



محافظة القليوبية

**MANAGEMENT STRUCTURE FOR THE
CONTRACT MONITORING UNIT
GOVERNORATE OF QALYOUBIYA**

Prepared for:

Governorate of Qalyoubiya, Egypt
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ACRONYMS

| | |
|------|--|
| CMU | Contract Monitoring Unit |
| GOQ | Governorate of Qalyoubiya |
| PACT | Public Awareness and Communications Team |

SECTION 1

INTRODUCTION

The Governorate of Qalyoubiya (GOQ) is entering into contracts with private Contractors to provide solid waste management, street and public facility cleaning, and medical and industrial waste management services in nine cities: Kafr Shukr, Banha, Tokh, Qaha, Shebin El Qanatir, El Qanatir El Khairiya, Khanka, Qalyub, and Shubra El Kheima. Once the GOQ has established these contracts, it will need an internal management structure that will allow it to monitor and oversee contract implementation. To that end, the GOQ has decided to establish a Contract Monitoring Unit. The Contract Monitoring Unit will have a two-fold purpose:

- To monitor and enforce the Contractors' compliance with the contract provisions.
- To inform the public of their responsibilities for solid waste management and monitor their compliance with rules and regulations governing solid waste management.

This report describes the anticipated institutional structure of the Contract Monitoring Unit including recommended staffing levels, job descriptions, and budget. The report is based on a review of contract provisions and legal requirements, and extensive discussions with senior staff of the GOQ.

SECTION 2

MANAGEMENT STRUCTURE

The Contract Monitoring Unit (CMU) will be a new unit in the Governorate with responsibility only for solid waste contract monitoring. A Board of Directors, chaired by the Secretary General and composed of the Mayors from the nine participating cities, will oversee the operation of the CMU. The existing units within the Governorate that currently administer solid waste management will undertake other solid waste activities not included in the contracts, such as removal of accumulated waste, clean-up in advance of special events, and special projects.

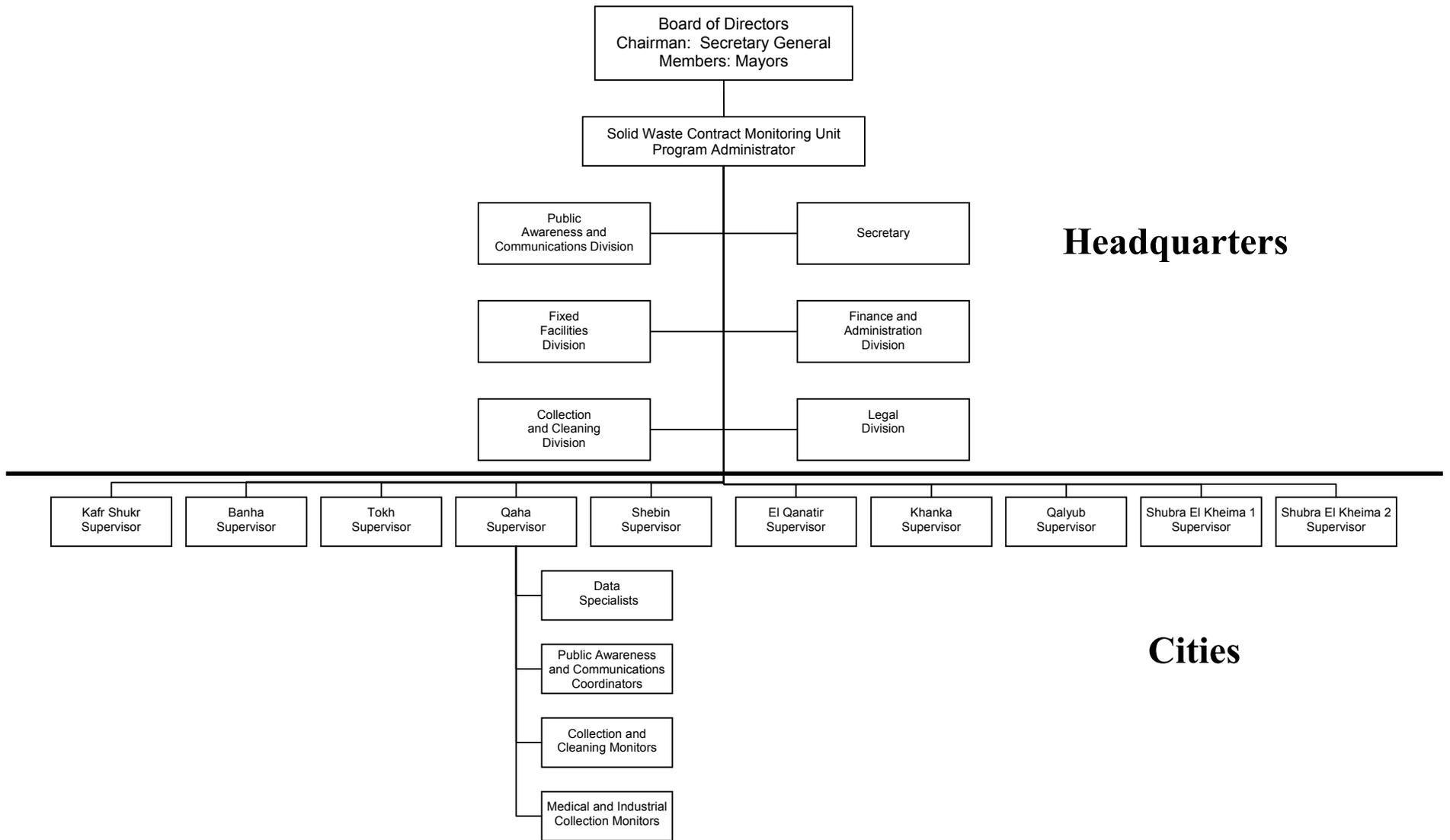
A two-tiered organizational structure, as illustrated in Exhibit 1, is proposed for the management structure of the Contract Monitoring Unit. The first tier, the Headquarters, is located at the Governorate level and provides overall management and organizational support for the Unit. Specifically, the Headquarters will determine contract compliance, provide the City Offices with technical guidance for monitoring of collection and street and public facility cleaning, conduct field monitoring of fixed facilities, and develop public information programs and materials. The second tier, at the City level, provides field monitoring of the Contractors' collection services and street and public facility cleaning and citizen compliance with solid waste rules and regulations as well as delivery of field-level public information programs. Each City will have one local office for monitoring, except Shubra El Kheima, which will have two local offices – Shubra El Kheima 1 (the western half of the city) and Shubra El Kheima 2 (the eastern half of the city).

