 Number of reports and development plans for the Pyramids plateau and its surrounding prepared. | Baseline Plans of Pyramids plateau initiated and ongoing. Targets Final report & plan for upgrading Pyramids plateau area and its surrounding area finalized |
| | Indicator 5 Report and plan for upgrading at least one of historical and heritage areas in Fustat prepared | Baseline GOPP developed future vision of the Fustat area and its leading projects agreed upon by key stakeholders Targets Urban plan for upgrading Fustat area developed. |
| Output 3: Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced | | |
| a) Prepare study on key aspects of metropolitan governance b) Launch baseline study on GC governance. c) Assess GC institutional, legal & admin. framework d) Organize national/regional CB. e) Organize EGM on GC governance f) Develop legislative framework for governing & managing GC | Indicator 1 Case studies, assessment reports, institutional / legal and governance studies | Baseline Weakness of the institutional and legal framework and the governance system used for the urban management of GC and Capital city. Targets Case studies and assessment reports prepared Legislative and institutional framework for governance and management of the Capital city drafted. Expert group and stakeholder meetings convened. |
| Output 4: Bus Rapid Transit Plan (BRT) Developed and Non-Motorized Transport (NMT) Promoted | | |
| a) Recruit technical support team b) Plan and design of BRT corridors and feeder systems c) Conduct NMT audit, bike infrastructure, and bike feasibility plan d) Conduct training workshops | Indicators Technical and financial studies and plans for establishing BRT system # of cycling community partnerships created # of workshops organized Training evaluation reports | Baseline No BRT plans/ sufficient public transport infra. In NUC Unorganized informal transport (minibuses) clog roads. Lack of affordable transport, No cycling in NUC Targets RFP for design, construct & operate BRT prepared At least 1 cycling group promoting non-motorized transport, at least 1 training, 2 workshops conducted. |
| Output 5: Partnership and Communication on Greater Cairo Development Strengthened | | |
| a) Develop and implement public engagement plan. b) Develop National and international publications. c) Conduct National conference and seminars d) Participate in international conferences and events | Indicators # publications developed / disseminated # international events attended by GOPP and national project partners. Number of website visitors Social media platforms | Baseline Publications prepared under previous project (Atlas) Public communication strategy for GC prepared Stakeholder meetings and events were conducted with development partners. Website created (communication strategy). Targets Project outreach to different stakeholders achieved. |
| Output 6: Gender Strategy and guidelines for urban planning developed and piloted | | |
| a) Prepare gender strategy and guidelines for projects. b) Prepare studies on impact of one of priority projects on gender. | Indicators Pilot case which includes gender aspects in UP Gender guidelines and gender strategy | Baseline Gender-related issues not considered in urban planning No training on gender issues in urban planning Targets |

| Project Output / Activities | Indicators | Baseline/Targets |
|--|---|---|
| c) Organize specialized gender training courses for GOPP, Las & u.planning practitioners. | Number of urban planning staff and practitioners trained on gender issues. Training evaluation reports | Gender guidelines and strategy documents prepared TOR incorporating gender in urban planning developed. At least one UP case incorporating gender piloted. At least 15 UP staff and practitioners trained At least 2 gender training conducted and evaluated. |
| Output 7: Capacity of Targeted National Staff Developed and Enhanced | | |
| a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS. b) Conduct international travels/study tour(s) for similar size Global Capitals and Initiatives. | Indicators Updated training needs assessment report Number of training events conducted Training evaluation reports Number of participants from national institutions. Number of participants utilizing GIS and LIS after receiving the training. | Baseline A training program prepared during previous project. GOPP staff, GC-RC & LA received only basic training No training on urban governance and finance for GC. Targets At least 4 training workshops conducted Training evaluation report prepared GIS and LIS software and hardware procured. International travels conducted. At least 2 training (institutional framework, finance resources for urban projects in GC) conducted |

4.1.9. It should also be noticed that the project document did not include an analysis of assumptions and risks (risk log). It is recommended that the project management formulates an analysis of possible risks related to the operational, organizational, management and policy-related aspects of the project. Also, mitigation measure should be identified for each risk. This approach is important to record and to provide valuable information on the day to day hindrances faced by the project during the reported periods. Furthermore, the maintenance and monitoring of a risk log is recommended for proper project management and for providing early warning for any corrective management actions when needed.

4.1.10. PMU fixed this issue in the latest project progress report (2019), which includes a new risk log. The risk log identifies four main risks and their corresponding countermeasures. However, the log could be elaborated by analyzing the risk impact/probabilities.

4.2. Project implementation

4.2.1. The project has been well managed. The adaptive management of the project assisted the PM to adapt to a changing environment and unanticipated governmental tasks. The project has been able to navigate through several changes in governors of the three governorates, and to positively respond to new governmental and/or societal needs in planning and capacity building. Some of the carried-out projects were not included in the original workplan but was incorporated within existing outputs/activities. This is not necessarily undesirable, because it shows how the project can respond and adapt to those needs/assignments without deviating from its original objectives. In fact, some of the undertaken extra activities were aligned with

the project document and positively assisted in securing project deliverables while maintaining adherence to the overall project design, and without adding extra costs on the project's budget.

4.2.2. It should be noted that the project is implemented with a good logical process. An efficient implementation team of GOPP staff and external consultants has been in place, detailed workplans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders, progress of the project was well monitored, mostly through quarterly progress reports, which were reviewed by the Project Board.

4.2.3. The reviewing process conducted for this evaluation reveals that the implementation team is excellent at managing and adapting to the challenging working environment – especially that includes coordinating with local authorities and governorates' officials. The constant follow-up with LAs of the three governorates ensured that many of the prepared plans and detailed actions were carried out in a participatory context and are being implemented on-ground.

4.2.4. When reviewing the scope of the project with its seven distinct components, it is obvious that it is a large and complex project with many uncertainties. It is not an easy project to implement. The GOPP experience in transforming envisaged plans and proposed interventions from documentation to real implementation shows that it is neither an easy nor a linear process. It is often mixed with conflicting agendas of different stakeholders and resistance to change, especially from local communities. It is a difficult project to implement and the implementation team demonstrated its capacity to adapt to these challenges and to secure the delivery of most of its expected results during its third year of implementation.

4.2.5. The successful implementation of the project – till date - is also due to the effective partnership with UNDP, UN-Habitat and NUCA. Each partner was assigned specific tasks, according to its mandates and responsibilities as depicted in the following table. These partnerships – along with strong coordination with other relevant organizations and local authorities - have facilitated the implementation of project activities and have been of great help in achieving project results till date. This partnership arrangement is also critical for the success of the project implementation. It brought key players in GC together to discuss challenges and solutions to intricate urban problems, while at the same time avoiding overlaps of interventions.

Table 4: Project partners and their role in the project

| Project Partner | Role in Project |
|-----------------|---|
| GOPP | <ul style="list-style-type: none"> - Managing all project stages - Reviewing and approving project document and outputs. - Communication and coordination. |
| UNDP | <ul style="list-style-type: none"> - Provide administrative and technical assistance, managing financial resources - Participating in issuing tenders and procurements of goods and services. - Provide necessary expertise (communication, gender strategies, etc..) |
| NUCA | <ul style="list-style-type: none"> - Achieving and implementing activities in output (4) - Coordination with other government partners where necessary for implementation of BRT - Establishing the Transport Regulatory Unit to monitor public transport modes communities. |
| UN-Habitat | <ul style="list-style-type: none"> - Leading responsibility in output (2b) and (4). - Shared responsibilities (co-leading) on activities of Outputs (5 & 7), major technical support to output (3). - Technical input and management of in-kind & GOPP/NUCA financial contributions. |

- 4.2.6. As previously discussed in sections (2.1.4/2.1.5), the total allocated budget for the project's activities as per year 2018 is US\$ 4,015,000, with a total amount of US\$ 2,940,000 provided by GOPP. The remaining budget is distributed between NUCA (US\$ 800,000), UNDP (US\$ 200,000) and UN-Habitat parallel funding (US\$ 75,000)(In-kind contribution). The 3 years' project is planned for completion by June 2019 (table 1). In July 2018 the project board decided to extend the project till the end of December 2020, with no extra cost on any of the budget contributors.
- 4.2.7. It is also worth-mentioning that – according to UN-Habitat interviews - a cost extension of USD 321,000 from NUCA is currently processed. This extension was agreed upon in order to continue the project's scheduled deliverables, as follows: (a) Preparing RFP documents for the BRT construction projects and (b) Establishing a BRT Information Technology System (ITS)
- 4.2.8. The following tables and figures reveal that the budget was adequately allocated to outputs according to planned activities. In general, the 'core' output (2) accounts for approximately 35% of the budget. This is where most of the spatial planning and implementation of detailed interventions is located. the remaining planned budget is distributed on the supporting outputs (3 - 7), and the project management (output 1), with values of 40% and 25% respectively. This distribution emphasizes the importance of supporting outputs and their role in complementing the spatial planning with adequate tools, training, institutional restructuring and infrastructure.
- 4.2.9. The actual expenditure profile per year depicted from the combined delivery report (CDR), and as shown on the diagram below differs slightly from the budget profile detailed in the project document and annual workplans. The actual expenditure indicates a profile whereby the project disbursement was lower in year 1 of implementation (2016), and slightly higher in the consecutive three years (2017 - 2019). While this discrepancy between the planned and actual budgets is minimal and could be overlooked, it is still advisable that the progress reports incorporate a justification for this extra expenditure.

Table 5: Planned budget distribution per output and source of funding

| OUTPUT | SOURCE OF FUNDING | AMOUNT IN US\$ |
|---------------------------------|-------------------------|------------------|
| Output 1 | GOPP / UNDP | 950,000 |
| Output 2 | GOPP / UNDP | 1,340,000 |
| Output 3 | GOPP / UNHABITAT | 236,000 |
| Output 4 | GOPP / NUCA / UNHABITAT | 760,000 |
| Output 5 | GOPP / UNDP / UNHABITAT | 339,000 |
| Output 6 | GOPP / UNDP | 50,000 |
| Output 7 | GOPP / UNDP | 150,000 |
| ADMIN SUPPORT GOPP TO UNDP | GOPP | 100,000 |
| ADMIN SUPPORT GOPP TO UNHABITAT | GOPP | 50,000 |
| ADMIN SUPPORT NUCA TO UNHABITAT | NUCA | 40,000 |
| TOTAL | | 4,015,000 |

Table 6: Planned budget and actual expenditures per year (US\$)

| Year | Planned Budget | Actual Expenditures |
|------|----------------|---------------------|
| 2016 | 65,000 | 59,390 |
| 2017 | 160,000 | 210,834 |
| 2018 | 500,000 | 485,217 |
| 2019 | 523,568 | 520,560 |

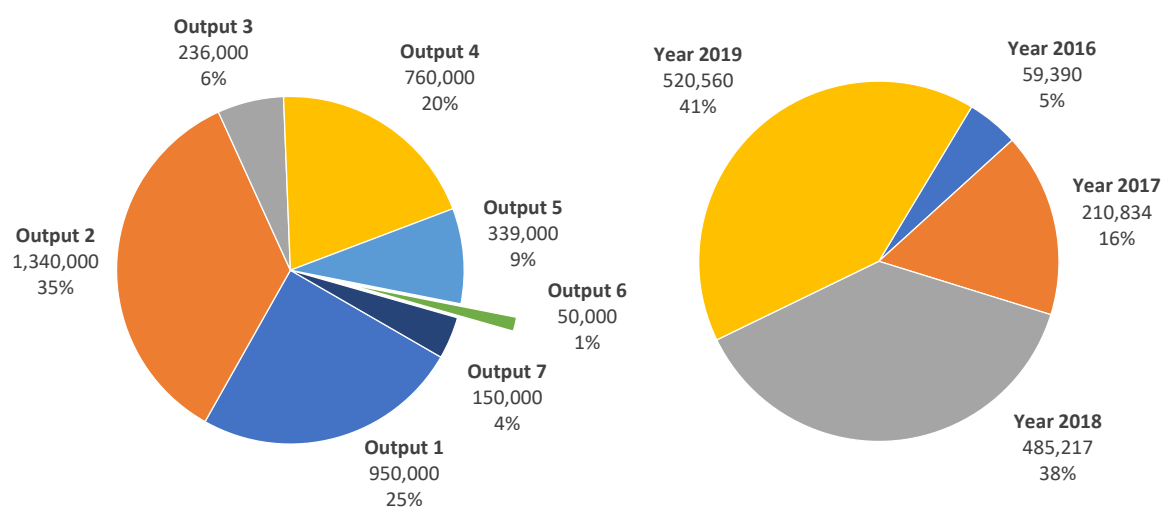


Figure 2: *Right*: distribution of actual expenditures per year; *Left*: distribution of total planned budget per output (in US\$)



Figure 3: Planned and actual expenditures per year (in US\$)

4.3. Progress towards results

4.3.1. As presented in Sections 4.1.8, the project has been implemented through seven (7) components. The implementation progress is measured through a set of 29 indicators and 25 targets to be achieved by the end of the project. Below are tables listing key results achieved by the project per year against each expected outcome/activity, using the corresponding targets to measure the progress made. Additionally, the achievement rate is coded according to the following scheme. It is however to be noticed that this is a mid-term evaluation and many of the activities are still on-going. Therefore, a 'good progress' mark on an activity concludes that this activity will likely be finalized before the end of the project.

| | | |
|---|---|--|
| COMPLETED | GOOD PROGRESS | SLOW |
| Indicator shows successful achievements | Indicator shows expected completion by PM on schedule | Indicator shows slow achievement <i>(attention needed for the successful completion by project closure)</i> |

4.3.2. Output 1 has a managerial and administrative purpose. It extends over the whole project's life and include activities such procurement of equipment, staff and consultants. It also includes the preparation of M&E documentation including PRs, AWP & Evaluation. As a result of dedicating a specific output for those activities, the stated targets are achieved and/or in good progress. Due to the mandatory nature of this output activities, there is no concerns that the project falls short in achieving those targets.

