

Executive Summary

of the “Feasibility Studies for Pipeline Projects, Providing for Alternatives for Upgrading/Improving Services in Cairo Governorate”



Ezbet El-Nasr (Cairo Governorate)

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Submitted by:



Environics SAE

6 Dokki St., Dokki, 12311,
Giza, Egypt

Ahmed Gaber
Yasser Sherif
Nabil Haseeb Hassan

Chairman
Managing Partner
Project Manager

agaber@chemonicsegypt.com
yasser.sherif@environics.org
tropica2@yahoo.com

Author(s): Feasibility Study Technical Team (FSTT) - *Environics*

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1. Background/ Mission Objective:

The PDP, Participatory Development Programme in Urban Areas, aims to upgrade informal areas in the Greater Cairo Region with the target of improving the living conditions of its inhabitants. Within this scope, four informal areas have been chosen, two from Cairo Governorate, namely Ain-Shams and Ezbet El-Nasr and two from Giza Governorate, namely El-Warraq and Masaken Geziret El Dahab.

The objective of this consultancy work is to produce a pipeline of projects for each of the four informal areas, in order to assist PDP in the selection of projects for the award of funding.

Feasibilities of projects in the pipeline have been assessed based on the pre-defined and agreed criteria with PDP. Projects in the pipeline have been designed to address the needs identified by the approved Participatory Needs Assessment (PNA) Report for the four informal areas. The PNA identified needs within the following thematic areas:

- Health
- Education
- Waste management
- Improved environmental conditions including open spaces (with potential reference to climate change adaptation)
- Transportation
- Provision of recreation centres including youth centres

However, major infrastructure projects (projects whose estimated cost is in excess of 300,000 Euros) are excluded from the identification and selection process as the programme can only finance small-scale projects.

2. Methodology:

The consultant understands that one of the most challenging tasks of urban planners and developers is to gain a comprehensive understanding of the complex characteristics of informal growth and livelihoods in informal areas in order to develop integrated and sustainable solutions. Towards portraying an “*Area Profile*”, the Feasibility Study Technical Team (FSTT) began its activities with data collection and analysis to develop detailed knowledge of each informal area. FSTT were familiarized with each target area through desktop study using the Participatory Needs Assessment (PNA) reports and Atlas Maps provided by the PDP and other sources. Moreover, site visits were conducted to each target area, including meetings with the Local Authorities, Urban Upgrading Unit (UUU)¹ staff and Local Area Dialogue Committee (LADC)² to discuss priority needs and issues based on PNA’s results.

1 Through its work in Egypt, the GIZ managed to establish Urban Upgrading Units (UUUs) within Cairo and Giza governorates. The UUUs are now governmental units within the official administrative system responsible for addressing urban upgrading issues in their respective governorates.

2 LADC is one of PDP’s tools, which helps in understanding the communities, create civil entities that are able to lead communities and mobilize communities’ self-management and monitoring. Four Local Area Dialogue Committees (LADCs) have been created following community elections in Ain-Shams and Ezbet el-Nasr in Cairo, Markaz El-Abhath/ Warraq and Masaken Geziret El-Dahab in Giza. The LADC comprises of 20 members, representing Non-Governmental Organizations, community services such as (schools, youth centres and hospitals), private sector, elected local councils, community leaders (Men, women, youth) beside those who are interested in developing the community. They represent the community when it comes to interactions with development programmes.

Above-mentioned activities should permit a holistic understanding of each informal area and the priority needs of its inhabitants and local authorities with regard to proposed potential solutions that have been recommended in the PNA. Reviewing the PNA report revealed that PNA focuses mainly on issues and needs but indicates only a very limited number of proper potential solutions in the form of project ideas that meet PDP criteria.