In general, the responsibilities of each tier can be summarized in the following way.

- **Headquarters:**
 - Manage the overall program.
 - Identify and resolve noncompliance.
 - Make penalty determinations if necessary.
 - Direct the Governorate's Finance Department to make contract payments (including reductions for penalties if necessary).
 - Provide technical guidance to the City offices.
 - Provide legal counsel to the Unit.
 - Oversee the public awareness and communications program.

- **Cities:**
 - Observe and report on contract compliance and noncompliance.
 - Inform local government officials about contract compliance and respond to their concerns.
 - Deliver local public awareness and communications programs.

Figure 1. Qalyoubiya Solid Waste Management Contract Monitoring Unit Organization Chart



FIRST TIER – HEADQUARTERS

The Headquarters of the Contract Monitoring Unit will be located at the Governorate level. It will have responsibility for general oversight of the waste management contracts and for identifying and resolving noncompliance with contract provisions. Headquarters will receive monitoring reports from its City Offices, compile them, and make determinations as to whether each Contractor has exceeded the performance monitoring thresholds unique to its contract. (Sections 5 of the specific service appendices.)

The Program Administrator will lead the Contract Monitoring Unit and will report to the Board of Directors. The Program Administrator will be based in the Headquarters office. He or she will directly manage the Headquarters' staff and the City Supervisors. The Program Administrator will either be the GOQ Representative or have delegated authority from the GOQ Representative to oversee contract compliance. As such, he or she will be responsible for holding at least weekly meetings with the Contractors' Representatives at which they will review contract performance and attempt to resolve any problems. The Program Administrator will host the monthly management meetings with the Contractors' Representatives. He or she will also sign and send to the Contractors written instructions to provide services when noncompliance is documented.

The Contractors will submit their invoices to Headquarters. Headquarters will be responsible for reviewing and approving the invoices and making any necessary reductions for penalties. It will then forward the payment information to the Governorate's Finance Department for payment.

Headquarters will also house the technical expertise necessary to effectively monitor contract compliance. The technical divisions at Headquarters will develop monitoring procedures and train City monitoring staff in the use of the procedures. They will also monitor those aspects of the contract that are implemented at the Governorate level, such as work plans, progress reports, and fixed facilities.

Headquarters will have three technical divisions:

- Collection and Cleaning
- Fixed Facilities
- Public Awareness and Communications

and two operational divisions:

- Finance and Administration
- Legal

Collection and Cleaning Division

This Division will house the technical experts in residential, commercial, industrial, and medical waste collection and street and public facilities cleaning. These experts will be thoroughly familiar with the contract requirements in these areas and will be able to make technical determinations about applying those requirements. The Division will be managed by a Chief Engineer who will report to the Program Administrator, but the personnel of the Division will be available to the City Supervisors to give them and their staff technical direction and answer technical questions.

The Division will have the following responsibilities:

- Interpret the technical requirements of the contract in regard to waste collection and street and public facility cleaning.
- Prepare inspection forms for monitoring waste collection and street and public facility cleaning.
- Train City Monitors how to monitor residential, commercial, medical, and industrial waste collection and street and public facility cleaning.
- Provide service quality control for waste collection and street and public facility cleaning.
- Provide technical support to the City Supervisors on waste collection and street and public facility cleaning.
- Receive waste collection and street and public facility cleaning monitoring reports from the City Supervisors.
- Receive, review, and assess the following work plans and reports for residential, commercial, medical, and industrial waste collection, and street and public facility cleaning.
 - Work Plans.
 - Monthly Progress Reports (preparation and operations).
 - Annual Operations Reports.
 - Annual Training Report.
- Conduct analysis of data received from the City Supervisors and from its own review of work plans and reports and assess compliance with performance monitoring thresholds.
- Produce compliance reports and forward them to the Finance and Administration Division.
- Review and assess proposed changes in technical designs (within the bounds of the contract requirements) for the following activities:

- residential, commercial, industrial, and medical waste and public facility collection containers,
 - residential, commercial industrial, and medical waste collection vehicles, and
 - street and public facility cleaning equipment.
- Review and assess the placement of waste pooling collection containers.