Table 7: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 1

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|---|---|--------------------------|
| Output 1: Project Management Unit established | | | |
| a) Procure and establish office furniture, equipment, consumables & Office operations. | 2016/17 a) Procure & establish furniture, equipment, consumables & Office operations (35%) | At least 3 project board meetings held and documented | 2016/17 GOOD PROGRESS |
| b) Recruit PMU Staff (Technical, Administration & Support). | b) Recruit PMU Staff (Technical, Administration & Support) (45%) c) Recruit national/I.National Consultants (35%) | PMU established and fully staffed and operational | |
| c) Recruit national & international experts/ consultants. | 2018 a) office equipment, supplies & stationary procured & listed in financial reports. (60%) | Regular financial and progress reports prepared | 2018 GOOD PROGRESS |
| d) Conduct annual project audit. | b) qualified staff of urban/ infrastructure engineers, accountant, secretaries, office boys & drivers recruited (65%) | Final project evaluation report prepared | |
| e) Conduct Project final Evaluation | c) Recruit national & I.National consultants. (75%) Urban consultant to serve as the (Technical support expert) for the project. Expert-assistants for urban / regional fields. | | |

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|-----------------------------|--|---------|--------------------------|
| | 2019 a) office equipment, supplies, and stationary which were identified and needed for project operational purposes. Procured items were listed in financial reports. (65%) b) qualified & efficient staff of urban/ infrastructure engineers, accountant, secretaries, office boys & drivers recruited (70%) c) Recruit national & international experts/ consultants. Urban consultant to serve as the (Technical support expert) for the project. Expert-assist for urban / regional fields. (75%) f) Project had been audited by independent firm. This process took place during Feb 2019. This activity is reported with UNDP. (65%) | | 2019 GOOD PROGRESS |

Planned Targets Versus Actual Achievements till end of 2019

| Planned Targets | Actual Achievements |
|---|--|
| At least 3 project board meetings held and documented | Achieved Three annual Project board meetings took place (last one, 8th July 2019) Regular financial and technical progress reports prepared. |
| PMU established and fully staffed and operational | Achieved PMU established and fully staffed and operational, NPD and PM appointed. More than 30 qualified staff members and experts (technical, administrative and financial) recruited (65% females) Technical Support Consultants and Expert-assistants in Urban / Regional fields were recruited. |
| Regular financial and progress reports prepared | Achieved Regular financial and progress reports prepared Project audited by independent firm during the first Quarter of 2019. |
| Final project evaluation report prepared | On-going A mid-term evaluation of the project is currently being prepared by an independent consultant Project had been audited by independent firm for years 2018 & 2019. |

4.3.3. The core output 2 of the project contains a large number of activities and sub-activities. The number of spatial urban planning projects undertaken in this output are estimated to exceed 22 projects (strategic planning, detailed planning, urban design), with 14 finalized projects. Those projects are categorized under three main stated activities: (a) Develop Projects as per the outputs of the Urban Restructuring Study, (b) Prepare development plans for Giza plateau and surroundings, and (c) Prepare development plans for the Fustat area.

4.3.4. Most of the undertaken projects fall under one of the main four streams of activity (a): (i) prepare proposal for the demarcation of the borders of the governorates of GC, (ii) upgrade strategic plans for GC governorates and develop them into structural plans, (iii) develop urban plans for the administrative center and business/finance centers, and (iv) develop the urban structuring study of GC. Many of the carried-out projects fall within one of those four streams, other projects were also added due to emerging needs by the government and/or society.

4.3.5. Under output 2, some of the carried-out activities were prepared in collaboration with UN-Habitat. According to UN-Habitat's workplan for year 2019, four key activities were scheduled:

Conduct conceptual plan, business model, EIA and TIA for Al-Warrak Island and develop urban and landscape design for the waterfront, integrating new cities in East Cairo with the New Admin Capital, renovating the ministries zone in Downtown Cairo after the relocation of the ministries in the new admin capital, and carry out development plan for Saqqara. The progress on those activities is listed in table (8). While those activities are aligned with the project's objectives, it is not quite clear how those four key activities are incorporated in the original project's results and resources framework structure. It is recommended that those activities to be related to specific output indicators, targets and baselines, and in future progress reports the progress towards achieving those targets to be quantified and measured. Dealing with this large number of urban planning interventions requires the identification of specific selection criteria, to ensure that the chosen interventions contribute to the achievement of the main Project's goal as well as the strategic vision of GCR.

4.3.6. It is also important to mention that both GOPP (Project Management) and UN-Habitat produce their own reports (progress reports and annual workplans). To reduce the confusion in tracking project progress and outcomes, it is advisable that the reporting from both GOPP and UN-Habitat activities to be merged and synchronized in a single report. This will ensure the accurate follow-up of achievements and the coordination between actions and interventions. In general, there is a need to reorganize the executed and ongoing priority projects of output 2 under their corresponding activity; and create new activities as needed to better classify the projects based on their nature/scale/intervention type. It is also crucial to highlight how the implementation of those priority projects are assisting in the achievement of the Project's strategic objectives.

4.3.7. Nevertheless, it is observed that while many of the activities of this output are still ongoing, the number of executed spatial projects exceeds the planned list. In spite of the large number of added projects, the PM succeeded in controlling the expenditures to not exceed the planned budget. In addition, the adopted planning and implementation mechanism for several priority projects was successful in its participatory approach and integration of multi-level stakeholders/decision makers. This experience needs to be documented, disseminated and replicated in other Egyptian contexts.

Table 8: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 2

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|--|---|--|
| Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared | | | |
| a) Develop Projects as per the outputs of the Urban Restructuring Study. b) Prepare development plans for Giza plateau and surroundings c) Prepare development plans for the Fustat area | 2016/17 a) Develop Projects as per the outputs of the Urban Restructuring Study. Strategic vision of land use around the Regional Ring Road – Greater Cairo Region (100%). Manual Guideline for urban structuring for metropolitan areas and major cities (45%) Administrative Structuring of GCR (not started) Strategic Plan for Giza City. (25%) Prepare Development plan for the area surrounding the Academy of Arts – Giza Governorate. (100%) Prepare Masterplan & urban design for Al-Dahab & Al-Bekbasy islands (40%) | 3 developed and updated SP (Cairo, Giza, Qalioubiya) Studies and urban plans for the financial and business centers prepared Reports of development plans for the GR urban areas that will be affected by | 2016/17 GOOD PROGRESS |

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|-----------------------------|--|--|--------------------------|
| | <p>Development Plan of Al-Qursaya & Al-Disimy Islands – Giza Governorate. (25%)</p> <p>Development Vision of the informal settlements within Cairo governorate. (50%)</p> <p>Efficiency Enhancement of Planning & Urban Development Local Departments in GC Gov. (50%)</p> <p>Strategic plan for Cairo Governorate. (not started)</p> <p>g) Prepare development plans for the Fustat area . Detailed plan for action area in Al-Fustat (Cairo Governorate). (UN-Habitat)</p> <p>Development concept of Al-Warraq Island. (100%)</p> <p>(This task is implemented & reported in cooperation with UN-HABITAT)</p> | <p>regional projects developed.</p> <p>Final report & plan for upgrading Pyramids plateau area and its surrounding area finalized</p> <p>Urban plan for upgrading Fustat area developed.</p> | |
| | <p>2018</p> <p>a) Develop Projects as per the outputs of the Urban Restructuring Study.</p> <p>Manual Guideline for urban structuring for metropolitan areas and major cities.</p> <p>Strategic Plan for Giza City.</p> <p>Master plan and urban design for development of Al-Dahab & Al-Bekbashy islands</p> <p>Development of Qursaya & Disimy Islands – Giza Gov.</p> <p>Development of Al-Warraq Island (Giza).</p> <p>Efficiency Enhancement (technical support) of Planning & U.Development Local Departments in GC Governorates.</p> <p>Preparing TOR of Urban Development for Cairo City.</p> <p>Preparing Executive Regulation of adjustments of Law No.119 for year 2008.</p> <p>Development of Sour Magra Al-Oyoun / Al-Madabegh.</p> <p>Development Plan for Areas: Al-Massala, Mary's Tree & Al-Matarawi Street. (65%)</p> <p>h) Prepare development plans for the Fustat area. Detailed plan for development of Ain Al-Sira Lake and Al-Fustat Lake, Cairo Governorate.</p> <p>(This activity is implemented & reported in cooperation with UN-HABITAT)</p> | | 2018 GOOD PROGRESS |
| | <p>2019</p> <p>a) Develop Projects as per the outputs of the Urban Restructuring Study.</p> <p>Strategic Plan for Giza City.</p> <p>Development of Al-Warraq Island (Giza).</p> <p>Development for Massala, Mary's Tree & Matarawi Str.</p> <p>Planning vision for development of Saqqara antiquities area - Giza Governorate</p> <p>Design and Landscape for Al-Maasara Park – Cairo.</p> <p>Development of Al Fostat area & cemeteries area of (Al-Basateen, Al-Khalifa & Manshyet Nasser)</p> <p>Preparing Executive Regulation of adjustments of Law No.119 for year 2008.</p> <p>Preparing the executive regulation for the law of reconciliation in some building contraventions and legalizing its situations.</p> <p>Updating SPs for cities & villages of Banha Center</p> <p>Preparing TOR of Urban Development for Cairo City.</p> <p>Developing of Al-Shoair Island (Qaliuobya).</p> <p>Preparation of the development urban plan for the area surrounding the Pyramids plateau. (70%)</p> | | 2019 GOOD PROGRESS |

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|--|---------|--------|
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| 3 developed and updated SP (Cairo, Giza, Qalioubiya) | On-Going: Strategic Plan for Giza City & Urban Development Plan for Cairo City. Updating strategic plans for cities & villages of Banha Center. Detailed plans for three urban expansion areas in two cities in greater Cairo region prepared | | |
| Studies and urban plans for the financial and business centers prepared | On-Going: Design and Landscape for Al-Maasara Park - Cairo Governorate. Future Development for the area of Virgin Mary Church, Al-Zeitoun Development Plan for Massala, Mary's Tree & Matarawi Street. Development of Sour Magra Al-Oyoum / Al-Madabegh Area. | | |
| Reports of development plans for the GCR urban areas that will be affected by regional projects developed. | On-Going: Developing of Al-Shoair Island AlQanater - Qalioubiya Governorate. Planning vision for development of Saqqara antiquities area - Giza Governorate Masterplan for Al warak island accredited by Government of Egypt, traffic Impact assessment and EIA carried out. Master plan and urban design for development of Al-Dahab & Al-Bekbashy islands Development Plan of Al-Qursaya & Al-Disimy Islands – Giza Governorate. Strategic vision of land use around the Regional Ring Road – Greater Cairo Region Development plan for the area surrounding the Academy of Arts – Giza Governorate Development Vision of the informal settlements within Cairo governorate. | | |
| Final report & plan for upgrading Pyramids plateau area and its surrounding area finalized | On-Going: Preparation of the development urban plan for the area surrounding the Pyramids plateau. | | |
| Urban plan for upgrading Fustat area developed. | On-Going: Development of Al Fostat area & Ain El-Sira Lake. | | |
| | On-Going (additional activities with not targets defined, could be allocated under outputs 3 & 7): Preparing Executive Regulation of adjustments of Law No.119 for year 2008. Preparing the executive regulation for the law of reconciliation in some building contraventions and legalizing its situations. Guideline for urban structuring for metropolitan areas and major cities. Efficiency Enhancement (technical support) of Planning & Urban Development Local Departments in Greater Cairo Governorates. | | |