Community Recommendations in PNA:

The residents from Ain-Shams suggested the following solutions for the challenges they face in their daily lives:

- Establish a neighborhood security or police station nearby
- Provide technical and vocational training opportunities for youth
- Improve the garbage collection system
- Conduct awareness raising campaigns on the importance of continuous education;
- Increase the number of classrooms to reduce density in existing schools and construct public schools at all educational levels
- Provide access to affordable health services through a local hospital/clinic
- Improve uneven/open street sewers
- Organise transportation flow and control informal transportation (microbuses and tok toks) for better traffic

Taking these community recommendations into consideration FSTT identified more appropriate potential solutions (project ideas) by applying the so called “problem tree analysis” in order to investigate possible interventions as well as relevant potential solutions within each thematic area. This analysis has led to an extended list of project ideas.

Against the background of PDP’s participatory approach this extended list of project ideas was discussed with and re-prioritized by different groups of local stakeholders (e.g. Local Authorities, Local UUU, LADCs, Women, and Youth). Subsequently, FSTT invited governmental authorities (on regional and national level) to evaluate co-financing possibilities and to assess whether the proposed projects are feasible and eligible³.

Project ideas were then subject to an internal assessment and an economic feasibility study based on several tailored criteria. For each feasible project idea listed in the pipeline of projects, a summary sheet has been produced to indicate important information such as project assets and activities, risks, potential partners, costs and timeline.

In addition and for the benefit of each target area, produced projects in the pipeline with their available details have been included in the informal area’s GIS Data-Base.

The feasibility study ends with a comprehensive risk mitigation plan and general recommendations to facilitate PDP’s design of a tailor-made grant scheme and selection process.

³ Whenever appropriate, new project ideas, which have been proposed by different groups of stakeholders during the prioritization process as well as those proposed by the higher level of governmental authorities, have been added to the extended project list to ensure a high level of comprehensiveness.

3. Area Profile of Ezbet El-Nasr and Analysis of Six Thematic Areas:

Profiling an informal area involves data collection and data analysis of internal and external issues. Level of details in each area profile depends mainly on availability and quality of information in the documents provided to the consultant by PDP/GIZ such as Participatory Needs Assessment (PNA), GIS, Atlas Maps, physical surveys etc. The main objective of the profile of the informal area is to identify assets and issues as well as uncover trends of those thematic areas identified in the PNA and describe their properties individually and collectively.

- **Background**

Ezbet El-Nasr is an informal settlement situated in the *Basateen* District, in the South Zone of Cairo Governorate. Located 4 km east of the Nile River and 8 km south of Cairo's historic centre, the site was planned as an industrial area in Cairo's outskirts. As Cairo expanded, the settlement became increasingly integrated into the city and today it is in a strategic position adjacent to several new formal housing developments⁴.

Estimated population residing in the 55 hectares of Ezbet El-Nasr total area is about 72,000 inhabitants. The residents occupy 30 hectares while another 25 hectares are dedicated to the Jewish cemetery (IUSD-2013). The main population was generated from the migration of people from all over Egypt. It was a strategic location, near the Autostrade and the Ring-Road, with factories nearby and on the periphery of the area to provide jobs.

The overview of the current situation of the Informal area of Ezbet El-Nasr as well as the preliminary analysis of the site were performed through scanning the area PNA report and site visits focusing on the six thematic areas, within which community needs have been identified. However, other crosscutting thematic areas such as local economic development and built environment were counted through the preliminary site analysis as well.

- **Private Sector**

In Ezbet El-Nasr a considerable part of its local economy is based on marble industry of private sector. Ezbet El-Nasr's location plays an important role in its economy. Having "*Shaq El Teaban*"



Figure 1: Local Economy based on Marble Industry (Products from Ezbet El-Nasr). *FSTT 2014*

⁴ UM_TU_Berlin: Urban Management Studies, Technische Universität Berlin "Improving Informal Areas in Greater Cairo - Results of a case study project 2010.

(well known in Cairo for the marble and natural stone business) at the southern edge of Ezbet El-Nasr motivates the residents to work in this field.