Fixed Facilities Division

The Fixed Facilities Division will be responsible for monitoring contract performance at all fixed facilities – equipment yards, transfer stations, recycling facilities, composting facilities, landfills, and medical waste treatment facilities. The Division will have monitors on-site at all fixed facilities. It will be directed by a Chief Engineer and will have a Deputy Chief Engineer to directly manage and advise the on-site facility monitors.

The Division will have the following responsibilities:

- Interpret the technical requirements of the contract in regard to fixed facilities.
- Review and assess proposed changes in technical designs (within the bounds of the contract requirements) for fixed facilities.
- Prepare inspection forms for monitoring fixed facilities.
- Train on-site Fixed Facilities Monitors how to monitor fixed facilities.
- Observe and report on Contractors' compliance with the fixed facilities Performance Standards.
- Receive, review, and assess the following reports for fixed facilities:
 - Work Plans.
 - Monthly Progress Reports (preparation and operations).
 - Annual Operations Reports.
 - Annual Training Report.
- Receive, review and approve all laboratory analyses submitted by the Contractors.
- Conduct analysis of data received from the Fixed Facilities Monitors and from the review of work plans and reports and assess compliance with performance monitoring thresholds.
- Prepare and submit to the Finance and Administration Division reports on compliance for fixed facilities.

Public Awareness and Communications Division

The staff of the Public Awareness and Communications Division, along with city Public Awareness and Communications Coordinators, will form the Public Awareness and

Communications Team (PACT). The Director of the Public Awareness and Communications Division will be the PACT leader. The Public Awareness and Communications Division will have the following responsibilities:

- Develop and implement the Public Awareness and Communications strategy for the solid waste management program.
- Develop and produce Public Awareness and Communications programs and materials.
- Coordinate with the Contractors in their development of public information materials and media campaigns.
- Seek outside funding and private sponsorship for public awareness and communications campaigns.
- Train Public Awareness and Communications Coordinators in the use of the programs and materials.
- Host coordination meetings with the Contractors regarding implementation of their public information programs.
- Review and assess the Contractors' Public Information Plans.
- Receive, review, and assess the following reports for the Contractors' public information activities:
 - Monthly Progress Reports (preparation and operations).
 - Annual Operations Reports.
 - Annual Training Report.
- Conduct analysis of the Contractors' Public Information Programs and assess compliance with performance monitoring thresholds.
- Receive and process citizen inquiries and complaints.
- Monitor the Contractors' Customer Service Offices and receive, review, and assess the Contractors' quarterly Complaint Record statistical table and the Complaint Record as necessary.
- Assess compliance with performance monitoring thresholds for the Contractors' Customer Service Offices.
- Prepare and submit to the Finance and Administration Division reports on compliance for public information programs and Customer Service Offices.
- Manage third-party contracts to conduct public awareness polls.

- Coordinate the activities of the City Public Awareness and Communications Coordinators.
- Facilitate coordination between the Contractors and the City Public Awareness and Communications Coordinators.
- Provide technical support to the Public Awareness and Communications Coordinators.
- Produce press releases and host press conferences.
- Coordinate other CMU training (provide logistical support).

Finance and Administration Division

The Finance and Administration Division will have the following responsibilities:

- Provide administrative support to the entire Unit in the areas of:
 - human resources management,
 - facilities management, and
 - office and field supplies and equipment.
- Track fee collection and interact with the Governorate's Finance Department.
- Perform analyses to ensure that the costs of the program are in balance with the fees collected for service.
- Coordinate preparation of the annual budget for the Unit, in cooperation with the Division Directors and the City Supervisors.
- Monitor implementation of the Unit budget.
- Receive and archive the daily compliance reports prepared by the City Offices.
- Receive reports on contract compliance from the technical Divisions:
 - Collection and Cleaning
 - Fixed Facilities
 - Public Awareness and Communications
- Prepare a weekly, consolidated compliance report for the Program Administrator.
- Produce written instructions to the Contractors to provide services as per the contract (in response to unresolved noncompliance and for the signature of the GOQ Representative or his delegated representative).
- Document the Contractors' responses to written instructions and resolve disputes if possible.

- Calculate contract penalties and notify the Contractors of the intention to deduct penalties from funds payable.
- Maintain official archives of all documents pertaining to contract compliance.
- Receive Contractors' invoices for services, assess them, make necessary reductions, and send payment requests to the Governorate's Finance Department.

