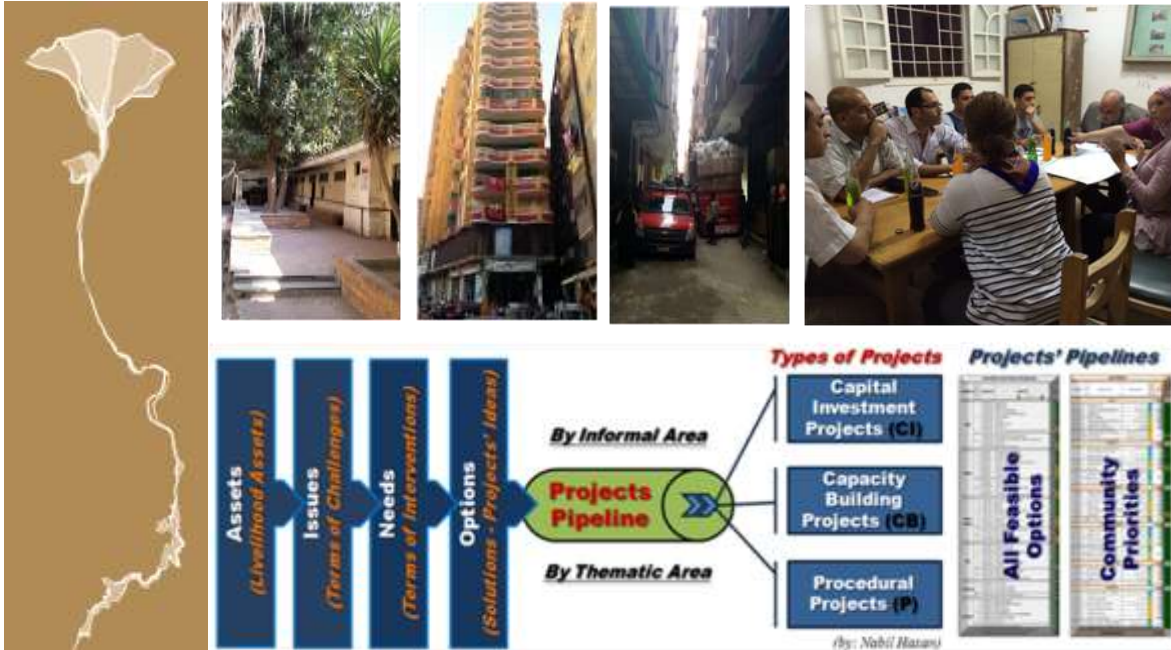


# Executive Summary

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



## Markaz Al-Abhath – EI-Warraq (Giza Governorate)

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**NOTE:** The Feasibility Study was commissioned by the Participatory Development Programme in Urban Areas (PDP). The information and views set out in this study are those of the author(s) and do not necessarily reflect the official opinion of PDP. Neither PDP nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

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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)<sup>1</sup> staff and Local Area Dialogue Committee (LADC)<sup>2</sup> to discuss priority needs and issues based on PNA’s results.

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

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<sup>1</sup> 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.

<sup>2</sup> 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.

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 El Warraq community suggested the following solutions for the challenges they face in their daily life:

- Establish literacy classes managed by the Ministry of Education
- Equip the Warraq Central Hospital
- Set up an efficient solid waste management system and recycling project
- Organize environmental awareness raising campaigns through CSOs
- Provide a big parking place with a small fee
- Provide natural gas and cylinders to reach residents at affordable price
- Provide electricity generators for side streets
- Upgrade the sewage network for specific streets
- Ensure the presence of police to maintain security in the area
- Build high capacity bakeries
- Develop the activities of the Youth Centre
- Establish a Vocational Training Centre
- Provide SMEs opportunities for women and youth
- Develop the capacity of local NGOs

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 eligible<sup>3</sup>.

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.

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<sup>3</sup> 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 EI-Warraq 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**

EI-Waraq District is an informal area that forms a part of North Giza District, having a strategic location directly overlooking the River Nile. The District is approximately 17 km<sup>2</sup> and consists of six areas; namely Warraq Al-Arab, Warraq Al-Hadar, Al-Warraq Island, Mohamed Island, Tanash and Ezbet Al-Mofty. Markaz Al-Abhath. PDP's target area is a part of Warraq EI-Hadar.