In addition, residents work repairing cars; in carpentry; iron work; selling building materials and groceries; running coffee shops, hairdressing salons, and cyber cafes; as street vendors; and in clothing shops. Distribution of these activities varies based on the activity itself. Some are on the periphery like marble processing and car repair, but the vending and coffee shops penetrate towards inside.

Other part of the inhabitants work outside of the settlement. The majority of Ezbet El Nasr's young people work in the craft workshops especially in marble industry and since there is no available vocational training they gain experience through on-the-job training. Youth in the area would be eager to establish small enterprises in order to overcome high rates of unemployment, but they lack financial support.

As a response to the residents' needs, a market place was built with few number of kiosks at the Northern end of Ezbet El-Nasr. During the FSST site visit, it was noticed that the market place is not active. Kiosks were closed, as it was a rental space against high price, and the sold goods were too expensive for Ezbet El-Nasr residents to buy. Instead, residents went back to buying their goods from the neighboring settlements and markets or from kiosks located within the settlement. The residents expressed a need to reopen above mentioned market-place but with more affordable, subsidized goods.

Furthermore, Private Sector provides some healthcare services in Ezbet El-Nasr. It offers internal medicine and dental specializations as well as medical laboratory analysis at low cost. This can be observed through following private service providers in the area:

- Dr. Ahmed Soliman's Healthcare Centre, which offers internal medicine and dental specializations as well as medical laboratory analysis at low cost.
- One day hospital that offers its services as well at low costs but demands insurance fees that leave the residents frustrated.

- **NGOs & Civil Society**

Local NGOs are registered and licensed by local authorities of Ministry of Social Affairs. Local NGOs depend on financial aid and donations acting as charities, while their previous experiences in urban 'physical' upgrading are very limited. Generally:

- Some NGOs provide medical services at nominal prices using old equipment and methods, which do not serve acute/serious health issues.
- Some NGOs provide afternoon private lessons to children at low cost facing the problem of expensive private lessons that is prevailing.

It has been reported that there are nursery classes as well as community-based learning classes held by different local NGOs as well as by Plan International (an international NGO). These classes are successful as they provide incentives for both parents and students alike.

As for civil society, it is worth mentioning that most of Mosques in Ezbet El-Nasr play a social role in the community by offering:

- social and medical fund for poor patients
- low cost private lessons for school students
- medicines for poor inhabitants
- children care oriented activities
- orphan shelters

According to the PNA, residents are not aware of any specific chronic or epidemic diseases prevailing among the different age groups. Only common diseases such as high blood pressure and diabetes exist. There are two forms of health services, public and private health services existing in Ezbet El-Nasr. Public health services include Basateen General Healthcare Centre. Private health services offer internal medicine and dental specializations as well as medical laboratory analysis at low cost.

Other big public healthcare institutions and hospitals that serve greater Cairo such as Kasr El-Ainy Hospital, Ahmad Maher, El-Khalifa, and Abou-Reesh are far from the settlement, requiring long travel hours and burden the residents' financially. The residents are unsatisfied with the service provided and requested as one of their first priority needs, a health care unit to be built in the area. For this purpose, residents have designated a vacant plot of land of about 500 m² behind the youth centre.

Residents who work in stone and marble workshops suffer from chest allergies and breathing problems. Moreover, burning wastes alongside the workshops (surrounding the area) affect their health. Last but not least it has been reported that due to the poor conditions of the streets, there is a delayed and slow response by emergency vehicles that already has put patients' life at risk.

- **Education**

In Ezbet El-Nasr there is an educational complex containing four schools. One is an experimental language school (with higher fees). There are also nursery classes as well as community-based learning classes held by local NGOs. The settlement has no vocational training school, or any capacity building programs to improve youth competency for better job opportunities.