Table 9: GCR workplan 2019, prepared by UN-Habitat

| Project Outputs | Key Activities | Detailed Activities | Responsibility |
|--|--|---|-------------------|
| Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared | Conduct Environmental Impact Assessment (EIA) and Traffic Impact Assessment (TIA) study for Al-Warrak Island and develop Urban and Landscape Design for the waterfront | Develop TOR for the EIA and TIA studies and design of Al-Warrak Waterfront | UN-Habitat |
| | | Select and recruit consultancy firm | GOPP & UN-Habitat |
| | | Carry out EIA studies for the island | Consultancy Firm |
| | | Carry out TIA studies for the island | Consultancy Firm |
| | | Conduct conceptual design for the waterfront | Consultancy Firm |
| | | Conduct detailed design for a priority action area | Consultancy Firm |
| | Integrating New Cities in East Cairo with the New Admin Capital | Draft concept note for the integration of new cities in East Cairo with the new capital | UN-Habitat |
| | | Develop TOR for conducting regional studies for integrating new cities in East Cairo with the new capital | UN-Habitat |
| | | Select and recruit consultancy firm | GOPP & UN-Habitat |
| | | Organize RTDs to discuss ways of integration | GOPP & UN-Habitat |
| | Renovating the ministries zone in Downtown Cairo after the relocation of the ministries in the new admin capital | Conduct regional studies | Consultancy Firm |
| | | Develop concept note for the renovation of the ministries zone | UN-Habitat |
| | | Draft TOR for the assignment | UN-Habitat |
| | | Convene meetings with the National Organization For Urban Harmony | GOPP & UN-Habitat |
| | | Organize RTDs and workshops to discuss ideas for renovation | GOPP & UN-Habitat |
| | | Conduct renovation plan and action plan | Consultancy Firm |
| | Carry out development plan for Saqqara | Produce publication on the findings | UN-Habitat |
| | | Develop concept note for the development of Saqqara area | UN-Habitat |
| | | Draft TOR for the assignment | UN-Habitat |
| | | Convene meetings with the relevant authorities | GOPP & UN-Habitat |
| | | Conduct development plan and action plan for Saqqara | Consultancy Firm |
| | | Produce publication on the findings | UN-Habitat |
| Total | | | |

(This workplan is still under negotiation and could be altered as per GOPP needs and requests).

4.3.8. The output 3 is concerned with the enhancement of regulations and mechanisms on metropolitan finance and governance. The activities under this output were conducted in collaboration with UN-Habitat and reported in separate progress reports produced and managed by UN-Habitat. It is noticed that there are discrepancies between the activities stated in the project document (and the collective UN-Habitat/PMU workplans), and the output's progress reports: while the original document included 6 activities, the work conducted in UN-Habitat seems to follow a different procedure that includes 3 main activities. While those 3 activities address the same targets and expected outputs, they re-organize the sub-activities into a more efficient structure³. In overall this is not an issue. The Evaluator only concern is on the confusion that this action caused, and the need for a clear reporting/correspondence between the Project Management and UN-Habitat that justifies this change. It is also advised that the PMU incorporates those changes in their main reporting documents and workplans.

4.3.9. The reviewing of output 3 activities reveals a good progress with some sub-activities achieved. Year 2019 exhibited a making up of some delays in year 2018. The produced outputs demonstrate that the targets are expected to be attained on schedule.

Table 10: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 3

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|---|--|---|---------------------------------|
| Output 3: Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced | | | |
| <u>Activities as per the project document and general UN-Habitat workplan:</u> a) Prepare study on key aspects of metropolitan governance b) Launch baseline study on GC governance. c) Assess GC institutional, legal & admin. framework d) Organize national/regional CB e) Organize EGM on GC governance f) Develop legislative framework for governing & managing GC <u>Activities as per UN-Habitat Progress Reports:</u> a) Prepare studies on the main aspects of urban growth and regional development in GCR | 2016/7 a) Prepare studies on the main aspects of urban growth and regional development in GCR Follow up on the preparation for a discussion forum on the development of urban management in GCR i) Implement a pilot project on institutional capacities in urban management Launch meetings with Qalyubia Governor and Local authorities to select pilot projects in the urban expansions of Qaha and Qalyub cities to develop implementation detailed plans. Prepare a proposed detailed plan for ElAsharat basin. Negotiate the improvement of public spaces using procured 'canal covered' land | Case studies and assessment reports prepared Legislative and institutional framework for governance and management of the Capital city drafted. Expert group and stakeholder meetings convened. | 2016/17 GOOD PROGRESS |
| | 2018 a) Implement a pilot project on institutional capacities in urban management Ratification of the detailed plan of 'ElAsharat basin', Qalyub city <u>Dissemination of methodology in three basins in Qaha city:</u> Collecting maps and survey information of two locations Investigating ownerships and land tenure | | 2018 SLOW |
| | 2019 | | 2019 GOOD PROGRESS |
| | | | |

³ The workplan for year 2020 itself suggests an amendment of some of the activities under this output (discarding the CB component), which indicates that some of the planned activities were not needed anymore.

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|---|--|---------|--------|
| b) Implement a pilot project that aims at supporting the institutional capacities of Governorates in urban management c) Organize capacity building activities | a) Prepare studies on the main aspects of urban growth and regional development in GCR Produce study documents on: (i) the management of urban expansions in GCR, (ii) evaluation of financial performance in GCR governorates, (iii) evaluation of financial performance in GCR new cities, (iv) scenarios on the development of urban management in GCR, and (v) main players and legal framework for urban land management. Carry out discussion forums/workshops on the mechanisms of land registration, and on the mechanisms of urban management in large cities. b) Implement a pilot project on institutional capacities in urban management <u>Phase one: establishing and testing a methodology on a pilot project (ElAsharat basin)</u> Carry out 8 participatory sessions with landowners Ratification of the detailed plan Carry out cadastral field work for subdivisions Issuing building permits Proposal for a water channel covering/casing. <u>Phase two: dissemination of methodology in three basins in Qaha city</u> Carry out meetings and site inspections. Investigate landownerships Produce scenarios and conduct consultations. Disseminate lessons learned through: (i) carrying out a workshop on the procedural guidelines for implementing detailed plans, collecting feedbacks and producing a final guideline version, (ii) follow up on the preparation of the guidelines for the development of local resources. c) Organize capacity building activities Conduct two workshops on the detailed planning of growth areas and mechanisms of detailed planning implementation. | | |
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| Case studies and assessment reports prepared | <i>On-Going:</i> Five guidelines/study documents prepared Testing the methodology on ElAsharat basin in progress Dissemination of the methodology in three basins in Qaha in progress | | |
| Legislative and institutional framework for governance and management of the Capital city drafted. | <i>Canceled</i> | | |
| Expert group and stakeholder meetings convened. | Achieved: Several workshops/discussion forums carried out | | |
| | <i>On-Going (additional activity with not target defined, could also be allocated under output 7):</i> Two capacity building activities carried out. | | |

4.3.10. The output 4 was conducted in collaboration between UN-Habitat and NUCA, and with a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and with the support of international consultants as the implementing

partners. This output aims at planning and implementing a BRT and NMT systems in GR. The initial phase of the planned BRT network provides improved connectivity between the 6th of October city and central Giza (Faisal road).

- 4.3.11. The progress reports provided to the Evaluator are the PMU regular progress report for year 2017, and two reports from UN-Habitat: an Arabic report on the project activities (2017-2019) submitted to the Minister of Housing, and an English activities updates for year 2019. The interviews and reports (inception report, service plan, institutional plan, business and financial models, concept designs) reveal a good progress and several tangible achievements (e.g. the establishment of the transport regulatory unit, positive steps towards the implementation of the BRT, etc...). The output team also exerted a considerable effort in seeking various funding sources and partnerships to support the local authorities and government in capacity building and in the implementation of pilot projects (e.g. a sum of \$450,000 acquired from UN-Women).
- 4.3.12. A specific activity of interest is the preparation of the study on assessing women's experience in GC public transportation systems. This study could help informing the transportation planning process and ensure the inclusion of data-driven gender concerns in service plans and infrastructure designs. In this study surveys and focus group discussions were conducted, with the support of an international consultant and UN Women. Women's concerns were reflected and captured as recommendations in a gender brief about women's experience in Greater Cairo's public Transportation System, scheduled to be published in 2020.
- 4.3.13. This output is prepared in UN-Habitat with a direct coordination with NUCA. According to interviews with UN-Habitat program representatives, NUCA was regularly involved in the project with quarterly meetings with the vice chairman of NUCA. Moreover, for the first two years of the project life, monthly BRT steering committee meetings were held at NUCA to bring all players together. The Project steering committee is informed of project's progress at the Board meetings. Whilst changes that have been made to activities have been documented through correspondence with NUCA, it seems that the Project's PMU follow-up on this output was limited: Several activities are not listed in the original document and in several instances the expected targets (as per the main project document) need to be updated to cope with the changes in the current activities. This condition needs special attention from all parties, in order to coordinate efforts, align objectives and ensure the achievement of the GCR Project expected outcomes.

Table 11: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 4

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|--|--|-----------------------------|
| Output 4: Bus Rapid Transit Plan (BRT) Developed and Non-Motorized Transport (NMT) Promoted | | | |
| a) Recruit technical support team | 2016/7 (reporting from PMU) a) Recruit technical support team: ITDP selected for the planning of BRT. Al Raed contracted by ITDP as the local partner b) Plan of BRT corridors and feeder systems: Host a BRT workshop with Government and Stakeholders to select corridors Mobilize funding from UN Women Survey system's service plan | RFP for design, construct & operate BRT prepared | 2016/17 GOOD PROGRESS |
| b) Plan and design of BRT corridors and feeder systems | | At least 1 cycling group promoting non-motorized transport, at | |
| c) Conduct NMT audit, bike infrastructure, and bike feasibility plan | | | |

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|--|--|--------------------------|
| d) Conduct training workshops | c) Conduct NMT audit, bike infrastructure, and bike feasibility plan: Partnership on bike sharing established with community organizations. Workshops organized with biking community | least 1 training, 2 workshops conducted. | |
| | d) Conduct training workshops: BRT training workshop conducted in March, 2017. | | |
| | 2018 (Reporting from UN-Habitat) a) Plan of BRT corridors and feeder systems: BRT preliminary report prepared Demand and service plans prepared Preliminary designs of western routes prepared, proposals for industrial works (bridges, intersections, etc..) established. Negotiations initiated with Giza Gov. and General authority for roads, bridges and land transport) to select the routes Financial scenarios formulated and prioritized. Institutional plan finalized; the public transport regulatory unit negotiated. Support of women in transportation (GCR public transportation system) report finalized and under publication. An application for a grant from The Transformative Urban Mobility Initiative (TUMI) project issued. | | 2018 GOOD PROGRESS |
| | 2019 (Reporting from UN-Habitat) b) Plan of BRT corridors and feeder systems: Negotiation conducted with the European bank for reconstruction and development (EBRD) to support the Unit and provide a loan to procure at least 200 smart buses. Meeting with the World Bank carried out to provide loans for the implementation of BRT, Monorail, and High-speed rail. c) Conduct NMT audit, bike infrastructure, and bike feasibility plan: Application for a grant for ‘safe cities for kids’ prepared and submitted. Non-motorized Transport Report: “Streets for Walking and cycling” Guide | | 2019 GOOD PROGRESS |
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| RFP for design, construct & operate BRT prepared | On-Going: BRT Concept designs and Detailed Designs under finalization Public Transport Regulatory Unit (under the New Urban Communities Authority) established and running. The following projects are currently pursued by the unit: Enhancement of the New Urban Communities Authority Buses in 6th of October City Sustainable Urban Mobility Plan for 6th of October, transport for Cairo (TFC) project through Friedrich-Ebert-Stiftung (FES) grant. The Transformative Urban Mobility Initiative (TUMI) project The Swedfund project; a transitional study on formalizing informal transport systems. | | |
| At least 1 cycling group promoting non-motorized transport, At least 1 training, 2 workshops conducted. | On-Going: Non-motorized Transport Report: “Streets for Walking and cycling” Guide published and printed. Several CB programs and field visits organized with NUCA. | | |