Legal Division

The Legal Division will provide legal services to the Contract Monitoring Unit. It will have the following specific responsibilities:

- Facilitate the legal possession of and access to the facilities to be handed over to the Contractors.
- Obtain and maintain necessary permits, approvals, and licenses for the Contract Monitoring Unit and assist the Contractors in doing the same.
- Conduct dispute resolution with the Contractors, and initiate and facilitate arbitration procedures if necessary.
- Provide support to the Program Administrator, Headquarters' divisions, and City Offices in the legal interpretation of contractual requirements.
- Train the accountants and compliance analysts in the Finance and Administration Division on how to properly prepare written instructions to the Contractors to provide services as per the contract.

SECOND TIER – CITY OFFICES

The CMU will have ten City Offices. The primary function of the City Offices will be to observe and report on contract implementation for:

- residential and commercial collection and street and public facility cleaning, and
- medical and industrial waste collection.

A City Supervisor who will report to the Project Administrator will manage each City Office. The City Supervisors will receive daily monitoring reports from their staff and will transmit them to the Headquarters' technical divisions. They will have direct communications with the local government officials in the city, including the Mayors and the local councils. It will be the City Supervisor's responsibility to inform the Mayor and local council of the status of waste collection and street and public facility cleaning compliance in the City and to respond to their concerns. The Supervisors will also have contact with authorities that can enforce citizen violations of solid waste management rules and regulations.

The City Offices will have four types of personnel: data specialists, public awareness and communications coordinators, residential and commercial collection and street and public facility cleaning monitors (Collection and Cleaning Monitors), and medical and industrial waste collection monitors (Medical and Industrial Monitors).

Data Specialists

The Data Specialists will work at desks in the City Offices. They will have following specific responsibilities:

- Receive and compile daily monitoring data from the Collection and Cleaning Monitors and the Medical and Industrial Monitors.
- Prepare daily monitoring reports and submit them to the City Supervisor.
- Receive and process citizen inquiries and complaints.

Public Awareness and Communications Coordinators

The Public Awareness and Communications Coordinators will spend most of their time in the field. They will have the following responsibilities:

- Implement the Public Awareness and Communications Strategy at the City level.
- Provide monitors with public information materials and assist them in public relations.
- Conduct public awareness programs at local schools and with local non-governmental organizations.

Collection and Cleaning Monitors

All cities will have Collection and Cleaning Monitors who will spend all of their time in the field monitoring residential and commercial waste collection and street and public facility cleaning. They will have the following specific responsibilities:

- Observe and report on Contractors' compliance with the residential and commercial waste collection Performance Standards.
- Observe and report on Contractors' compliance with the street and public facilities cleaning Performance Standards.
- Prepare and submit to the City Data Specialists daily reports on inspections.
- Provide the public with information about their waste management responsibilities.
- Observe and report to the City Supervisor citizen violations of waste management rules and regulations.

Each monitor will have a geographical area for which he or she will be responsible. Each day the monitors will cover a portion of their assigned areas and record noncompliance on forms developed by the Headquarters' technical division. At the end of the day they will turn the completed forms over to the City Data Specialists.

The Collection and Cleaning Monitors will interact with the public and the Contractors' employees, and will be responsible for informing them about solid waste management rules and regulations and contract requirements. Their role, however, is to inform and report, not to enforce. To the extent possible, they will try to resolve public violations of rules and regulations and Contract noncompliance by the Contractors' employees by providing information, but they will not have authority to issue citations or to give the Contractors' employees orders.

Medical and Industrial Monitors

All cities will have Medical and Industrial Monitors who will spend all of their time in the field monitoring medical and industrial waste collection. They will have the following specific responsibilities:

- Observe and report on Contractors' compliance with the industrial waste collection Performance Standards.
- Observe and report on Contractors' compliance with the medical waste collection Performance Standards.
- Prepare and submit to the City Data Specialists reports on inspections.
- Provide the medical and industrial facilities with information about their waste management responsibilities.
- Observe and report to the City Supervisor citizen violations of waste management rules and regulations.

Each monitor will have a geographical area for which he or she will be responsible. These areas will be larger than the areas covered by the Collection and Cleaning Monitors, so that each Medical and Industrial Monitors will need a scooter, bicycle, or other form of transportation to perform his or her work. Each day the monitors will cover a portion of their assigned areas and record noncompliance on forms developed by the Headquarters' technical division. At the end of the day they will turn the completed forms over to the City Data Specialists.

The Medical and Industrial Monitors will interact with the personnel in medical and industrial facilities and the Contractors' employees, and they will be responsible for informing them about solid waste management rules and regulations and contract requirements. Their role, however, is to inform and report, not to enforce. To the extent possible, they will try to resolve facility violations of rules and regulations and Contract noncompliance by the Contractors' employees by providing information, but they will not have authority to issue citations or to give the Contractors' employees orders.

SECTION 3

PERSONNEL AND EQUIPMENT REQUIREMENTS

The previous section of this report presented the overall structure for the Solid Waste Management Contract Monitoring Unit (CMU) serving the Qalyoubiya Governorate. This section of the report presents detailed personnel and equipment estimates for the CMU. These estimates are based upon the level of effort that will be required to monitor the service specifications and technical requirements in the tender document for Qalyoubiya.¹

STAFFING AND JOB DESCRIPTIONS

To fulfill the responsibilities identified in this report, the Headquarters Office will need 60 employees and the City Offices will need 118 employees for a total of 178 employees in the CMU. Table 1 presents the staffing estimates for the Headquarters and the City Offices. Appendix A contains organizational charts for every management unit in the CMU structure, showing individual employees and their supervisory relationships. Appendix B contains job descriptions for every position in the CMU, with the exception of the drivers and the messengers/janitors.