One notable issue facing educational services in Ezbet El-Nasr is the lack of teachers. Teachers that don't live in the area refuse to come because of transportation and security issues. As a result, some classes in the schools are closed, causing high density in other available classes in the complex. Another relevant issue is school dropouts in Ezbet El-Nasr either because of fees that the parents cannot afford for both in-school classes and private lessons. A further reason for school dropouts is the opportunity for children (male & females) to work in surrounding workshops and factories providing financial support for their families. The area has recently got some pre-school level classes for girls only within the schools complex. Moreover, during the FSTT meeting with the local authorities, it was said (upon their plan) that the area will have some secondary classes for girls only within its school complex too.

- **Transportation: *Accessibility, Mobility, and Physical Conditions***

Ezbet El-Nasr acts as an attraction pole with its strategic location near the Autostrade and the Ring-Road. The Autostrade forms the eastern boundary of Ezbet El-Nasr and to its southern part, the Ring-Road divides the area into Ezbet Abou Ali to the south and Ezbet El-Nasr to the north

and both jointly called Ezbet El-Nasr. The two parts are connected by a tunnel. Each part has access to the main roads surrounding it, either through stairs or through the pedestrian bridge. However, public transportation lines such as busses are missing in the area.

The two zones of Ezbet El-Nasr are connected through a tunnel that allows vehicles to cross. Each part has access to the main roads surrounding it, either through stairs or through the newly built pedestrian bridge. The pedestrian bridge is in better condition than the tunnel and it is well maintained, improving pedestrian access to main transportation roads and vehicles.

The internal streets are mostly unpaved and narrow, which makes it difficult to build an internal transportation network. The average width of internal lanes or streets is 2,7 meters based on GIS maps and FSTT observations and documentations. That being said, the overhang of the buildings is irregular and close to one another which contributes to the issue at hand.

- **Solid Waste Management (SWM)**

One of the most pressing problems in Ezbet El -Nasr is the poor solid waste management system. This was mentioned in the PNA and confirmed through meetings with LADC and UUU. The service is inefficient and there is a *mutual error* from the residents and the entity handling the SWM. The authority “Cairo Cleanness and Beautification Authority” is the entity handling SWM system in Ezbet El-Nasr. The existing NGO’s within the settlement aren’t concerned with SWM, they handle other stuff, financial aid and so on.

Ezbet El-Nasr has a SW transfer station that serves different residential areas nearby. The transfer station has been established by the Governorate of Cairo. However, it should be operated by the authority “Cleanness and Beautification Authority”, which did not receive the station officially yet to operate. Residents complain about trucks dumping their waste from other areas in surrounding the transfer station. Waste is piling up there and not being transferred to landfills affiliated to Cairo Governorate.

- **Environment**

Residents of Ezbet El-Nasr prioritize economic and services issues that take a toll on their everyday lives. While climate change has affected the entire globe, it takes a lower priority to others needs in informal areas. That shows that residents lack of awareness about environmental issues that might affect their life quality. Alongside the bad air quality in Cairo, there are additional effects from garbage burning and gases from the slaughterhouse and marble workshops in Ezbet El-Nasr (TU Berlin, IUSD 2012). An advantage in terms of environmental conditions in the area, are the existing 25 hectares of the Jewish cemetery at the western edge of the area. The cemetery land is well planted but not maintained.

Ezbet El-Nasr has different types of workshops such as car repair and marble processing. During interviews, residents complained about the noise produced by the workshops that occupy the first floor of the buildings or located on the periphery. Residents in settlements next to the Ring-Road and Autostrade suffer from traffic noise.

- **Recreation and Youth Centres**

Ezbet El-Nasr faces a lack of activities in terms of: theatres, cultural local events, open spaces, and parks. There are no parks and no existing vacant lots inside the urban fabric that could be used as parks (The state owns some empty land outside the settlement). For recreation spaces, there are unofficial activity hubs outside the urban fabric that the children use for entertainment. There are also some informal swings for children occupying the streets in front of schools complex

for children's entertainment. A new youth centre was established by HSBC and the equipment has been delivered, but it is not opened officially yet.