Table 12: Comparison between the output 4 activities as stated in the project document, UN-Habitat collective workplan, and UN-Habitat mobility progress reports.

| Project document | Collective workplan (habitat) | Progress report (habitat) | |
|--|---|---|---|
| a) Recruit technical support team | | | |
| b) Plan and design of BRT corridors and feeder systems | <p>BRT service plan for one corridor developed</p> <p>BRT RFP for Construction, Operation, and Maintenance developed</p> | <p>Preliminary BRT project report</p> <p>Demand and service plans</p> <p>Preliminary designs, topographic studies, and proposed industrial works (6th of October city authority)</p> <p>Preliminary designs and topographic studies (Giza Gov. & General authority for roads, bridges and land transport)</p> <p>The financial model</p> <p>The institutional plan and public transport regulatory unit (NUCA)</p> <p>Support of women in transportation (GCR public transportation system)</p> <p>European bank for reconstruction and development (EBRD)</p> <p>The world bank</p> <p>The Transformative Urban Mobility Initiative (TUMI) project</p> <p>Safe cities for kids</p> | <p>BRT Concept designs and Detailed Designs</p> <p>Public Transport Regulatory Unit (under the New Urban Communities Authority)</p> |
| c) Conduct NMT audit, bike infrastructure, and bike feasibility plan | <p>Bicycling infrastructure and facilities in new communities studied and 3 pilot areas planned (A NMT audit on the quality of walking/cycling infrastructure in the 6th of October carried out).</p> | | <p>Non-motorized Transport Report: "Streets for Walking and cycling" Guide</p> |
| d) Conduct training workshops | <p>Trainings provided for national counterparts staff on planning and managing sustainable modes of transportation (study tours in Colombia and Sweden as well as CB programs in NUCA).</p> | | |

4.3.14. Several activities were undertaken under output 5, including implementing project communication strategy, producing publications, and conducting workshops and seminars. In general, the project exhibits good progress towards achieving the main output target: "outreaching to different stakeholders". Some planned activities were overlooked, mainly related to international outreach, which is understandable in light of the overall project objective which does not necessitate such action. It is recommended that the PM removes this activity from its documentation if not applicable. Furthermore, the work in the preparation of the project communication strategy has a slow progress, which is alarming, and needs an immediate attention by the project management in order to move the strategy forward towards implementation.

Table 13: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 5

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|---|--|-----------------------------|
| Output 5: Partnership and Communication on Greater Cairo Development Strengthened | | | |
| a) Develop and implement public engagement plan. b) Develop National and international publications. c) Conduct National conference and seminars d) Participate in international conferences and events | 2016/7 a) Implement public engagement plan. draft TOR prepared for the project communication strategy. Participation in Communication and Media training workshop (17 & 18 Sept 2017) b) Develop National and international publications. studies to be published: Manual of Activities Distribution in Egyptian cities; Manual of Preparing Detailed Urban Plan. Conduct National conference and seminars "Expert Group Meeting" held in October 2016. A workshop entitled "The Urban Planning System and Interaction of Manual Guidelines for Different Planning Levels" was held in April 2017 (30%) | Project outreach to different stakeholders achieved. | 2016/17 GOOD PROGRESS |
| | 2018 a) Implement public engagement plan. TOR prepared for the project communication strategy. b) Develop National and international publications. studies to be published: Manual of Activities Distribution in Egyptian cities; Manual of Preparing Detailed Urban Plan (Ministry approved, report is being printed). | | 2018 GOOD PROGRESS |
| | 2019 a) Implement public engagement plan. TOR prepared for the project communication strategy. b) Develop National and international publications. A "Manual of Preparing Detailed Urban Plan for Egyptian Cities" was published (Jan 2019) | | 2019 GOOD PROGRESS |
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| Project outreach to different stakeholders achieved. | On-Going: Manual of Preparing Detailed Urban Plan for Egyptian Cities was printed and disseminated (2500 copy) Project communication strategy being prepared. Website and social Platforms are being developed & upgraded. "Expert Group Meeting" workshop was held in October 2016 to present the most important planning issues facing the development process in the Greater Cairo Region. A workshop entitled "The Urban Planning System and Interaction of Manual Guidelines for Different Planning Levels" was held in April 2017 as part of the preparation of Manual Guideline for urban structuring for metropolitan areas and major cities. Participation in Communication and Media training workshop (Sept 2017). | | |

4.3.15. Most of the activities related to output 6 are finalized. The gender strategy is prepared, and several workshops/training sessions were carried out. No further actions were scheduled in the 2019 workplan or progress report.

Table 14: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 6

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|---|--|---|------------------------------------|
| Output 6: Gender Strategy and guidelines for urban planning developed and piloted | | | |
| a) Prepare gender strategy and guidelines for projects. b) Prepare studies on impact of one of priority projects on gender. c) Organize specialized gender training courses for GOPP, Las & u.planning practitioners. | 2016/7 a) Prepare gender strategy and guidelines for urban planning projects. Submission of Inception Report. More than 12 interviews/meetings held with GOPP high management to formulate the strategy. Drafting gender strategy and guidelines for urban planning projects. Two workshops were held on 22 & 29 August for GOPP staff to introduce gender strategy and how to integrate needs of men & women in planning and urban development. Submission of final Gender Strategy. Translation of the final Gender Strategy report into Arabic. (95%) b) Prepare studies on the impact of one of the proposed priority projects on gender & how to observe this element among other project activities Final workshop on Implementing Gender Strategy on action area held 26/10/2017. Identification of the action area (Al-Dahab Island) and data collection. (95%) | Gender guidelines and strategy documents prepared TOR incorporating gender in urban planning developed. At least one UP case incorporating gender piloted. At least 15 UP staff and practitioners trained At least 2 gender training conducted and evaluated. | 2016/17 GOOD PROGRESS |
| | 2018 a) Prepare gender strategy and guidelines for urban planning projects. Final Gender Strategy. b) Prepare studies on the impact of one of the proposed priority projects on gender & how to observe this element among other project activities Final workshop about Implementation of Gender Strategy on action area. Identification of the action area and data collection. | | 2018 COMPLETED |
| | 2019 No further activities | | 2019 COMPLETED |
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| Gender guidelines and strategy documents prepared | Achieved: Submission of the final Gender Strategy for project /GOPP (English & Arabic). | | |
| TOR incorporating gender in urban planning developed. | Not Achieved | | |
| At least one UP case incorporating gender piloted. | Not Achieved | | |
| At least 15 UP staff and practitioners trained At least 2 gender training conducted and evaluated. | On-Going: Three workshops were held for 18 GOPP staff to introduce gender strategy concept and how to integrate needs of men & women in planning and urban development. | | |

Table 15: Gender consideration in the composition of the project's team

| Project High Management | | | |
|--|------|-------------------------|-------|
| Title | | Name | |
| National Project Director / GOPP Vice-Chairman | | Eng. Salwa Abd Al-Wahab | |
| Project Manager | | Eng. Nahed Naguib | |
| Project Main Technical Support | | | |
| Title | | Name | |
| Project Technical Consultant | | Dr. Ingy Al-Barmalgy | |
| Technical expert-assistant | | Eng. Hadeer Hussian | |
| Project Staff (excluding drivers) | | | |
| Job Title | Male | Female | Total |
| Engineers | - | 3 | 3 |
| Secretarial & Admin./ Financial support | 2 | 7 | 9 |
| Messengers | 4 | 1 | 5 |
| Total | 6 | 11 | 17 |
| Female % | 65% | | |

Table 16: Gender consideration in capacity building programs.

| # | Course Title | Date | Males | Females | Total Trainees |
|-----------------|---|------------------------|------------|-----------|----------------|
| 1 | Tender and Bidding law No. 182 for year 2018. | 11-13 June 2019 | 1 | 1 | 2 |
| 2 | Data insert and analysis using Arc Gis.3 program. | 24 Nov. – 12 Dec. 2019 | 2 | 4 | 6 |
| 3 | Project Management | 27-31 October 2019 | 3 | 2 | 5 |
| 4 | Towards the fourth generation of the new cities & smart cities (potentials and challenges). | 15-26 December 2019 | 2 | 1 | 3 |
| 5 | Applications to use Arc Gis.3 in Urban Development | 22-31 December 2019 | 1 | 3 | 4 |
| Total | | | 9 | 11 | 20 |
| Female % | | | 55% | | |

4.3.16. The progress in achieving the output 7 was focused on conducting training and capacity building courses, in February and March 2018 (5 training courses, 20 trainees). No activities were undertaken in years 2016/17 and year 2019. According to UN-Habitat interviews, the capacity building programs will resume in Q3 and Q4 of year 2020. Nevertheless, It is recommended that more capacity building programs to be prepared and conducted in order to convey lessons learned from the huge amount of prepared and implemented projects to broader audience from staff and stakeholders. Furthermore, it seems that activity (b) - international travels and visits, is not a priority anymore for the PM and GOPP and therefore it is recommended that this activity to be removed from the matrix in AWP and PR. The targets marked in *italics* need also to be reviewed and assessed.

Table 17: Progress Towards Results Matrix (Achievement of outputs against End-of-Project Targets) – OUTPUT 7

| Project Output / Activities | Activities achieved / % of achievement | Targets | Rating |
|--|---|---|-----------------------------------|
| Output 7: Capacity of Targeted National Staff Developed and Enhanced | | | |
| a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS. b) Conduct international travels/study tour(s) for similar size Global Capitals and Initiatives. | 2016/7 | <i>At least 4 training workshops conducted</i> | 2016/17 SLOW |
| | 2018 a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS. Five training courses conducted for GOPP/Project staff at the Urban Training Institute (UTI). Date : February / March 2018 (20 trainees): Energy conservation considerations in urban planning. Strategic environmental assessment at the level of urban planning. Planning, development and sustainability of new rural communities. Google sketch up v-ray. Geographical data entry and analysis using ARCGIS 10.3. (30%) | <i>Training evaluation report prepared</i> <i>GIS and LIS software and hardware procured.</i> <i>International travels conducted.</i> <i>At least 2 training (institutional, finance for urban projects in GC) conducted</i> | 2018 GOOD PROGRESS |
| | 2019 | | 2019 SLOW |
| Planned Targets Versus Actual Achievements till end of 2019 | | | |
| Planned Targets | Actual Achievements | | |
| At least 4 training workshops conducted At least 2 training (institutional, finance for urban projects in GC) conducted | On-Going: Five training courses were conducted for GOPP and its regional centers staff (20 trainees). These courses took place at the Urban Training Institute (UTI) during 2019. Three training courses were conducted for GOPP and its regional centers staff (13 trainees) by Urban Training Institute (UTI) during 2019. Training Needs Assessment for GOPP staff has been updated. Several CB programs carried out under other outputs. | | |
| Training evaluation report prepared | Not Achieved | | |
| GIS and LIS software and hardware procured. | Not Achieved | | |
| International travels conducted. | Canceled | | |

4.3.17. To sum up this section, the review of achievements of the project indicates an effective project; it is on track to deliver its expected results by end of 2020. The project is in progress to achieve most of its planned activities, and by the end of the project it will probably reach the majority of its planned targets. As discussed in Section 4.2.1 the project succeeded in using adaptive management to provide flexibility in the project approach working with partners and related government institutions and adapting to changing conditions and needs. Also, as discussed in sections 4.2.7 and 4.2.8, the project managed a balanced expenditure to achieve most of the planned activities. Specially in output 2, the project exceeded the targeted activities and included additional tasks in response to national needs and managed that are within the original budget.

