

## Executive Summary

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



## Geziret El-Dahab (Giza Governorate)

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Submitted by:



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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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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.

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 the Southern Giza targeted districts suggested the following solutions for the challenges they face in their daily life:

- Establish a quality Vocational Training Centre that provides various vocations for youth and women to meet the market demand.
- Establish SME's for youth and women
- Develop capacity of NGO's
- Conduct regular health and environmental campaigns
- Establish a health centre that has all specializations at affordable prices
- Increase sports and cultural activities for males and females through CSO's and youth centres
- Establish affordable literacy classes and one-class schools
- Establish an efficient solid waste management system and recycling
- Upgrade the sewage network
- Ensure the presence of police to maintain security in area
- Regular cleaning of area from insects and dangerous reptiles

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 Geziret El-Dahab 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**

South Giza is the oldest district in Giza, which explains in part the deteriorated buildings. The study area is composed of two adjacent neighbourhoods: *Saqiet Mekki* and *Masaken Geziret El-Dahab*. The two parts are separated by *Abdel Meguid Radwan* Street, commonly known as Cold-Air Street, referring the Cold-Air company located in the same street. One of the landmarks of the area is the Pharaonic Village (a recreational and touristic destination).

The total population of the study area, according to the 2013 PNA, is 36,000 inhabitants in 0.666 square kilometers (km<sup>2</sup>). Part of the South of Giza Governorate, the area is strategically located on Bahr El Aazham Street, overlooking the River Nile. It is surrounded by, Al Jaizah from the north, Al Moneeb from the south, Qursaya Island and Dahab Island from the east, and Omrania City from the west. The area is originally agricultural land and today it is an informal area. Local community members report that the main population is originally from Upper Egypt and villages in Lower Egypt in the Nile Delta. The area was still classified as rural until the 1950s. From 1950 to 1977, the area was touched by the first wave of informal construction that encroached onto Egyptian government lands. The area suffers from a deteriorated building environment, poor conditions of basic urban services, and high unemployment aggravated by escalating delinquency among its youth population.

- **Private Sector**

There isn't a specific private economic activity that makes the area a hub for a certain commodity.

However, the area was being known for its light car industry. Today that sector has almost vanished to make room for the service sector such as retail services. There still are several workshops in the area such as carpentry and blacksmithing. The retail sector in the area constitutes an important part of the private economic landscape. Residents enjoy the presence and proximity of a variety of retail services from fish mongers, vegetables



Figure 1: Proximity of retail services, *FSTT 2014*

markets, grocery shops, and restaurants. They are mostly localized in ground floor along the main and secondary streets. Regardless of their impact on life quality of the residential quarters, these activities have a considerable share of internal job pool in the area.

The majority of workforces in the area are hired on daily basis. There is a huge demand for full time employment. Many families are supported by women earners, who head the households. Usually females work in the vegetable and gourmet market.

Some families are still keeping their former rural pattern of life at their origins. Raising animals like sheep herds is one of their important business and private investment in the area generating both income and food. They feed the animals partially with organic wastes, spreading garbage all over the streets. In addition feces from the sheep and cattle cause a health hazard in the area.



Figure 2: Raising animals in the area, *FSTT 2014*

Local professional bureaus such as private clinics, dentists, pharmacies, engineering offices and lawyers are spread in the area too and usually occupy flats in upper stories of residential buildings. Improving those professional activities, in terms of training, capacity building and technical and financial support, should deliver high potential towards improving relevant social services in the area.

Provision of micro-loans seems very widespread among the population. NGOs and different governmental institutions have been giving micro-loans to local resident to launch their own micro-enterprises. However, these businesses have not succeeded in creating a sustainable economy and environment of competitiveness.

### • **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.

Some active NGOs in the area are "El Amal El Gad", "Injaz"<sup>4</sup> and "Plan International". In collaboration with Giza South District, the local community and with the support of PDP, a cleaning campaign initiated by "Amal El Gad" NGO is planned to take place in the near future.

As for civil society, it is worth mentioning that most of Mosques and churches in Geziret El-Dahab 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

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<sup>4</sup> Injaz Egypt is a non-profit organization that is a volunteer-based education program with a mission to inspire, empower and prepare Egyptian youth, enhancing their opportunities to join the job market as qualified employees and entrepreneurs.