The PDP created a Youth-Fast Track Measure to respond to the needs and desires of youth in informal areas to become actively engaging in the development of their communities. The measure concluded in June 2013, with the celebration of the establishment of four youth networks with more than 50 members. The members underwent a structured series of capacity development sessions that focused on soft skills such as consensus-building, negotiation, and communication. This capacity development phase was immediately followed by a dialogue platform engaging officials from the local administration, from different ministries in a discussion with youth members of the networks over the content of their proposals for development initiatives. The youth network in Ezbet El-Nasr was utilized in forming the signboard of identifying Ezbet El-Nasr that is being fastened to the pedestrian bridge.

4. Stakeholders Identification/ Capacity of applicants:

Identifying active stakeholders in the community is essential in project implementation and its success. In vulnerable communities like Ezbet El-Nasr, the largest stakeholder is the community itself, since it's undergoing the change. Keeping that in mind, Ezbet El-Nasr has a unique dynamic due to the cultural background that the inhabitants share, the political issues the area has faced, and the fact that the residents have no trust in the government. In Ezbet El-Nasr, there are natural leaders and family heads that resolve conflicts and are major power influencers in the area. Beside laws that should be followed, there are internal traditional laws that are practiced based on cultural background.

Main stakeholders can be divided into local community, local civil society and the Local Authorities (LA). Throughout the Feasibility Study the local community is represented by different groups of stakeholders including representatives of Youth, Women and Local Area Dialogue Committee (LADC). As for civil society, local NGOs depend on financial aid & donations acting as charities, while their previous experiences in urban 'physical' upgrading are very limited. Local Authorities (LA) have been represented by the district's chief and relevant staff of particular directorates in reference with the six thematic areas in addition to the staff of Urban Upgrading Unit (UUU).

Upon EU/PDP rules, local authorities (LA) might be one an eligible grant applicants for projects implementation provided they fulfil all the requirements as set out in the Guidelines for Grant Applicants. LAs possess different strengths and powerful tools that might enable them to be strong competitors for other grant applicants. They have for examples the power of authority, wide knowledge of local community needs and priority issues, their own human resources, wide network with local contractors and community natural leaders, some implementation facilities and equipment, administration as well as legal and accounting departments, accessibility to needed permissions etc. On the other side LAs have obvious weaknesses that might reduce their capacity and eligibility such as bureaucracy, financial constrains especially in offering the 20% local contribution in cash, centralized decision making system, human resources lack skills and are in need of institutional strengthening/capacity building including training, transparency issue, local community mistrust etc. LAs mentioned to have problems writing professional proposals especially because of poor English skills. Thus, they have kindly asked PDP for support.

5. Interviews with Governorate Authorities:

Discussions and interviews with Governmental Executives on different levels have been carried out. FSTT has held discussions with:

- a) representatives of Cairo Governorate;
- b) representatives of relevant authorities to the six thematic areas on Governorate's level;
- c) Urban Upgrading Units (UUU) staffs on both Governorate and region levels.

Main objective of these meetings was to identify running and planned projects relevant to identified issues, needs and options by local communities during the PNA processes (by Informal Area and Thematic Areas) as well as to learn about requirements, permits needed, availability of funding, and other conditions.

Outcomes and findings of these meetings were fruitful and informative in terms of the following confirmations:

As a result, Ezbet El-Nasr had no running or planned projects that contradict with proposed project ideas in this study. However, efforts were made to implement projects but due to budget and financial problems, these projects were held to just having lands dedicated to them and having only a master plan. Some of these unimplemented projects are irrelevant to the six thematic areas such as post office or fire station. Other project ideas, which are relevant to the six thematic areas, such as service compound (a multipurpose building), bus stop and green park have been added to the proposed projects' pipeline labeled as complementary projects (CO).