4.3.18. During year 2020, it is highly recommended that the PM focuses on achieving better linkages between the project's outputs. Figure (1) in this document depicts an excellent designed

relationship between core outputs (mainly related to physical/spatial planning) and supporting outputs (mainly related to implementation mechanisms, training, institutional/legal development, gender strategy, governance, infrastructure, etc...). these supporting outputs are of extreme importance not only to the successful implementation of priority projects in GC, but also to the urban planning environment in Egypt. It is therefore suggested that the PM carries out several expert group meetings and formulates a strategy for incorporating the outcomes from the supporting activities into strategic urban plans, detailed plans and urban design schemes.

5. Conclusions, recommendations and lessons learned

5.1.1. The overall results of the midterm evaluation of the project are highly satisfactory, in terms of overall project implementation, budget management and results achieved. The strengths of the project were the adaptive management and cooperation between project partners to facilitate the on-ground implementation of many of the physical planning schemes and to respond to national and local societal needs.

5.1.2. The project strategic objective is to contribute to the realization of the strategic vision for Greater Cairo development, and to develop priority projects, participatory processes, and legal frameworks. Till date, the project has several successful major achievements that contribute to the attainment of this main objective. Those main achievements could be summarized as follows:

- *The strategic plans for Giza city, urban development plan for Cairo city and other strategic/detailed plans in the three governorates are currently assisting in defining priorities for development and growth directions.*
- *Many detailed interventions and development plans have been prepared for action areas and hotspots in GCR (more than 20 finalized and ongoing detailed projects conducted), assisting in improving the overall urban context and the quality of life in previously deteriorated areas.*
- *Several guidelines/study documents were published in support of enhancing the metropolitan governance mechanisms, such as: (i) the management of urban expansions in GCR, (ii) evaluation of financial performance in GCR governorates, (iii) evaluation of financial performance in GCR new cities, (iv) scenarios on the development of urban management in GCR, and (v) main players and legal framework for urban land management. Furthermore, pilot projects on urban management and institutional capacity building are being implemented in ElAsharat basin and in Qaha.*
- *BRT and NMT have been promoted in GCR, through a direct cooperation between UN-Habitat and NUCA. The Public Transport Regulatory Unit is currently established and running in NUCA, overseeing the development and implementation of BRT concept and detailed designs. Important achievement under this output include enhancing NUCA Bus system in 6th of October City, preparation of a sustainable Urban Mobility Plan for 6th of October, transport for Cairo (TFC) project, and the Transformative Urban Mobility Initiative (TUMI) project. Furthermore, the Non-motorized Transport Report: "Streets for Walking and cycling" Guide is published and disseminated.*
- *To strengthen partnership and communication in GCR, the Project produced and disseminated a manual of Preparing Detailed Urban Plan for Egyptian Cities as well as the Project's communication strategy. Furthermore, the website and social platforms are developed & updated, and several group meetings/workshops were carried out to raise awareness on most important planning issues and produced guidelines.*
- *A gender strategy and guideline has also been prepared, though the incorporation of this strategy in pilot/action project is still on-going.*
- *Finally, all previous activities were accompanied by several capacity building programs that aim at training staff and other stakeholders on the implementation and management of the various aspects of urban planning in GCR.*

5.1.3. Below are some more specific conclusions and recommendations.

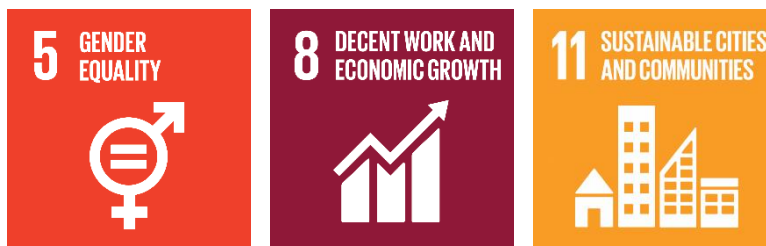
5.2. Relevance

A very relevant project for Greater Cairo and GOPP which addresses key national priorities and responds to prioritized regional and local needs.

5.2.1. The evaluation found that the GC Project is highly relevant to institutional, national and regional priorities, addressing a well-acknowledged, pressing need to tackle the urban challenges in GC especially related to achieving social justice, economic competitiveness and environmental sensitive planning. The Project aims at contributing to the achievement of the strategic vision of GC development and to strengthen capacities of staff and stakeholders in governance, urban management, institutional development and urban/regional planning. The project concept itself emerged from national priorities as identified in Egypt SDS2030 and the government program, and it is considered as a follow up on the previous project: "Strategic Urban Development Plan for Greater Cairo Region (2008-2016)" which produced a strategic urban development plan and vision for GCR. The project provided GOPP with the necessary resources and capacities to prepare strategic plans for the GCR governorates as well as detailed plans for specific priorities and intervention areas.

5.2.2. With regards to UNDP, the project is in line with UNDP Country Programme (2013-2017) in Egypt. The project targets clearly falls under one of the three UNDP national priority goals in Egypt: "Enhanced performance of democratic institutions for transparency, accountability, rule of law and higher citizen satisfaction with government services", and the UNDAF outcome number 1: "enhancing national and local capacities and systems for decentralized, inclusive, gender-sensitive planning, budgeting and M&E", and is therefore clearly relevant for the country programming.

5.2.3. The project is also relevant to and well aligned with the Sustainable Development Goals (SDGs) 4,5,8,11,13 and 16. In the long-term – and assuming that the project results are sustained – the project has the potential to contribute most directly to SDG 5 (Gender Equality), SDG 8 (decent work and economic growth), and SDG 11 (sustainable cities and communities). Furthermore, the Project is aligned with the New Urban Agenda, and UN Strategic Plan (2020-2025) - domain of change 1: 'Reduced spatial inequality and poverty in communities across the urban/rural continuum'; domain of change 2: 'Enhanced shared prosperity for cities and regions'; and domain of change 3: 'Strengthened climate action and improved urban environment.



5.3. Efficiency and effectiveness

A good project document presenting a coherent Logical Framework Matrix and good management arrangements.

The project used adaptive management to respond to changing national needs, while maintaining adherence to overall project design and planned deliverables.

The evaluation found that the Project Management is in progress of delivering most of the anticipated project outputs, and that these outputs are of high technical quality.

The evaluation found that project delivery was generally cost efficient and well managed. Nevertheless, the log frame needs to be complemented with quantitative and qualitative outcomes. This will assist the PM to better measure long-term results.

- 5.3.1. As discussed in some sections of this report, the project has been efficiently implemented. The review of the management and partnership arrangements revealed that the project enjoyed a good collaboration with UNDP, UN-Habitat and NUCA, as well as other key stakeholders. The Project team also kept a continuous communication with the local authorities of the three governorates to ensure the effective formulation and implementation of plans. This was of paramount importance to safeguard the local 'ownership' of the proposed priorities and interventions. The project management team carefully allocated project resources and hired necessary expertise to ensure professional quality of outputs.
- 5.3.2. The comparatively detailed log frame supported the project delivery and day to day progress monitoring and management. However, the log frame's heavy focus on activities and outputs was not accompanied by a similar focus or description of the outcomes, including long term economic, social and environmental aspects that the Project aims at influencing. It was therefore easy for the evaluator to measure quantitative metrics such as activities and outputs, but was difficult to assume the ultimate results of those outputs (how the implementation of the urban plans affected the social and economic conditions of the local community? How the capacity building programs impacted the way the staff are dealing with spatial planning? Etc..). In all conditions, the project's log frame needs to be updated to incorporate changes in activities (especially those conducted by the other partners such as UN-Habitat and NUCA), and to revise the listed targets and indicators to count for newly included activities and achievements.
- 5.3.3. Furthermore, the large number of projects exerted under output 2 need to be re-classified under a clearer set of activities that distinguishes those projects in terms of their nature, scale, impacts and/or implementation agencies. This projects' clustering technique could increase their management and follow-up efficiency, as well as the effective measurement of their impacts on the achievement of the main GCR Project goals.
- 5.3.4. The review revealed that the project management team used adaptive management to respond to changing national needs while maintaining adherence to overall project design and planned deliverables. The project management was flexible in adapting to a constantly

changing environment; including constant national demands from the government to include additional priority tasks in GC, as well as the need to respond at emerging local needs expressed by the local community, private sector and other stakeholders. Furthermore, the change of Governors, and the need to provide technical support to the local planning units imposed an additional burden on the PM to continuously adapt project's activities to day-to-day urgencies.

5.3.5. Furthermore, external expertise and consultants were hired as needed to ensure the implementation of activities. This approach allowed the PM to produce outputs of high technical quality and to help transferring technical skills to the second generation of planning staff in GOPP.

5.3.6. Finally, the management of budget has been very efficient and effective. The budget was wisely distributed on the seven outputs based on actual workload related to each output and relevant activities. The expenditures slightly exceeded the estimated amounts each year, which is acceptable in light of the additional tasks and activities constantly added to the project during implementation. In this respect, the co-financing plan and contribution from different partners (GOPP, UNDP, UN-Habitat and NUCA) proved to be successful in generating ownership of produced outputs and in catalyzing cooperation between relevant institutions.

5.4. Sustainability and progress to impact

The project produces many outputs that could have a long-term indirect positive impact on social, economic and environmental sustainability of the urban environment

Several produced plans are already approved and institutionalized within relevant government entities (e.g. Governorates, NUCA, etc...), and therefore should be sustained in the long term.

5.4.1. While sustainability is not clearly discussed in the project document or in the AWP, it is obvious that some of the intended outputs could indirectly have a positive long-term contribution to environmental, social and economic sustainability. The evaluation found that some of the planned and/or implemented projects, such as the different pilot upgrading projects in GCR, slum development, and BRT/NMT could lay foundation for delivering long-term positive environmental and health impacts. It is expected that the implementation of those projects could lead to improvements in the built environment, quality of life, as well as decrease in the use of private cars and therefore reducing emissions and air pollution. Whilst promoting cycling could directly solve accessibility/connectivity issues, it could also lead to improved physical activity, which directly impacts health. The developed urban plans could also improve social and economic sustainability of the urban environment in the GCR by providing organized urban patterns with adequate open spaces as well as proper housing environment and job opportunities.

5.4.2. On the institutional dimension, it has been mentioned that the project is clearly in line with the national and UNDP objectives to enhance the national and local capacities for inclusive, gender-sensitive planning. It also contributes indirectly to the sustainable development goals, namely Goals 5, 8 & 11.

5.4.3. It is also important to mention that strategic plans and other urban detailed plans are produced, revised and approved by a relevant governmental authority. There are therefore no obvious risks to the sustainability of this type of project achievements over the long-term, as most of the produced plans are already well institutionalized and being implemented and monitored by relevant authorities. In addition, the participation of different partners and stakeholders throughout the preparation and implementation of project's activities results in good ownership of results, which will also contribute to the long-term sustainability of the achievements.

5.5. Gender mainstreaming

Gender considerations were emphasized during the project's design and implementation. The project achieved a well-thought gender balance throughout delivery of its activities.

5.5.1. The extent to which the Project addressed gender was also explored during the evaluation process. To that end, the evaluation found that gender considerations were well-embedded in project design, with a specific attention to formulate a separate output (output 6) for a gender project strategy. The produced document on the gender mainstreaming strategy sets an important milestone on how gender issues could be incorporated in urban development planning and management in Egypt. This document needs to be disseminated within the urban planning and management community/stakeholders. It is also recommended that the PMU conducts a pilot project on implementing the document's guidelines and directives in a real case study.

5.5.2. Furthermore, the capacity development activities are tailored and organized taking into account the different occupation/level of knowledge and spheres of influence of women and men. Similarly, the language, imagery and dissemination of awareness raising messages are formulated to address and reach both women and men. The generally strong consideration of gender during project design was carried over to project activities. The project achieved a gender balance throughout delivery of activities and – of most importance – this included the extensive involvement of women in the project's workshops, training classes and decision-making processes.

5.5.3. Interestingly, gender issue was also addressed within the BRT components, and a special study was carried out to assess women conditions and preferences regarding transportation in GCR.

5.5.4. In general, it is proposed that the gender markers for the project's outputs to be formulated and monitored during year 2020.

5.6. Recommendations and lessons learned

5.6.1. The overall results of this mid-term evaluation of the GCR Project are highly satisfactory, in terms of number of planned and implemented projects, impacts and sustainability. The strengths of the project were the good management and the successful cooperation between

different partners and institutions in finding solutions to the intricate planning/implementation issues that faces the urban context in Greater Cairo.