The following sections of the report present brief descriptions of the key personnel in each office of the CMU.

First Tier – Headquarters

Program Administrator--

The **Program Administrator** will manage and direct the Qalyoubiya Solid Waste Management Contract Monitoring Unit. Ultimately it will be his or her responsibility to insure that the Contractors providing solid waste services are performing according to their contracts and are paid for their services in a timely manner. He or she will represent the Governorate in all dealings with the Contractors, meeting with the Contractors' Representatives at least weekly to identify and attempt to resolve noncompliance. He or she will also make determinations concerning penalties for Contractors' noncompliance. The Program Administrator will have a Secretary in his or her immediate office.

Collection and Cleaning Division--

The Collection and Cleaning Division will have six employees. The **Chief Engineer** will manage and direct the technical evaluation of Contractors' performance for residential, commercial, industrial, and medical waste collection and street and public facility cleaning. He or she will review, assess, and advise the Program Administrator on proposed changes in technical designs (within the bounds of the contract requirements), and will attend compliance meetings between the Program Administrator and the Contractors. The two **Engineers** in the Division will train City Collection and Cleaning Monitors and Medical and Industrial Monitors on how to monitor waste collection and street and public facility cleaning and will provide them with technical assistance and quality control. The **Compliance**

¹ "Qalyoubiya Governorate Request for Tender: Solid Waste Management and Cleaning Services, Industrial Waste Management Services, and Medical Waste Management Services" Governorate of Qalyoubiya, General Administration for Financial Administrative Affairs, Banha City, April 10, 2002.

Analysts will receive, compile, and analyze the Contractors’ work plans and progress reports and the monitoring reports prepared by the Cities. They will evaluate Contractors’ compliance with contract requirements and produce weekly compliance reports for the Chief Engineer and the Compliance Analysts in the Finance and Administration Division.

Table 1. Staffing Levels for the Contract Monitoring Unit

| Job Title | Number | Job Title | Number |
|---------------------------------------|---------------|---|---------------|
| Headquarters | | <u>Collection and Street and Public Facilities Cleaning</u> | |
| Program Administrator | 1 | Chief Engineer | 1 |
| Secretary | 1 | Secretary | 1 |
| <u>Finance and Administration</u> | | Engineers | 2 |
| Director | 1 | Compliance Analysts | 2 |
| Secretaries | 3 | <u>Fixed Facilities</u> | |
| Human Resource Manager | 1 | Chief Engineer | 1 |
| Human Resource Aide | 1 | Secretary | 1 |
| Administrative Manager | 1 | Deputy Chief Engineer | 1 |
| Janitors/Messengers | 3 | Fixed Facilities Monitors | 16 |
| Drivers | 5 | Compliance Analyst | 1 |
| Financial Manager | 1 | <u>Public Awareness and Communications</u> | |
| Purchasing Agent | 1 | Director | 1 |
| Accountants | 2 | Secretary | 1 |
| Compliance Analysts | 2 | Public Awareness Specialists | 2 |
| <u>Legal</u> | | Production Manager | 1 |
| Director | 1 | Training Coordinator | 1 |
| Secretary | 1 | City Offices | |
| Lawyers | 2 | City Supervisors | 10 |
| Legal Aide | 1 | Data Specialists | 14 |
| <u>Headquarters Total</u> | <u>60</u> | Pub. Awareness Coordinators | 12 |
| <u>City Offices Total</u> | <u>118</u> | Coll. and Cleaning Monitors | 44 |
| <u>Contract Monitoring Unit Total</u> | <u>178</u> | Med. and Industrial Monitors | 18 |
| | | Janitors/Messengers | 10 |
| | | Drivers | 10 |

Fixed Facilities Division--

The Fixed Facilities Division is the largest division in the Headquarters, with 20 professional employees. The **Chief Engineer** will manage and direct the technical evaluation of Contractors’ performance at fixed facilities. As with the Chief Engineer in the Collection and Cleaning Division, he or she will review, assess, and advise the Program Administrator on proposed changes in technical designs (within the bounds of the contract requirements), and will attend compliance meetings between the Program Administrator and the Contractors. The Chief Engineer will be assisted in his or her work by the **Deputy Chief Engineer**, who will also be responsible for training and managing the 16 Fixed Facilities Monitors. The **Fixed Facilities Monitors** will be stationed at the fixed facilities. The **Compliance Analyst** will be stationed in the Division Office and will receive, compile, and analyze the Contractors’ work plans and progress reports and the monitoring reports prepared by the

Fixed Facilities Monitors. They will evaluate Contractors' compliance with contract requirements and produce weekly compliance reports for the Chief Engineer and the Compliance Analysts in the Finance and Administration Division.