EI-Warraq area was originally an agricultural land, before experiencing a rapid increase in urbanization by people from different parts of Egypt to settle and build informal houses for themselves and their families. Residents of Warraq EI-Hadar are originally from different governorates in Upper Egypt and Cairo such as Beni Suef, Assiut, Rod EI-Farag, Bulaq EI-Dakroul and Manshiet Nasser (Hay Waraq, n.d.). Many residents moved into the area since the 1960s and 1970s, while others were born there. Buildings in the area are mostly informal and many residences face problems in this regard due to the deteriorating building environment. Residents reported that the area originally had the biggest papyrus paper factories in Egypt, from which it was transported to different parts of Egypt through the Nile (CDS, 2013).

EI-Waraq has a total population of approximately one million inhabitants, while the estimated total population in Markaz Al-Abhath alone is about 100,000 inhabitants (CDS, 2013; EI-Sisi, personal communication, March 26, 2014). Families in the area consist, on average, of seven members (CDS, 2013). The population is noticeably increasing mainly due to the high illiteracy and ignorance among the population in addition to the customs & traditions that daunt family planning (EI Zanaty, 2013).

- **Private Sector**

There isn't a specific economic activity that makes the area a hub for a certain commodity except for Islamic dress- making (Abaya). The area is popular for its Abaya-making workshops that sell its products on wholesale basis to merchants outside the area. The quality of products is relatively good. However, it can be further improved. The workshops are well-equipped and are usually located in the first floor of residential buildings and sometimes they are spacious to accommodate two floors. However, ventilation is poor inside these workshops.



*Figure 1: Commercial Streets in Warraq. FSTT*



Markaz Al-Abhath is surrounded by two commercial streets- El-Giesh and El-Masbak El-Qebly streets that offer a variety of commodities, including food products, clothing, home supplies, accessories, pharmacies, stationary, dry clean and the like. Community members state that people from neighbouring areas come to this market to buy some goods due to the variety it offers.



Figure 2: Kiosk at one of the Main Roads. *FSTT*

Unemployment rate is high in the area and many youth wish to establish their own business or work full-time in a prominent place. Many female inhabitants work in formal as well as informal jobs. Moreover, female headed households (FHH) are increasing noticeably, as highlighted in the PNA. On the other hand, many children and youth drop-out of school and jobs to work as tok-tok drivers, due to the relatively high income it generates. District officials complain that this results in diminishing some of the traditional vocations since the young prefer to work as tok-tok drivers.

Although a number of prominent factories are present in the industrial area in Tanash (an area inside El-Warraq district), workers and employees are mostly from outside the district. This is mainly due to the skill standard demanded that is usually higher than that available in the local community. Factories include Berzi for clothes & apparel, Mostafa Ali for lighting, Olympic for white goods, Trix for paint and Al-Karnak for tiles.

Furthermore, Private Sector provides some healthcare services in El-Warraq the privately-owned health centres and hospitals in the target area mostly serve those residents who can afford to pay more money in return for quality healthcare services. That is because they charge high fees which an average resident cannot afford. Following list shows the existing private health facilities in the area.

- El- Hekma Hospital
- Tabarak Children & Maternity Hospita
- El-Rahma Clinics
- Al-Marwa Clinics
- Al-Riyah Medical Center for Reproduction & Infertility
- Malak Surgery Center
- Finally, the area has a sufficient number of pharmacies.

#### • **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.

- 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.

As for civil society, it is worth mentioning that most of Mosques and Churches in EI-Warraq 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

- **Health**

The target area is served by several public and private healthcare facilities. The area has two public facilities, two private hospitals, and four private clinics. Moreover, there is a big hospital serving the community in the target area, New Warraq Central Hospital, however, it is located outside the target area.

The public health facilities are the ones commonly used by the average community member, since they are reasonable in prices. However, they do not provide the best quality healthcare services.

On the other hand, the privately-owned health centres and hospitals in the target area mostly serve those residents who can afford to pay more money in return for quality healthcare services. That is because they charge high fees which an average resident cannot afford.

Finally, the area has a sufficient number of pharmacies but lacks an ambulance unit, which is a core need for the local community of Markaz Al-Abhath area, since the lack of emergency services results in mortality cases that needs immediate intervention (CDS, 2013).

The general health status of residents is good and no specific illness or disease is widespread in the area. However, interviews with several healthcare providers as well as residents reveal that a considerable portion of the community suffer from asthma (see Environment section) and Hepatitis C. Exact reasons for the latter are unclear, as it can be related to several factors. Needless to say that Egypt as a country ranks high in Hepatitis C on the international scale.