5.6.2. The GCR Project presents an exceptional experience in handling a large number of projects under many outputs/streams. It succeeded in achieving that by collaborating with a wide spectrum of governmental and non-governmental institutions. While the Evaluator did not detect any major issue that could hamper the successful continuation of the project, it is necessary to note that the following summary of recommendations could assist the PMU in increasing the efficiency of conducted activity and in improving the performance in some specific areas.

Table 18: Summary of recommended actions

| Topic | Recommended Action |
|---|--|
| 1. Project Design and Formulation | |
| Project's objectives clearly defined, UNDAF outcome identified. | Need to specify specific project's outcomes at both long and medium terms, along with a clear accountability line. |
| Changes in the project's listed activities and priorities (e.g. output 2,3 &4) | Review and update of the logical framework / results and resources framework: <ul style="list-style-type: none"> Structure & content of listed activities Indicators Expected targets |
| Risk log not present in the project document, but this issue was addressed in the 2019 progress report; four main risks identified. | Risk log could be elaborated by analyzing the risk impact/probabilities. |
| 2. Project Implementation | |
| Reporting of UN-Habitat activities is carried out in separate reports and is not incorporated within the PMU/UNDP progress reports and follow-up structure (including RRF & LF) | Reporting from UN-Habitat/NUCA activities need to be merged and coordinated in the main progress report prepared by the PMU, and laid out in the UNDP report formatting. Project RRF & LF need to be updated to count for changes in the activities undertaken by UN-Habitat. |
| The impact of the prepared and implemented projects on the improvement of the living conditions in GCR and the achievement of GCR planning goals. | In progress reports, highlight how the implementation of those priority projects are assisting in the achievement of the Project's strategic objectives. |
| 3. Progress Towards Results | |
| Large number of projects carried out under output 2, mainly under only one main activity (3 activities defined). | Activities to be related to specific output indicators, targets and baselines, and in future progress reports the progress towards achieving those targets to be quantified and measured. Reorganize the executed and ongoing priority projects of output 2 under their corresponding activity; and create new activities as needed to better classify the projects based on their nature/scale/intervention type |
| The implemented projects (under output 2) define a success story and a planning approach that need to be documented. | Prepare a documentation/guideline/manual on the planning and implementation mechanisms of priority projects in GCR. |

| Topic | Recommended Action |
|---|--|
| | Disseminate the prepared document and replicate the experience in other contexts. |
| Some planned activities in output 5 – related to international outreach - were overlooked. They are no more needed due to changes in priorities and general directives. | Unnecessary activities need to be removed from documentation (RRF & LF) if not applicable. |
| Development and implementation of project's communication strategy is lagging behind schedule. | Project's communication strategy needs to be pushed forward towards implementation. Furthermore, communication strategy could propose sensible solutions to the delay in security clearances, required to launch main activities and stakeholders participation. |
| No capacity building activity carried out in year 2019. | More capacity building programs to be prepared and conducted in order to convey lessons learned from the huge amount of prepared and implemented projects to broader audience. |
| International travels and visits (output 7), is not a priority anymore for the PM and GOPP | Activity to be removed from the matrix in AWP and PR. The relevant targets need also to be reviewed and assessed. |
| The number of activities conducted through the different outputs is outstanding. The linkage between the different outputs in terms of how they work together in achieving the project's goals require justification and explanation. | PMU to carry out several expert group meetings and formulates a strategy for incorporating the outcomes from the supporting activities into strategic urban plans, detailed plans and urban design schemes. |
| The produced document on the gender mainstreaming strategy sets an important milestone on how gender issues could be incorporated in urban development planning and management in Egypt. | Conduct a pilot project on implementing the document's guidelines and directives in a real case study. |

5.6.3. Furthermore, several lessons learned are presented below. There are based on the review of project documents, interviews with key informants and analysis of the information collected for this evaluation:

- This project exemplifies how a good design leads to a good implementation, which in turn leads to good project results. There is more chance for a project well designed to be a success. Aligning the strategic plan goals and objectives with an implementation plan could help in reducing the execution gap.
- Strategic planning is a continuous, dynamic process that needs to be updated and followed up in order to ensure its efficient implementation and the achievement of its objectives. The adaptation of a flexible strategy in planning and implementing projects in line with the requirements of development and the situation on the ground is also vital. This is true in case of the implemented priority projects in GCR, as well the BRT planning and implementation process. Furthermore, a successful strategic planning process requires the continuous and early engagement of relevant stakeholders and community members. This involvement is critical to the plan implementation and overall project's sustainability.
- The Project directives stem from the GC urban development strategy. The current project attempts to localize the developed regional strategy. This integration between local, regional and national visions ensures that development serves the interest of a wider spectrum of stakeholders at a multi-levelled scale. This integration has also encouraged to attract different sources of funding and to push forward plans into implementation.

- A project that is a response to clear national needs and priorities is often highly relevant for beneficiaries and its chance of being implemented effectively are maximized.
- When reviewing the scope of the project with its seven distinct components, it is obvious that it is a large and complex project with many uncertainties. The GOPP experience in transforming envisaged plans and proposed interventions from documentation to real implementation shows that it is neither an easy nor a linear process. It is often mixed with conflicting agendas of different stakeholders and resistance to change, especially from local communities. In this respect adaptive management is a key management instrument for this type of projects, providing the necessary flexibility to review and update the scope of carried out activities as needed to secure effective project deliverables while maintaining adherence to the overall project main goal.
- Developing and implementing a communication strategy is an important project component: It strengthens the ability to promote and activate the participation of key stakeholders throughout different stages of planning process with a wider range of interest groups to showcase the efforts which have been made, and ongoing efforts to change the urban conditions on the national and regional scale. An effective communication strategy forges and maintains connections, allowing actions to be efficiently implemented toward its goals. In addition, the communication strategy could convey to relevant stakeholders the role and mandate of GOPP regarding plan preparation and the overall monitoring of planning implementation in Egypt.
- In order to ensure mainstreaming of gender considerations in the project, it is critical that gender-based expected results be part of the project strategy to become part of the implementation of activities as well as part of reporting project progress. The integration of the gender approach into all project activities, actions, and implementations could have a catalytic effect, especially for the urban priority project with significant social dimensions.

6. ANNEXES

6.1. List of Documents reviewed in the Mid Term Evaluation Report

| | Name / Topic | Language | Date | Source |
|----|--|------------------|------------------|------------|
| 1 | Project Document | Arabic/English | 2016 | GOPP |
| 2 | Board Meeting presentations | Arabic | 2017, 18, 19 | GOPP |
| 3 | Board Meeting MoMs | Arabic | 2017, 18, 19 | GOPP |
| 4 | Progress Reports | English | 2017, 18, 19 | GOPP |
| 5 | Annual Workplans + Budget | English | 2016, 17, 18, 19 | GOPP |
| 6 | Combined Delivery Reports (CDRs) | English | 2016, 17, 18, 19 | GOPP |
| 7 | Budget Revision 2019 | English | 2019 | GOPP |
| 8 | Full project modified workplan | English | 2019 | GOPP |
| 9 | Un-Habitat activity budget | Arabic | 2019 | GOPP |
| 10 | Gender Mainstreaming Strategy | English | 2017 | GOPP |
| 11 | Set of correspondence letter between PMU and UN-Habitat | Arabic | 2017, 19 | GOPP |
| 12 | BRT progress report | English | 2017 | GOPP |
| 13 | Greater Cairo Urban Development Strategy | English | 2012 | GOPP |
| 14 | GCR Governance – Progress reports | Arabic | 2017, 18, 19 | UN-Habitat |
| 15 | GCR Governance – Workplans and Budgets | Arabic | 2017, 18, 19 | UN-Habitat |
| 16 | GCR Governance – Workshops and Training (Miscellaneous) | Arabic | 2017, 18, 19 | UN-Habitat |
| 17 | Mobility – Contracts and EOIs | English | 2017, 2019 | UN-Habitat |
| 18 | Mobility – Deliverables: Cairo BRT – 6 th of October service plan Cairo BRT – Corridor identification Cairo BRT – Western corridor concept design Cairo BRT – Western corridor business model | English | 2018 | UN-Habitat |
| 19 | Mobility – Progress Reports | Arabic/English | 2019, 2020 | UN-Habitat |
| 20 | Mobility – Interim financial report | English | 2019 | UN-Habitat |
| 21 | Mobility – Gender report brief | English | 2019 | UN-Habitat |
| 22 | Planning – Fustat RFQ | English | 2017 | UN-Habitat |
| 23 | Planning – Board meeting | Arabic | 2018 | UN-Habitat |
| 24 | Planning - Amendments | Arabic | 2017-2020 | UN-Habitat |
| 25 | Planning – TOR -Communication Strategy | English | 2018 | UN-Habitat |
| 26 | Planning – Progress reports | Arabic | 2017, 18, 19 | UN-Habitat |
| 27 | Planning – Workplans & financial reports | Arabic / English | 2017, 18, 19 | UN-Habitat |
| 28 | Planning – Correspondence & TORs (Miscellaneous) | Arabic | 2017, 18, 19 | UN-Habitat |
| | | | | |

6.2. Project Result and Resources Framework

SDPM: Priority Development Projects in Greater Cairo (2016-2018)

Project Document

Annex 2: Results and Resources Framework

| Intended Outputs | Output Targets for Year | | | Key Indicative Activities | Responsible Parties | Inputs (US\$) | |
|---|--|---|---|---|-----------------------|----------------|----------------|
| | 2016 | 2017 | 2018 | | | UNDP | UN-Habitat |
| Output (1): Project Management Unit established Output Indicators: Indicator 1: - Number of Project Board Meetings held and documented minutes of meetings - Number of staff and experts recruited Baseline: - The Project Board is not established and no meetings held. - A number of qualified staff and experts were contracted during the previous project and their contracts expired. Target(s): - At least 3 Project Board meetings held and documented. - The Project Management Unit is established and fully staffed and operational. | - Assets of the previous project transferred to the new project - New office supplies, equipment and other devices procured | - New office supplies, equipment and other devices procured | - New office supplies, equipment and other devices procured | a) Procure and establish office furniture, equipment, consumables & Office operations | GOFP/UNDP | 100,000 | - |
| | - Technical & administration staff recruited - Local and international experts recruited | - Technical & administration staff recruited - Local and international experts recruited | - Technical & administration staff recruited - Local and international experts recruited | b) Recruit PMU Staff (Technical, Administration & Support) | GOFP/UNDP | 420,000 | - |
| | | | | c) Recruit national & international experts/ Consultants | GOFP/UNDP/ UN-Habitat | 150,000 | 230,000 |
| Indicator 2: - Number of annual financial review reports - Number of periodical technical progress reports - Final Project evaluation report prepared Baseline: - Annual financial reviews of the previous project were conducted, progress reports were prepared and final technical evaluation of the will be carried out. Target(s): - Regular financial and progress reports prepared - Final project evaluation report prepared. | - Semi-annual financial report prepared. - Four quarter progress reports prepared | - Semi-annual financial report prepared. - Four quarter progress reports prepared | - Semi-annual financial report prepared. - Four quarter progress reports prepared | d) Conduct annual project audit | UNDP | 10,000 | - |
| | | | - Final evaluation report prepared | e) Prepare quarter progress reports and Conduct Final Project evaluation | UNDP/ UN-Habitat | 20,000 | 20,000 |
| Total Budget of Output (1) | | | | | | 700,000 | 250,000 |
| | | | | | | 950,000 | |
| Output 2: Strategic Development Plans, Studies and Action Plans for Priority Projects Prepared | | | | | | | |

SDPM: Priority Development Projects in Greater Cairo (2016-2018)