- **Health**

There are health care facilities in the area in addition to Om El-Masryeen Hospital, located nearby. The health care facilities are: Geziret El-Dahab Clinic, El Raay Physical Care Centre and El Fath Medical Centre. It was commonly agreed by the inhabitants and the South Giza District that the health facilities are characterized by poor health services, poor skills of the medical staff that need training courses for physicians and nurses according to Dr. Said Mahmoud, Head of Health Administration in South Giza District. There are also complaints about the limited specialization in the health units, but no additional information about this issue has been provided. The representatives of health departments in the district insist on the gravity of the hygiene situation in different health facilities and the need for sterilization equipment for medical centres. Due to misconduct of health unit and health department staff in the past, mistrust between patient and medical staff is high.

- **Education**

Existing five schools in the area are: *Anas Ebn Malek* (Public and Elementary School); *Al Imtiaz* School (Private and all stages School); *El Nahda* School (Public and experimental School); *Geziret El-Dahab* (Elementary School); and *Baraem Masr* School (Primary School). According to these numbers and in comparison to the site area and number of population, there are a reasonable number of preparatory, secondary, and technical schools, in addition to those located within 500 meters (m) outside the boundaries of the studied areas. Classes have a density of about 40-45 students despite the high number of schools; while some schools have unused. The number of students seems to be dwindling due to migration of young people after marriage to other, more attractive, areas in the GCR.

School teachers are unmotivated to deliver quality education primarily due to low salaries. They are dependent on private tutoring. Private lessons became an inevitable financial burden on families, which results in many dropouts. However, the educational staff emphasized several issues, particularly the shortage of equipment such as chalk boards, simple bins in the courtyards, and suitable furniture for students and teaching staff. They also expressed their need for financial support to launch several green initiatives inside and around the school. They also complained about the complicated bureaucracy characterized by extensive administrative procedures and reluctant behavior from the education departments in ministerial departments. There is no common activity, program, or communication channel among the schools present in the area.

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

The targeted area is very well served and easy to access from Salah Salam Street or El Bahr el Aazham Street. The overall area is served by a metro line through Saqiet Mekki' and Om el Masryeen stations. From site visits, no clear entrances can be identified easily along the north or south perimeter of the area. It is bound from the north by 6th of October Street, and a narrow street from the south adjacent to El Moneeb semi-covered public parking.

In the overall area the streets have been recently paved. In some areas, paving is still underway while in others, it is already starting to deteriorate. Alleys and narrow pedestrian streets shape the overall urban fabric of the area, especially in Saqiet Mekki. These paths play the role of connectors between building blocks. They constitute passages and shortcuts through long

façades. Some of these paths are roofed with light structures and are punctuated by shop fronts. Today, most of internal street are paved except Darb Taweel and Cold Air Street. Nothing has been indicated concerning whether these two will be paved soon or not. The South Giza District, with the cooperation of the local community, recently intervened to unblock some streets for better accessibility and access to emergency vehicles.

- **Solid Waste Management (SWM)**

Garbage is a pressing matter to the South District of Giza. The increase of garbage has been noticed all over the streets. Some garbage tips are located on the outskirts of schools, and the flies and odors keep the teaching staff from opening windows. Residents complain about the lack of sufficient dumpsters and about the inconvenient places where the available bins are located. According to the PNA (2013), cleaning and collection of garbage only occurs in the main streets.

The South Giza District Chief complained about the carts that collect construction rubble. They come into the area and dump their loads on the public streets and footpaths on a daily basis. He also complained about the owners of herds of sheep. They feed the animals from organic solid waste, spreading garbage all over the streets. In addition feces from the sheep and cattle are a health hazard. The district is studying the option of sterilizing the areas where the animals have informal stables, but such an intervention might further contaminate the soil with chemicals.

According to the South Giza District, there is no company responsible for collecting the garbage. Director of Environmental Affairs in South Giza District, denounced the practice of some medical institutions disposing of their medical waste in the streets. He expressed the need to implement an appropriate disposal system for such waste. A cleaning campaign will take place soon, initiated by the NGO *El Amal El Gad*, in collaboration with the Giza South District, the local community, and with the support of GIZ.