- **Education**

The target area of Markaz Al-Abhath has several educational facilities that serve the local community there. However, other facilities in Warraq district - but outside the target area - also serve the local community in the latter. The facilities are both public and private. EI-Warraq is fortunate to have a school complex, in which a total of six schools serve the target area; three public and three private.

Out of the six schools serving the area, only two are located inside the target area; *EI-Hamady* and *Al-Haramein* schools. However, children in the area are also enrolled in schools outside the area due to their proximity and variety. Student density in classes is high (approximately 75 students/class) due to high population and insufficient number of classes utilized inside schools. A number of classes are used in each school for storage of files and archives of the Education Department, since the latter does not have a separate building to store up their files. To solve the issue of high class density, most schools have two shifts. Elementary schools are mixed while middle and secondary schools have separate classes for boys and girls. Generally, the schools are in good condition and spacious. Some of them even have vacant spaces that are not utilized and can be used for several purposes. All schools have toilets but they are in very bad condition and hygienically poor.

Although the overall picture of education looks good in EI-Warraq, the sector faces a number of challenges. The poor quality of teachers/teaching, high student density in classes, lack of an efficient school supervisory system, the spread of street vendors, garbage and drugs in front of schools, low capacity of literacy teachers, high school dropout rate and poor overall quality of education (El-Zanaty, 2013) all pose core challenges to the educational sector in the area.

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

EI-Warraq has a strategic location and is surrounded by major access/entry and exit points that add up to its importance. The target area of Markaz EI-Abhath is surrounded by a number of main roads and narrow pedestrian roads and alleys that form its side streets. It is surrounded by Corniche EI-Nil St. from the North, EI-Masbak EI-Kebly and Madrasat EI-Nagah Streets from the West, EI-Nasr, Tarh AI-Bohour and Saad Ebn Abi Wakkas Streets from the East and EI Cinema St. from the South. Other main roads inside the area are Teraat EI-Sawahel and AI-Geish roads, which include a big market and many workshops. All main roads are paved, most of the side streets are unpaved, while others are only smoothed. However, District officials did not mention any pavement plans that are expected to take place in the near future. There are a number of parking places inside and near the target area, however, most of them are privately-owned and they charge a considerable amount of money for parking.

In terms of internal transportation inside the district, including the target area, there is a total of four bus-stops serve the district (Warraq AI Arab, Warraq AI-Hadar, AI-Qawmeya AI-Arabiya and Mohamed Island bus-stops). These bus-stops include more than 20 lines that connects the area with other central areas such as Giza, Tahrir, Pyramids, AI-Ataba, Nasr City, *Abbassiya Doweiga* and others (Hay EI-Warraq, n.d.). Warraq EI-Arab bus-stop, which is right beside the District building, was poorly planned, which made it unused by buses and minibuses to stop in. This resulted in constant traffic congestion in this dynamic and central area, since mass transportation vehicles stop anywhere in front of the bus-stop. The District is currently planning for a bus-stop that will accommodate all kinds of mass transportation vehicles to organize their activities.

- **Solid Waste Management (SWM)**

Garbage is regularly collected from the target area by the District, along with the Giza Cleaning & Beautification Authority, twice per day, once in the morning and once in the afternoon, however, collection occurs from main streets and rarely from side streets (El-Zanaty, 2013; El-Sisi, personal communication, March 26, 2014). The inability of garbage collection cars to enter the side streets (in addition to the lack of dumpsters in the latter) result in garbage accumulation in side streets, in front of schools, health facilities and other vital places. On the other hand, there are a number of private collection companies in the area, yet, they are ineffective and are mostly subcontracted by the District to undergo collection for the latter. None of the NGOs took an initiative towards SW collection and residents are unaware of any initiatives in the area (CDS, 2013). Not all residents are able to throw their garbage in the collection time set by the District. Residents highly recommend the return of the traditional garbage collector who used to pass by each house and collect the garbage door-to-door.

On the other hand, there is no evident system for medical waste collection from the area, nor is there an incinerator. Hence, medical waste is thrown along with solid waste in the dumping sites and in streets, posing serious hazards to the local community as well as garbage collectors.



- **Environment & Climate Change Adaptation**

Pollution in the area is mainly described in terms of noise, air and Nile River pollution. Residents complain of noise evolving from the different workshops throughout the day. Due to the fact that workshops are located in the middle of the residential area, residents suffer from noise evolving from machinery. The air pollution problem in the area is mainly due to car exhaust, burning waste and smoke emissions from workshops.