Project Document

| | | | | | | | |
|--|---|---|--|---|------------|---------|--|
| Output Indicators Indicator 1: - Number of updated strategic plans of GC governorates developed Baseline: - The strategic plans for Cairo, Giza and Qalioubiya need updating and are not finalized. Target(s): - 3 developed and updated strategic plans (Cairo, Giza and Qalioubiya) | - The strategic urban plan of Cairo governorate updated. | - The strategic urban plan of Giza governorate updated. | - The strategic urban plan of Qalioubiya governorate updated. | a) Develop and prepare the priority projects in accordance to the outputs of the study on the GC urban restructuring studies. | GOFP/ UNDP | 900,000 | |
| Indicator 2: - Number of urban studies and urban plans of the new administrative center and the financial and business centers prepared. Baseline: - New administrative boundaries for some governorates are being developed. Target(s): - Studies and urban plans for the financial and business centers prepared. | | - Studies and urban plans of the administrative center prepared. | - Studies and urban plans for the financial and business centers prepared. | | | | |
| Indicator 3: - Reports and structural maps of the service areas, recreational areas and open spaces at the level of GC - Reports of development plans for the GR urban areas that will be affected by regional projects Baseline: - GC urban restructuring study has been prepared. Target(s): - Reports of development plans for the GR urban areas that will be affected by regional projects developed | - Urban areas affected by GC regional projects identified | - Baseline studies and analysis completed. - Development studies and plans for urban areas affected by GC regional projects prepared | - Urban restructuring studies completed. | | | | |

| | | | | | | | |
|---|--|--|--|---|------------------|-----------|---------|
| Indicator 4: - Number of reports and development plans for the Pyramids Plateau and its surrounding prepared. Baseline - The urban development plan of the Pyramids Plateau area and its surrounding area has been initiated and ongoing. Target(s) - Final report and the development plan for upgrading the Pyramids Plateau area and its surrounding area finalized. | | | | | | | |
| - The urban development plan for upgrading the Pyramids Plateau area and its surrounding area finalized. - Visual impact studies of the whole area completed. - Schemes and maps of road network and transportation networks in the area prepared. | | | | b) Finalize the studies for the development of the Pyramids Plateau area | GOPP/ UN-Habitat | 350,000 | |
| Indicator 5: - Report and plan for upgrading at least one of the historical and heritage areas in Al-Fustat area prepared. Baseline - GOPP developed the future vision of the Fustat area and its leading projects were agreed upon by key stakeholders. Target(s) - The urban development plan for upgrading at of the historical and heritage areas in Al-Fustat area developed | | | | | | | |
| | | The urban development plan for upgrading at least one of the historical and heritage areas in Al-Fustat area prepared | | c) Prepare the plans for the development of Fustat area | GOPP/ UNDP | 150,000 | |
| Total Budget of Output (2) | | | | | | 1,050,000 | 350,000 |
| | | | | | | 1,400,000 | |
| Output (3): Regulations and Mechanisms on Metropolitan Finance and Governance Enhanced | | | | | | | |
| Indicators - Case studies, assessment reports, institutional/legal and governance studies prepared. Baseline - Weakness of the institutional and legal framework and the governance system used for the urban management of Greater Cairo and the capital city Target(s) - Case studies and assessment reports prepared. - Legislative and institutional framework for governance and management of the Capital city drafted. - Expert group and stakeholder meetings convened. | | | | | | | |
| - A study on the key aspects of metropolitan governance in the developing world prepared. - A baseline of legislations relevant to metropolitan governance and urban development relevant to the GC prepared. - Assessment of the institutional, legal and administrative framework and the governance system for GC conducted. | | - Assessment of the current funding modalities that are used to finance different services implemented by the GC conducted. - Main challenges hindering the implementation of key instruments for metropolitan governance in GC, with special attention to equity, accountability and participation identified. | - Expert group/stakeholder meetings to discuss the needed reform in the legal and institutional framework governing metropolitan governance in Egypt convened. - Proposal for the legislative framework of governance and management of the Capital city drafted. | a) Prepare a study on key aspects of metropolitan governance in both English and Arabic; b) Launch the baseline study on legislations relevant to metropolitan governance and urban expansions policies relevant to GC c) Prepare an assessment study on institutional, legal and administrative framework and governance system for GC d) Organize capacity building events for key stakeholders at the national and regional level. e) Organize EGM on metropolitan governance in GC. f) Develop a proposal for legislative framework for governing and managing GC and Capital City and have it approved by relevant parties. | GOPP/ UN-Habitat | 200,000 | |

| | | | | | | | |
|---|--|--|--|------------------|---|---------|--|
| Total budget of Output (3) | | | | | | | |
| | | | | | | 200,000 | |
| | | | | | | 200,000 | |
| Output 4: Bus Rapid Transit (BRT) Plan Developed and Non Motorized Transport (NMT) Promoted | | | | | | | |
| Output Indicators - Technical and financial studies and plans for establishing BRT system - # of Cycling Community partnerships created - # of stakeholder workshops organized and documented. - Training evaluation reports Baseline: - No plans for BRT system exist in the new urban communities. - Lack of sufficient public transport infrastructure in new urban communities in GC. - New Communities are not well connected to Central Cairo via public transport - Unorganized informal transport sector such as minibuses continue to clog roads - Lack of options for transport for those who are unable to afford cars - No cycling communities exist in new urban communities. Target(s): - Request for Proposal (RFP) for the design, construction and operation of BRT prepared - At least 1 cycling group is engaged in promoting non-motorized transport especially cycling. - At least 1 training event conducted and evaluated. - At least 2 stakeholder consultation workshops conducted. | | | | | | | |
| - Demand analysis for BRT corridors and selection of BRT corridors is complete - BRT Service Plan is complete - Business and Financial Model Complete - Informal Transit Study - Communication strategy for BRT System is completed - Preliminary Infrastructure Design is completed - RFP for Detailed Design, Construction, and Operation - Partnership created with 1-2 community organizations in cycling community - Non Motorized Audit is completed | | - Pilot areas selected and bicycle infrastructure improvements designed - Strategy for promotion of cycling developed - Bike Sharing feasibility study completed | a) Recruit Technical Support Team | NUCA/ UN-Habitat | - | 120,000 | |
| | | | b) Plan and Design of BRT Corridors & feeder system | NUCA/ UN-Habitat | - | 470,000 | |
| | | | c) Conduct NMT audit, Bike Infrastructure, and Bike Feasibility plan | NUCA/ UN-Habitat | - | 130,000 | |
| | | - Series of workshops organized and hosted | d) Conduct training workshops | NUCA/ UN-Habitat | - | 40,000 | |
| Total budget of Output (4) | | | | | | 760,000 | |
| | | | | | | 760,000 | |
| Output (5): Partnership and Communication on Greater Cairo Development Strengthened | | | | | | | |

| | | | | | | | |
|--|--|---|---|--|------------------------|----------------|----------------|
| Output Indicators - # of Project publications developed and disseminated - # of international events attended by GOPP and national project partners - # of website visitors - Social media platforms Baseline: - A number of publications were prepared under the previous project (such as Atlas maps) - Public communication strategy for GC development plan was prepared with support from UNDP. - Stakeholder meetings and events were conducted with development partners. - A website was created as part of the communication strategy and public engagement Target(s): - Project outreach to the different stakeholders achieved. | - A series of coordination meetings on the development of the Pyramids Plateau area conducted | - Workshops and meetings with the development partners in the project of developing one historical and heritage site in Fustat area conducted | - Workshops and meetings with the local authorities in Qaloubiya governorate as development partners conducted. | a) Develop and implement public engagement plan Conduct coordinating meetings and workshops with development partners. | GOPP/ UNDP/ UN-Habitat | 50,000 | 35,000 |
| | - Workshops and meetings with the local authorities in Cairo Governorate as development partners conducted. | | | | | | |
| | - A number of introductory documents explaining the project and its objectives and activities prepared and published | - A number of documents related to one of the main project outputs produced and published. | - A number of documents related to one of the main project outputs produced and published. | b) Develop National and international publications | GOPP/ UNDP/ UN-Habitat | 50,000 | 35,000 |
| | | | - National conference and seminars presenting the Project outputs conducted | c) Conduct National conference and seminars | GOPP/ UNDP/ UN-Habitat | 50,000 | 40,000 |
| | | | - International events attended. | d) Participate in international relevant conferences and events | GOPP/UNDP/ UN-Habitat | 50,000 | 40,000 |
| Total Budget of Output (5) | | | | | | 200,000 | 150,000 |
| | | | | | | 350,000 | |
| Output (6): Gender Strategy and guidelines for urban planning developed and piloted | | | | | | | |
| Outputs indicator - Pilot cases which includes gender aspects in urban planning. - Gender guidelines and gender strategy - Number of urban planning staff and practitioners trained on gender issues. - Gender training evaluation reports Baseline - Gender-related issues are not currently considered in urban planning studies. - No training has been conducted on gender issues in urban planning. Target(s): - Gender Guidelines and Gender Strategy documents prepared | - A training course for practitioners in the field of urban planning conducted to explain gender-related issues and their relationship to urban planning | | | d)Conduct a training course for practitioners in urban planning field concerning gender-related issues | GOPP/ UNDP | 10,000 | - |
| | | - Guidelines and terms of reference prepared to include the concept of "gender" in project studies as well as the GOPP activities. | | b)Prepare studies on the impact of one of the proposed priority projects on gender and how to observe this element among other project activities. | GOPP/ UNDP | 20,000 | - |

| | | | | | | | |
|--|--|---|--|---|------------------------|-----------|-----------|
| <ul style="list-style-type: none">- Terms of reference incorporating gender in urban planning studies developed.- At least once case study incorporating gender issues in urban planning piloted.- At least 15 urban development/planning staffs and practitioners are trained in the field of gender issues.- At least 2 gender training events conducted and evaluated. | | | <ul style="list-style-type: none">- Gender guidelines included in the terms of reference for the preparation of urban plans. | c) Prepare guidelines and terms of reference to include the concept of "gender" in urban planning works | GOPP/ UNDP | 20,000 | - |
| Total Budget of Output (6) | | | | | | 50,000 | - |
| | | | | | | 50,000 | |
| Output (7): Capacity of Targeted National Staff Developed and Enhanced | | | | | | | |
| Output Indicators <ul style="list-style-type: none">- Updated Training Needs Assessment report- Number of training events conducted- Training Evaluation reports- Nber of participants from national institutions- Number of participants utilizing GIS and LIS after receiving the training. | <ul style="list-style-type: none">- Hardware & software procured- Report on training needs.- Training program updated- Training program and proposals for international research trips prepared.- At least 2 training course conducted according to the training program | <ul style="list-style-type: none">- Hardware & software procured- At least 2 training course conducted according to the updated training program | <ul style="list-style-type: none">- Training course conducted | a) Conduct training courses on strategic planning, regulating land uses and urban administration, GIS/LIS | GOPP/ UNDP/ UN-Habitat | 70,000 | 45,000 |
| Baseline <ul style="list-style-type: none">- A Training program was prepared during the previous project.- GOPP staff received a number of skills development sessions and training workshops- GOPP staff and the Regional Center for the Planning of Greater Cairo as well as local development partners received basic training and require further skills development programs.- No training on urban governance and finance for GC has been conducted | | | <ul style="list-style-type: none">- International study tour conducted | b) Conduct international travels/study tour(s) for similar size Global Capitals and Initiatives | GOPP/ UNDP/ UN-Habitat | 30,000 | 30,000 |
| Target(s): <ul style="list-style-type: none">- At least 4 training workshops conducted- Training evaluation report prepared- GIS and LIS software and hardware procured.- International travels/study tour(s) for similar size Global Capitals and Initiatives conducted.- At least 2 training courses regarding the legal, institutional framework governing planning &urban development and means to finance urban development projects in GC conducted and evaluated. | | | | | | | |
| Total Budget of Output (7) | | | | | | 100,000 | 75,000 |
| | | | | | | 175,000 | |
| Total Budget for all outputs | | | | | | 2,100,000 | 1,785,000 |
| | | | | | | 3,885,000 | |
| UNDP administration support (5% from GOPP Contribution to UNDP) | | | | | | 100,000 | |
| UN-Habitat administration support (5% from GOPP Contribution to UN-Habitat) | | | | | | | 50,000 |
| UN-Habitat administration support (5% from NUCA Contribution to UN-Habitat) | | | | | | | 40,000 |
| Total Project Budget (US\$) | | | | | | 4,075,000 | |

6.3. Interview Protocol

Interview Protocol

Not all questions shall be asked to each interviewee; it is a reminder for the Interviewer about the type of information required to complete the evaluation and a guide to prepare the semi-structured interviews. Confidentiality is guaranteed to the Interviewees and the findings once “triangulated” will be incorporated in the report.

I. **RELEVANCE** - How does the project relate to the main objectives of the GOPP, UNDP and to UN-Habitat?

- I.1. Is the Project relevant to GOPP, UNDP and UN-Habitat objectives?
- I.2. Does the Project address the needs of target beneficiaries?
- I.3. Is the Project internally coherent in its design?
- I.4. How is the Project relevant in light of other donors?
- I.5. Is the Project politically supported? What type of political support?