The CMU will need 16 Fixed Facilities Monitors to ensure that the fixed facilities are monitored during all times of operation. The actual number of fixed facilities in Qalyoubiya will not be known until the final contracts are signed; however, for planning purposes we have assumed that there will be three major fixed facilities: a recycling/composting facility, a medical waste treatment facility, and a landfill. Each of these facilities can operate 24 hours per day, seven days per week, so that each facility will need four monitors. In addition, we assume there will be one or more equipment yards and transfer stations, which will be monitored by another four monitors.

The Fixed Facilities Monitors will be trained to serve as monitors at every type of facility. They will periodically be assigned to new facilities so that they gain experience in each type of facility monitoring and avoid developing relationships with facility employees that might impair their ability to objectively perform their monitoring responsibilities.

Public Awareness and Communications Division--

The six staff members of the Public Awareness and Communications Division will be led by the **Director** who will develop and oversee the implementation of the Public Awareness and Communications program for the Governorate's solid waste management program. He or she will serve as the team leader for the Public Awareness and Communications Team and will provide guidance and support to the Public Awareness and Communications personnel in the City Offices. The two **Public Awareness Specialists** in the Division will develop and implement media strategies, advertising campaigns, and major public events to promote the implementation of the Governorate's solid waste management program. They will train, mentor, and provide technical support to the Public Awareness Coordinators in the cities. They will also receive, review, and analyze the Contractors' Public Information Plans and progress reports, monitor the Contractors' Customer Service Offices, evaluate Contractors' compliance with contract requirements, and produce weekly compliance reports for the Division Director and the Compliance Analysts in the Finance and Administration Division. The **Production Manager** will supervise and manage the production of public awareness and communications materials and television, press and outdoor advertisements. The **Training Coordinator** will secure all training needs for public awareness and communications personnel and coordinate and manage the logistics of training for other CMU personnel.

Finance and Administration Division--

The Finance and Administration Division will have 13 professional employees plus five drivers and three janitors/messengers. The **Director** of the Division will oversee administrative, financial, and budgetary support to the all of the CMU offices and will interact with the Governorate's Finance Department to ensure that fees are deposited in the account and that Contract payments are made. The **Human Resource Manager**, with the support of an aide, will provide human resource management for the Unit's employees. The **Administrative Manager** will manage office space, vehicles, office equipment, and supplies for the CMU. He or she will also manage the drivers and messengers/janitors serving the Headquarters. The **Financial Manager** will coordinate preparation of the annual budget for the Unit, in cooperation with the other Division Directors and the City Supervisors, and monitor its implementation. He or she will also supervise the purchasing agent, accountants,

and compliance analysts. The **Purchasing Agent** will manage the purchasing process for vehicles, equipment, supplies, office space, and services for the Headquarters and all of the City Offices. The two **Compliance Analysts** in the Division will receive and compile compliance reports from the Headquarters' technical divisions, draft contract compliance instructions, and monitor Contractors' responses to the instructions. One of the two **Accountants** will assist the Financial Manager in managing the CMU budget. The other accountant will receive and analyze Contractors' invoices, use information provided by the Compliance Analysts to calculate penalty reductions, and arrange with the Governorate's Finance Department for contract payments.

Legal Division--

The Legal Division will have five employees. The **Director** will manage the staff of the Division and serve as chief legal counsel for the CMU. As such, he or she will make all official legal interpretations of the Contracts for the CMU and represent the CMU in all legal matters. The two **Lawyers**, assisted by a **Legal Aide**, will secure and maintain necessary permits, approvals, and licenses for the CMU and assist the Contractors in doing the same. They will also provide legal consultation to CMU personnel regarding monitoring procedures and enforcement of solid waste rules and regulations.

Second Tier – City Offices

The CMU will have ten City Offices staffed by 118 employees. Each City Office will be led by a **City Supervisor** who will be responsible for managing the City CMU employees and providing them with technical guidance, in collaboration with the Headquarters' technical divisions. He or she will also be responsible for communicating with the City Mayor and local council and responding to their concerns. The City Supervisors, however, will not be able to enforce the contract or order the Contractors to take particular actions, as contract enforcement and official communication with the Contractors happens only at the Headquarters level.

Each City Office will have a driver and a janitor/messenger as well as:

- Collection and Cleaning Monitors
- Medical and Industrial Monitors
- Data Specialists
- Public Awareness and Communications Coordinators

The duties and responsibilities of these employees are described in the previous section of this report and are elaborated in Appendix B. The number of Monitors, Data Specialists, and Public Awareness and Communications Coordinators in each City varies with the size of the city and the type of waste collection services provided. Table 2 shows the distribution of employees in each City. Following is a description of the assumptions used to determine the number of employees in each City.