Outcomes and findings of these meetings were fruitful and informative in terms of following confirmations:

- None of proposed projects in the pipeline contradicts with their running or planned projects in Ain-Shams informal area;
- List of prioritized project ideas by local authorities on district level has been re-confirmed by the higher Governorate's level;
- Facilitating requirements and securing needed permission to implement any of proposed projects have been committed;
- Confirming that the new hospital in Ain-Shams is not fully operating due to lack of equipment.
- Confirming that a new built youth center in Ain-Shams is almost ready and will be opened soon.
- Confirming the absence of legal framework for local authorities on governorate and district levels to reallocate any of their approved budgets to finance the 20% local contribution in cash. However, they can contribute in kind or services such as land and human resources instead.

6. Project Pipelines:

All proposed project ideas were subject to an assessment and an economic feasibility study based on the pre-defined and agreed criteria. The key objective of the evaluation process is to enable assessing feasibility of each proposed project.

A scoring system has been applied, in which the total score's percentage indicates the project's feasibility level. A percentage above 66% implies that the project is ready to be implemented **"Ready Project"**, a score between 33% to 65% indicated that some actions are required in order to implement the project **"Conditional Project"**, while score below 33% indicates that significant actions are required before implementing such a project that should be kept as **"Project Idea"** for the time being.

The number of proposed projects that target improving services in one thematic area is different than the numbers of proposed projects in other thematic areas. This depends mainly on the number and nature of identified needs in PNA (by thematic area) as well as identified possible interventions resulted from the problem tree analysis of each thematic area. None of the projects in the pipeline is related to mega infrastructure projects upon GIZ criteria. However, in the projects' pipeline "capital investment projects" (CI) dominate over "capacity building projects" (CB) in all thematic areas because of stakeholders' preferences and priorities.

Figure 2: Project Pipeline for All Feasible Options

Ezbet El Nasr - Projects' Pipeline for All Feasible Options

Thematic Area	P. Type	Project Title
Health	CI	Mobile ambulance unit
		Health care unit
		Health Convoys for Local Community
		Monitor and analyze community health data unit
	CB	Health Awareness for Local Community
		Efficiency improvement and capacity development of local medical personnel
		Nursing VT for Healthcare Providers
		First Aid Training for Community & Equipment Provision
Education	CI	Enhancing Capacity of Vacant Spaces, classes and School Furniture
		Equipping schools with advanced equipment and refurbishing labs
		Used books flee market
		Upgrading School Toilets
		E-Learning
	CB	Rehabilitation of young people to the labor market (language classes-behavior...)
		Sports day: Improve the relationship between teacher and student
		Pioneering teachers
Enhancing School Management System		
Transportation	CI	Transport and Communications through civil society
		Bus station
		Improve walkability of the neighborhood
		Support units with traffic measuring the efficiency of vehicles

		Lighting using solar energy
	CB	Educated Children on Driving Principles & Manners
SWM	CI	Door-to-Door Garbage Collection
		Purchase of Bins
		Civil society and district partnership to gather solid waste
		Monitor and track the performance of the existing waste collection service
		Managing other wastes
	CB	Awareness campaign
		Solve Management conflict of transfer station
Environment / Climate Change Adaptation	CI	Green courts
		Green network
		Solar energy applications
		Retrofitting houses
	CB	Energy Conservation Awareness Campaigns
		Capacity Development for Calibers Working in the Environmental Sector
Youth and Recreation	CI	Mobile Garden
		Woman & Child Club
		Youth Plaza on Vacant Lands
		Voluntary Center and the Boy Scouts
	CB	Towards community center

7. Impacts / Risks and risk mitigation plan:

Expected “Impacts” of the proposed pipeline projects have been considered and weighted in the evaluation matrixes (by Project) having its reflection on each project’s feasibility rank. Moreover, it has been discussed by thematic area in the logical framework. In addition, the study has discussed impacts on other specific areas such as impacts on needs and on disadvantaged groups. Implementation of projects pipeline is highly expected to have its positive impact on real needs by covering a considerable need-share of local community in each of the targeted six thematic areas. On disadvantaged groups, expected “positive” impact is one of the most important goals of the projects’ pipeline. With reference to particular proposed projects in the pipeline, following impacts of projects pipeline’s implementation on disadvantaged groups of local community are expected:

- Mobilized women contributing effectively to economic, social and cultural development and integration in their local community;
- Increased number of served women and youth by better facilitated social services with reference to particular proposed projects in the pipeline such as woman & child club and upgraded youth centers;
- Encouraged young people’s initiatives, enterprises and creativity;
- Reduced “gender-specific” youth discriminations;
- Encouraged sporting and cultural activities in the local community;

- Enabled and/or financially supported poor families of the community to receive affordable and accessible better quality social services especially those related to GIZ targeted six thematic areas.