Future directions for similar projects

- I.5. What lessons have been learnt and what changes could have been made to the project in order to strengthen the alignment between the project and the partners’ priorities and areas of focus?
- I.6. How could the project better target and address priorities and development challenges of targeted beneficiaries?

II. **EFFECTIVENESS** – To what extent have the expected outcomes and objectives of the project been achieved?

- II.1. How is the Project effective in achieving its expected outcomes?
 - Are major historical and heritage sites are restored in a way that contributes to achieving economic development and improving the living and environmental conditions for residents
 - Is the gap between strategic and action plans is narrowed? What type of technologies are used to reduce the gaps?
 - Is the institutional and legal framework for a governance system established?
 - Is there an urban administration system developed and functioning in Greater Cairo?
 - Is a RBT system developed
 - What is the impact of a gender strategy on the GC project and in GOPP at large?
 - Is the community communication achieved in the planning process?
 - Are the skills and capacities of the GOPP employees developed?
 - Are the sustainable goals integrated within strategic planning?
- II.2. How is risk and risk mitigation being managed?

Future directions for similar projects

- II.3. What lessons have been learnt for the project to achieve its outcomes?
- II.4. What changes could have been made (if any) to the formulation of the project in order to improve the achievement of project’s expected results?
- II.5. How could the project be more effective in achieving its results? (administratively, technically, through media/dissemination...?)

III. **EFFICIENCY** - Has the project been implemented efficiently, cost-effectively and in-line with international and national norms and standards?

- III.1. Is adaptive management used or needed to ensure efficient resource use?
- III.2. Do the Logical Framework and work plans and any changes made to them used as management tools during implementation?

- III.3. Are accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- III.4. How adequate is the M&E framework (indicators & targets)?
- III.5. Are progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
- III.6. Is project implementation as cost effective as originally proposed (planned vs. actual)?
- III.7. Is the leveraging of funds (co-financing) happening as planned?
- III.8. Are financial resources utilized efficiently? Could financial resources have been used more efficiently?
- III.9. How is RBM used during project implementation?
- III.10. Are there an institutionalized or informal feedback or dissemination mechanism for lessons learned for ongoing project adjustment and improvement?
- III.11. Does the project mainstream gender considerations into its implementation?
- III.12. Is the government engaged?
- III.13. To what extent are partnerships/ linkages between institutions encouraged and supported?
- III.14. Which partnerships/linkages are facilitated? Which one can be considered sustainable?
- III.15. What is the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/UN-Habitat, and relevant government entities)

Future directions for the project

- III.16. What lessons can be learnt from the project on efficiency?
- III.17. How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements, etc., ...)?

IV. IMPACTS - Are there indications that the project has put in place new approaches that will facilitate better development decisions for Greater Cairo Urban planning?

- IV.1. Will the project strengthen institutional and technical capacities for a) improved monitoring & assessment; b) urban planning valuation & impact assessment; c) resource mobilization?
- IV.2. How is the project impacting local environment and socio-economic issues?

Future directions for the project

- IV.3. How could the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?

V. SUSTAINABILITY - To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

- V.1. Were sustainability issues adequately integrated in project formulation?
- V.2. Does the project adequately address financial and economic sustainability issues?
- V.3. Is there evidence that project partners will continue their activities beyond project support?
- V.4. Are laws, policies and frameworks being addressed through the project, in order to address sustainability of key initiatives and reforms?
- V.5. Is capacity at national and local levels adequate to ensure sustainability of results achieved to date?
- V.6. Are project activities and results being replicated elsewhere and/or scaled up?
- V.7. What are the main challenges that may hinder sustainability of efforts?

Future directions for the project

- V.8. Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- V.9. What are the key challenges and obstacles to the sustainability of results of project initiatives that must be directly and quickly addressed?

6.4. List of Interviewees

| | Title | Name | Position / Role in the Project | Organization |
|----|--------------|-------------------------|---|---------------------|
| 1 | Eng. | Salwa Abd ElWahab | Project Director | GOPP |
| 2 | Eng. | Nahed Naguib | Project Manager/Coordinator | GOPP |
| 3 | Eng. | Eslam Mohamed Ali | Senior Administrator | GOPP |
| 4 | Eng. | Ahmed Abd ElAty ElSayed | Consultant | Gateway consultancy |
| 5 | Prof. | Mohamed Shehata | Head of the Department of Urban Planning | Cairo University |
| 6 | Prof. | Ahmed Yousry | Professor/Consultant | Cairo University |
| 7 | Dr. | Heba Wafa | Programme Analyst Local Development Team Leader & Gender Focal Point. | UNDP |
| 8 | Ms. | Rania Hedaya | Country Program Director | UN-Habitat |
| 9 | Dr. | Bassem Fahmy | Program Manager | UN-Habitat |
| 10 | Mr. | Anas AlaaEldin | Program Associate | UN-Habitat |
| 11 | Dr. | Amr Lashin | Program Manager | UN-Habitat |
| 12 | Mr. | Hussin Mohamed | Program Assistant | UN-Habitat |
| 13 | Ms. | Salma Mousallem | Programme Officer | UN-Habitat |
| 14 | Ms. | Farida El Kattan | Assistant Project Manager | UN-Habitat |
| 15 | Eng. | Samy Abou Zeid | Consultant, Infrastructure | NUCA, GOPP |
| 16 | Eng. | Khalil Shaath | Head of the slum development Unit | Cairo Governorate |

6.5. Evaluation TOR



ToR for Individual Consultant

“Strengthening Development Planning and Management in Greater Cairo”

Mid-Term Evaluation Consultancy

Post Title: Strengthening Development Planning and Management in Greater Cairo’ Joint Programme Mid-Term Evaluation Consultant

Contract Duration: 3 months – 30 working days

Deadline for Application: 25 September 2019

Background

The United Nations Development Programme (UNDP) began supporting the General Organization for Physical Planning (GOPP) in 1986 through a project establishing a GOPP Regional Center in Ismailia for the Suez Canal Economic Region. Since then and building on the success of this project, the GOPP and UNDP embarked on several other initiatives to promote good governance and induce institutional transformation by decentralizing decision-making process and applying participatory planning methods in planning and executing physical plans. These initiatives have been materialized through four main projects including ‘Strengthening Development Planning and Management in Greater Cairo’ joint programme in collaboration with UN-Habitat and the New Urban Communities Authority (NUCA).

Strengthening Development Planning and Management in Greater Cairo

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

Greater Cairo is facing many challenges in terms of the pressure on all public utilities, infrastructure, traffic, the environment and urbanization. The future vision and strategic trends for Greater Cairo were prepared through the Strategic Plan for the Greater Cairo Region joint programme during the period between 2007-2014. A group of studies and plans were prepared which, when implemented, will improve the quality of life and achieve social justice for all segments and economic strata of the population. The strategic objective of this joint programme is represented in the active contribution to realizing the strategic vision for the development of Greater Cairo represented in achieving social justice and economic competitiveness, as well as being environment-friendly through the development of priority development projects, participatory planning process and preparing studies of institutional, legal and administrative development.

Purpose of Evaluation

UNDP, UN-Habitat and GOPP have agreed to conduct a mid-term evaluation of the said joint programme in order to capture and validate their results so far, identify lessons learned and identify areas that require further support or strengthening. The evaluation will serve the following purposes:

1. Validate results reported by the joint programme
2. Articulate the results in messages that could be used in communication on joint programme achievements.
3. Identify existing institutional strengths that the joint programme possesses, as well as the areas that can be strengthened to help the joint programme in effectively promoting enhanced physical and urban planning.

Evaluation Scope and Objectives

The objectives of the evaluation are to:

1. Assess and validate the achievements so far of the joint programme, identifying the strategic, policy and institutional factors that have led to the realizing these achievements (or impediment of results).
2. Conduct a capacity assessment of the joint programme to identify existing capacities of the joint programme and identify needs that can benefit from additional support
3. Validate the relevance, efficiency, effectiveness, and sustainability of the joint programme development outcomes in realizing good governance and decentralization.
4. Provide recommendations for the way forward of the joint programme in relation to its multi-year workplan.
5. Assess how has the joint programme mainstreams gender in its activities and in its generated urban plans.
6. Assess the joint programme's communication plan and how effective is it in reaching their stakeholders
7. Examine UNDP-GOPP-NUCA and UNDP-UN-Habitat joint programme partnerships during the evaluation's timeframe and assess the value and relevance of these.

Evaluation Questions

Evaluation questions define the information that the evaluation will generate. The evaluator will include in the Inception Report a list of evaluation questions that, when answered, will give users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. For example, evaluation questions might include:

Project evaluation sample questions

Relevance:

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information to the attainment of stated results, taken into account during the project design processes?
- To what extent does the project contribute to gender equality, empowerment of women and human rights?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation? To what extent project management and implementation are participatory; is the participation contributing towards achievement objectives?
- To what extent has the project been responsive to the needs of national constituents and changing partner priorities?

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?

Evaluation cross-cutting issues sample questions

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Methodology

The evaluator is expected to use all relevant methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations, such as:

1. **Documentation review and identification of stakeholders:** Begin with the description of the joint programme and its intended results. Review documents such as the joint programme document, brief, quarterly progress reports, Annual Project Reports (APR), minutes from Board meetings, etc...
2. **Field visits to relevant joint programme sites and representatives from UN agencies.** A list of the suggested field visits should be included in the inception brief. The visit will be coordinated by GOPP.
3. **Interviews** with director, managers, staff, partners (GOPP, NUCA, UNDP and UN-Habitat).
4. **Focus Groups/questionnaires** with joint programme staff and beneficiaries.
5. **Probing the joint programme outcome/output indicators,** going beyond these to explore other possible indicators, and determining whether the indicators have been continuously tracked.

The evaluator should develop suitable tools for data collection and analysis. The methodology and tools that will be used by the evaluator should be presented in the inception brief and the final report in detail. The methodology must be agreed upon between UNDP, the evaluator and GOPP prior to the start of the evaluation.

Deliverables and Schedule of Payment

Key evaluation deliverables the evaluator will be accountable for producing under the supervision of UNDP and UN-Habitat Technical Officers:

- 1- **Inception report (20%)**– the evaluator will prepare a brief outlining the main evaluation issues that will be addressed, stakeholders to be consulted, relevant evaluation questions and proposed methodology. The report should also define and include criteria to measure efficiency, effectiveness, relevance, and sustainability. It is suggested that the evaluator use the following Evaluation Matrix to present the evaluation design and methodology.

| Relevant evaluation criteria | Key questions | Specific sub questions | Data sources | Data-collection methods/tools | Indicators/ success standard | Methods for data analysis |
|------------------------------|---------------|------------------------|--------------|-------------------------------|------------------------------|---------------------------|
| | | | | | | |

- 2- **Draft evaluation report (40%)**—The programme units at UN-Habitat and UNDP should review the draft evaluation report to ensure that the evaluation meets the required UN quality criteria
- 3- **Final evaluation report (40%)** including the executive summary, and a PowerPoint presentation on findings and recommendations.

Time-Frame

The evaluation timeframe is tentatively planned to be around 30 working days to be undertaken between the months of September and December 2019. The time frame does not include two weeks of unpaid time, during which UNDP Egypt will analyze, provide comments and share the draft report with different stakeholders. This slot falls between the writing of the draft report and finalization of the evaluation report.

Required Competencies

The evaluation will be carried out by a national consultant who has not participated in the joint programme preparation and/or implementation and does not have any conflict of interest with joint programme related activities. The appropriate a **Consultant** for the evaluation will have the following qualities:

- Advanced university degree in the social sciences preferably in urban development and physical planning with 10-15 years of national/international experience in the field.
- Recognized experience in the evaluation of institutions similar to the GOPP
- Experience with strategic Planning and the evaluation of institutional arrangements
- Expert in urban development and physical planning
- Recent experience with result-based management monitoring and evaluation methodologies
- Fluency in English and strong technical writing and analytical skills
- Previous involvement and understanding of UNDP procedures is an advantage
- Extensive international experience in the fields of joint programme formulation, execution, and evaluation is required

Interested candidates should submit their anticipated lump-sum (in Egyptian pounds) that will include all consultancy- related costs.