Table 2. Distribution of CMU Employees in the City Offices

| City | Supervisor | Data Specialist | PAC Coordinator | Collection and Cleaning Monitor | Medical and Industrial Monitor | Driver | Janitor/Messenger | Total |
|------------------------|-------------------|------------------------|------------------------|--|---------------------------------------|---------------|--------------------------|--------------|
| Kafr Shukr | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 8 |
| Banha | 1 | 1 | 1 | 5 | 2 | 1 | 1 | 12 |
| Tokh | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 8 |
| Qaha | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 7 |
| Shebin El Qanatir | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 8 |
| El Qanatir El Khairiya | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 8 |
| Khanka | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 8 |
| Qalyub | 1 | 1 | 1 | 3 | 2 | 1 | 1 | 10 |
| Shubra El Kheima 1 | 1 | 3 | 2 | 12 | 4 | 1 | 1 | 24 |
| Shubra El Kheima 2 | 1 | 3 | 2 | 13 | 4 | 1 | 1 | 25 |
| TOTAL | 10 | 14 | 12 | 44 | 18 | 10 | 10 | 118 |

Collection and Cleaning Monitors will be expected to cover their assigned area, on foot, in three days. The area that a Monitor can cover in three days, determined by field testing, is 0.45 km² for Building-to-Building Service and 0.9 km² Pooling Site Service.

Medical and Industrial Monitors will be expected to visit each facility (industrial plant, hospital, or other health care facility) at least once per week. Assuming that they can visit 16 facilities per day, on a scooter, and that they will work six days per week, each Monitor is expected to monitor 100 facilities.

Data Specialists will be expected to handle reports from five monitors. The number of Public Awareness and Communications Coordinators ranges from one to two per City, depending upon the population of the City.

EQUIPMENT NEEDS

To perform its functions, the CMU will need office space, office equipment, and vehicles for the Headquarters and City Offices. Table 3 presents the initial equipment needs of the Unit. All of the professional, technical, and administrative employees will need offices and work stations (desk, chair, guest chair, computer, printer, and telephone). Most of the lower- and mid-level employees will share office space, but they will each need work stations. Each office (Headquarters and Cities) will need a conference room with a large conference table and chairs and at least one photocopier. The Headquarters will need several vehicles and drivers to allow their employees to get into the field.

Fixed Facilities Monitors will not need offices, as the Contractors are required to provide them with office space at the facilities, but the CMU will have to provide a work station and associated office equipment at each facility. The City Monitors will not require offices or work stations, as they will perform their duties in the field, but they will need radios to communicate with the Data Specialists and the City Supervisor. Each City will also need a pick-up truck or micro-bus to get Collection and Cleaning Monitors to and from their assigned areas and Public Awareness and Communications Coordinators to and from their presentations. Each Medical and Industrial Monitor will need a scooter, bicycle, or other means of transportation to travel throughout the City to his or her assigned facilities.

All of the Monitors, as well as the Engineers, will need to be immunized to protect their health from possible contact with waste. They will also need uniforms and field equipment. The uniforms should include shirt (short-sleeve for the hot months and long-sleeve for the cool months), pants, and hat. They should be comfortable, yet attractive, and clearly identify the Monitors as Government of Qalyoubiya employees.

Field equipment will vary with the monitors' responsibilities. City Monitors will have very basic field equipment – clip boards, forms, pencils, etc. They should also have access to cameras kept at the City Office, so that they can document critical contract violations. Fixed Facilities Monitors will need additional safety equipment including hard hats and steel-toed shoes. They may also need some specialized equipment, such as temperature probes at the compost facility.

Table 3. Equipment Needs for the CMU

| | Office^a | Work Station^b | Extra Guest Chair | Computer and Printer | Small Conference Table and Chairs | Large Conference Table and Chairs | Fax | File Cabinet | Map Cabinet | Large Photo Copier | Small Photo Copier | Air Conditioner | Water Cooler | Scooter | Car/Twin-Cab Pickup | Micro-Bus | Uniform | Field Equipment^c | Radio | Camera |
|---|---------------------------|---------------------------------|--------------------------|-----------------------------|--|--|------------|---------------------|--------------------|---------------------------|---------------------------|------------------------|---------------------|----------------|----------------------------|------------------|----------------|------------------------------------|--------------|---------------|
| Headquarters | 18 | 40 | 16 | 31 | 6 | 1 | 2 | 15 | 2 | 1 | 3 | 6 | 2 | - | 5 | - | 26 | 9 | 6 | 4 |
| City Offices | 17 | 36 | - | 14 | - | 10 | 10 | 10 | - | - | 10 | - | - | 18 | 8 | 2 | 94 | 74 | 92 | 10 |
| CMU Total | 35 | 76 | 16 | 45 | 6 | 11 | 12 | 25 | 2 | 1 | 13 | 6 | 2 | 18 | 13 | 2 | 120 | 83 | 98 | 14 |
| Notes: ^a Every office will have a ceiling fan. ^b Work Station = Desk, Chair, Telephone, and Guest Chair. ^c Varies with type of monitor. | | | | | | | | | | | | | | | | | | | | |

SECTION 4

BUDGET

The budget for the Qalyoubiya CMU is presented in Table 4. It is composed of four parts:

- Start-Up Equipment
- Recurrent Equipment
- Supplies
- Personnel

The Start-Up Equipment costs are a one-time expenditure to purchase the initial equipment for the CMU. All of the other costs are annual operating costs. For budgeting purposes, we assumed that Recurrent Equipment costs will equal 10 percent of the Start-Up Equipment costs, which in effect amortizes equipment over a ten-year period. Supplies, estimated at ten percent of the Personnel costs, includes office supplies, utilities, fuel, vehicle and equipment maintenance, uniforms, and field equipment. Personnel costs include salaries plus benefits, taxes, and annual bonuses for all of the employees in the Unit.