- **Environment & Climate Change Adaptation**

**Soil:** Saqiet Mekki and Masaken Geziret El-Dahab are located on alluvial soil. It is high fertile and considered one of the best soils for agriculture. Alluvial soil is easily infiltrated and could be easily polluted.

**Vegetation:** There are several trees in the area that provides shade and cool air. People are aware of the importance of vegetation especially for shade and decoration. It is an important element for site beautification. There is no public park in the area.

**Noise:** It is mostly concentrated on the outskirts of the area and Cold Air Street. There is no regulation applied concerning workshop working hours.

**Garbage:** It is exposed on the streets, especially on Salah Salem Street and on the outskirts of the areas. Due to lack of control, solid waste is spread by waste pickers and livestock farmers. Raising animals like sheep is an investment, generating both income and food. There is some informal waste separation in the area. The garbage attracts vermin and is contaminating the soil.

- **Recreation and Youth Centres**

Following two youth centres exist within the perimeter of the area:

- Geziret El-Dahab youth centre: 2 playgrounds
- Saqiet Mekki Whirlpool Youth Centre: 1 playground



Although football is the main activity of both, it seems that the two youth centres are not alike. The one in Masaken Geziret El-Dahab is a landmark in the area, whereas the one of Sakiat Mekki has a very bad reputation related to drug dealing and lack of security. In general, the youth centres are described as inefficient with no diversity in activities to attract different ages and genders. Managerial issues have been highlighted by the district and have been observed during the site visit by the FSTT; the youth centre of Saqiet Mekki is closed most of the time. The alleys, streets, and small squares are the main playgrounds for young people. Billiard tables appear in the streets and attract young and old.

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

Identifying active stakeholders in the community is essential in project implementation and its success. In vulnerable communities like Geziret El-Dahab, 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 Geziret El-Dahab. 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 Geziret El-Dahab 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

### **Geziret El-Dahab - Projects' Pipeline for All Feasible Options**

<b>Thematic Area</b>	<b>P. Type</b>	<b>Project Title</b>
<b>Health</b>	CI	Improving sanitation
		Rehabilitation centre
		Medical convoys and visiting doctor
		Potable water

		Healthy elderly environment
	CB	First Aid Training for Community & Equipment Provision
		Capacity Development for Local Healthcare Providers (Drs, Nurses, Pharmacists)
		First Aid Training & Health awareness of the local community
<b>Education</b>	CI	Physical upgrade of schools sanitation units
		Physical Aesthetic Thermal upgrade of schools
		Improvement of teacher, student relationship
		E-Learning
		Early childhood education project
	CB	Competitive Teachers
		Capacity Development for Teachers & Educational Calibers
		Enhancing School Management System
		Capacity Development for Literacy Teachers (Scaffolding Approach)
<b>Youth and Recreation</b>	CI	Innovative Youth Club activities (Kayak/Fishing/nature Clubs)
		Mobile library
		Integration of youth in the Youth centre executive board
		Arts and Culture 's Realm – The Cultural hub
		Womand & Child Club
	CB	Capacity Development for Talented Youth in Sports & Arts
		Capacity development of Youth
<b>SWM</b>	CI	Underground Waste containers
		Bins & Transfer Equipment
		Monitor and track the performance of the existing waste collection service
		Bartering Trash
		Compost Station
	CB	Regular Awareness Campaigns on Medical Waste
		Regular Awareness Campaigns on SWM
		Capacity Development for Calibers Working in the SW Sector
<b>Transportation</b>	CI	On-Street Parking
		Improve Streets' Geometric Design
		Street Signing
	CB	Educated Children on Driving Principles & Manners
<b>Environment / Climate Change Adaptation</b>	CI	Air and sun catchers - pilot project
		Green Playing Grounds
		Solar Energy Applications
		Towards Substantive Knowledge
	CB	Energy Conservation Awareness Campaigns
		Capacity Development for Calibers Working in the Environmental Sector
		Climate Change Awareness and Environmental Education

## 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.