Residents believe that, over the last 30 years, climate change in Egypt had been mostly evident in increasing temperatures during the summer and the fluctuating weather during winter. Residents do not see climate change as causing any problems, except the fact that tall houses, built in the area after the revolution without housing permits, resulted in the concentration of humidity and pollution, which reduced the quality of air and worsened the general weather inside the area. This problem appeared a few years ago, since the weather was much cleaner as the area was an agricultural land with few houses and huge green areas.

Few environmental initiatives were spotted in the area during the site visits of the FSTT. One of them was the presence of plants and flowers in balconies of some apartments, while the other was a small planted area located right under the air conditioner to be irrigated by drops of water coming down from it. These initiatives were seen by the team as seeds for other bigger environmental initiatives that might take place in the area in the future.

- **Recreation and Youth Centres**

Only one youth center (YC) is located in the action area named *Talae' Al-Geish*, which belongs to the military. The YC is in very poor condition and has only three activities; renting the football court, an events hall that is rented for different occasions and Kung Fu trainings. The YC needs physical renovation as well as including a wider variety of activities that serves the interest of all types and ages of youth in the area. The PDP had started a renovation project in the YC, however, according to the PDP Area Coordinator, the project stopped due to problems with the contractor. On the other hand, there is another youth club called Warraq El-Hadar Youth Club, which is spacious and has potential for comprehensive rehabilitation. Although this youth club is located outside the target area, it serves youth from inside the latter, which makes it a potential spot for PDP/GIZ to implement different projects there. The youth club has a gymnastics room, a football court and an events hall. Moreover, it has many unused vacant spaces that can be utilized in a variety of ways.

#### **4. Stakeholders Identification/ Capacity of applicants:**

Identifying active stakeholders in the community is essential in project implementation and its success. In vulnerable communities like EI-Warraq, the largest stakeholder is the community itself, since it's undergoing the change.

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.

Two meetings (May and June 2014) were held with the aforementioned stakeholders in the Governorate including the UUU. The participants expressed high interest in the proposed projects along the different thematic areas and guaranteed their support to any PDP/GIZ interventions in EI-Warraq. The participants stated that they prefer capital investment projects (CI) over capacity building projects (CB), since they have had enough from (CB) projects that were ineffective. Furthermore, the Governorate expressed to be ready to facilitate the provision of vacant lands for any of the proposed projects.

Furthermore, 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 EI-Warraq 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 the absence of legal framework for local authorities on governorate and district levels for reallocating 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.

A selection of "ready projects" are shown in the figure below:

Figure 3: Project Pipeline for All Feasible Options

### EI-Warraq - Projects' Pipeline for All Feasible Options

Thematic Area	P. Type	Project Title
Health	CI	Medical Analysis & X-Ray Laboratories
		Mobile Ambulance Unit
		Addiction Rehabilitation Unit
	CB	Health Awareness for Local Community
Education	CI	One-Class Schools in CSOs
		Returning School Dropouts to Mainstream Education
		Provide Advanced Educational Media & Laboratories
	CB	Curriculum Support Classes (Alternative Low-cost Education against private Lessons)
		Capacity Development for Literacy Teachers (Scaffolding Approach)
Transportation	CI	On-Street Parking
		Improve Streets' Geometric Design
		Community Transportation
		Community Monitoring on Local Transportation System
		Street Lights & Security Kiosks
		Provide Patrols with Mobile Efficiency Measurement Devices for Vehicles on the Road
		Install Control Devices and Signing

	CB	Capacity Development for Calibers Working in Driving School
		Educate Children on Driving Principles & Manners
		Revival of Good Driving Habits among toktok drivers
<b>SWM</b>	CI	Door-to-Door Garbage Collection
		Source Segregation for Scavengers
		SW Transportation & Handling Equipment
		Bartering Trash
	CB	Regular Awareness Campaigns on SWM
		Capacity Development for Calibers Working in the SW Sector
<b>Environment</b>	CI	Green Balconies
		Rooftop Planting & Income Generation
		Solar Energy Applications
		Environmental Assessment for Workshops
		'EI-Warraq' Green Network
	CB	Energy Conservation Awareness Campaigns
		Capacity Development for Calibers Working in the Environmental Sector
		Climate Change Awareness & Environmental Education
<b>Youth and Recreation</b>	CI	District Library
		Youth Plaza on Vacant Lands
		Women and Youth Club
	CB	Capacity Development for Talented Youth in Sports & Arts
		Capacity Development for Trainers in YC
		Capacity Development for YC Staff

## 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 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.