With regard to risks and risk mitigation plans, in addition to those risks identified for each project's idea in its summary sheet, the Feasibility Study has identified general risks as well as risks by thematic area that might face the implementation of projects pipeline. For each identified risk, a risk mitigation plan has been recommended. Above mentioned sets of identified “*general risks*” and their mitigation plans are illustrated in the following table:

General Risks and their Mitigation Plans

Potential Risk	Mitigation Plan
Difficulties in offering local eligible grant applicants of local financial means (20% of total project cost) as an approval condition	Local contribution in cash should be committed particularly for this EU/PDP project from higher governmental level (such as ministry of planning as EU/PDP partner)
Low capacity of some eligible local grant applicants	a) Providing PDP “application guidelines/manuals” as well as organizing collective info sessions for potential applicants are highly recommended; b) It is highly recommended, too, to evaluate capacities of grant applicants by PDP based on their submitted applications (e.g. in terms of human resources, technicality, management, previous experiences etc.
Legal issues in terms of Public Private Partnership PPP in Egypt	Cooperation and coordination with Governorate's legal department to identify potential legal solutions that might have been attempted elsewhere in Egypt
Bureaucracy and delay in receiving needed permissions	Following up the district's chief commitments shared in his meeting, as he has assured facilitating and securing any needed permission for any of projects.
Sustainability of improved services (solutions)	Establishing effective independent monitoring and evaluation system based on set of transparent criteria and quality indicators (could be run e.g. by PDP and/or LADC in cooperation with UUU).
Financial sustainability	Identifying and/or developing additional financial resources (e.g. commitments from relevant Ministry/ies, Governorate, Social Development Fund “SDF”, National Banks, NGOs, Donations etc.)
Funds misallocations	a) All projects in the pipeline have targeted area's priority needs and have been assured of being out of local authorities running projects and/or their future plans; b) It is highly recommended to apply control & monitoring system to ring-fence or guarantee that (funds for particular purpose) will not be spent on anything else. PDP, UUU and/or LADC might be eligible candidates for this role.

8. Recommendations:

Development umbrella for all social services: It has been identified that responsibility of developing social services on district level is scattered among different service departments and directorates, along with lack of communication between them. By reviewing and modifying functions and responsibilities of the newly added urban upgrading unit (UUU) to the district's departments, the UUU might play such a coordination role.

Capacity of Grant Applicants: Upon EU/PDP rules, there are different groups of eligible grant applicants i.e. Local Authorities, NGOs and Educational & Research Institutions. We highly recommend identifying applicants' capacities, their ability to design implement and projects (e.g. in terms of human resources, technicality, management, previous experiences etc.) by PDP based on evaluation results of their applications received after calling for proposals.

Grant Applications: While grant applications should be submitted to PDP in English, some eligible grant applicants (e.g. LA & local NGOs) face difficulties in writing their grant applications in English. Moreover, competency in writing proposals in a professional way is a considerable issue facing local applicants. Thus, PDP is recommended to offer proper support in this regard. Moreover, PDP providing "application guidelines/manuals" as well as organizing collective info sessions for potential applicants are highly recommended.

Fund allocation and ring-fence: All projects in the pipeline have targeted area's priority needs and have been assured of being out of local authorities running projects and/or their future plans. It is highly recommended to apply control & monitoring system to ring-fence or guarantee that funds for particular purpose will not be spent on anything else. PDP, UUU and/or LADC might be eligible candidates for this role.