First Year Costs (Start-Up Equipment + Supplies + Personnel) are significantly higher than Subsequent Year Annual Costs (Recurrent Equipment + Supplies + Personnel) because they include the full costs of purchasing all of the start-up equipment. All of the costs in the table are reported in 2002 LE. As such, the Subsequent Year Annual Costs would be expected to grow with inflation by about two percent per year.

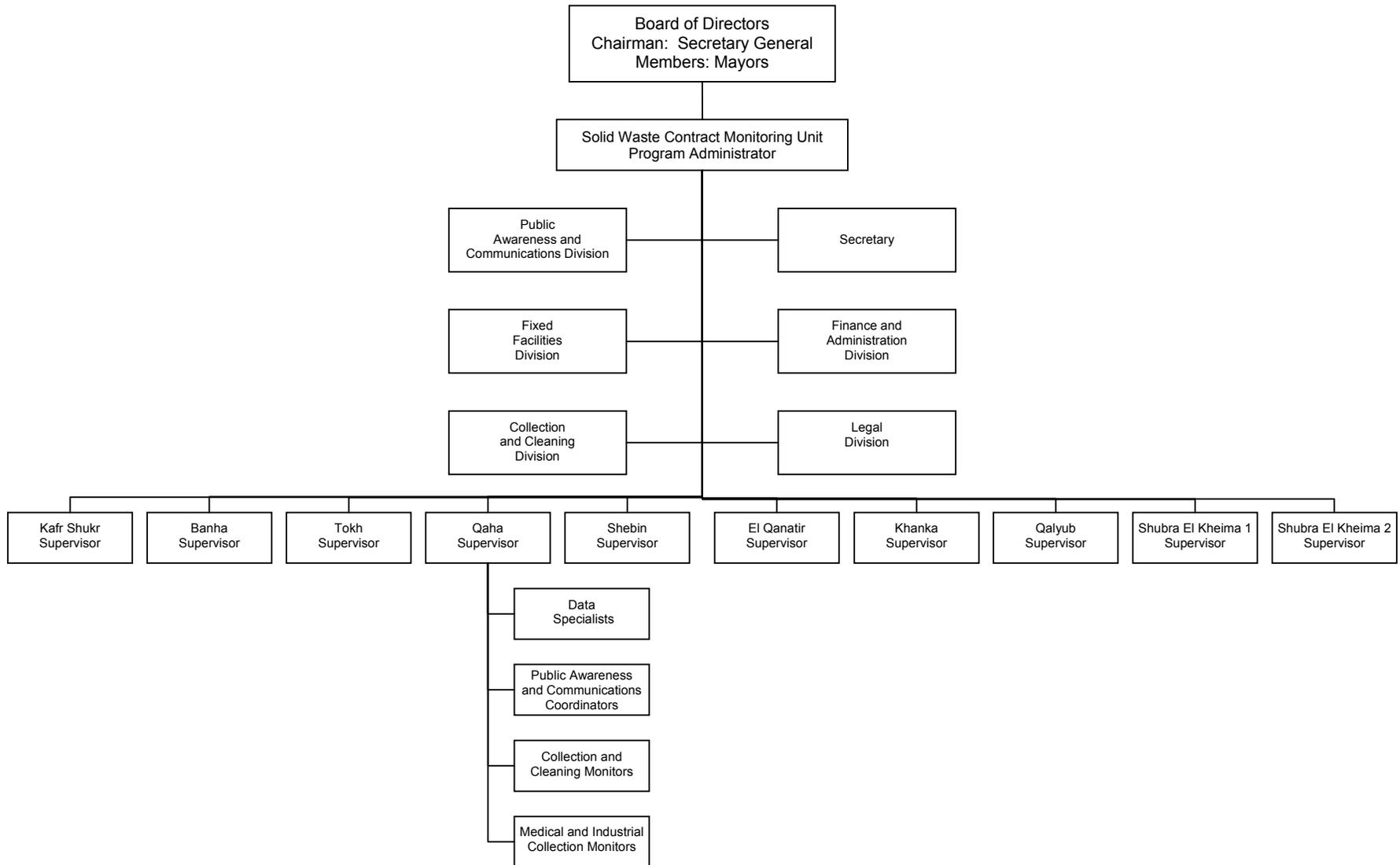
Table 4. Contract Monitoring Unit Budget (1,000 LE)

| | Start-Up Equipment | Recurrent Equipment | Supplies | Personnel | First Year Costs | Subsequent Year Annual Costs |
|---------------------|-------------------------------|--------------------------------|-----------------|------------------|-----------------------------|---|
| Headquarters | 966 | 97 | 83 | 831 | 1,880 | 1,011 |
| City Offices | 2,099 | 210 | 151 | 1,507 | 3,757 | 1,868 |
| CMU Total | 3,065 | 307 | 234 | 2,338 | 5,637 | 2,877 |

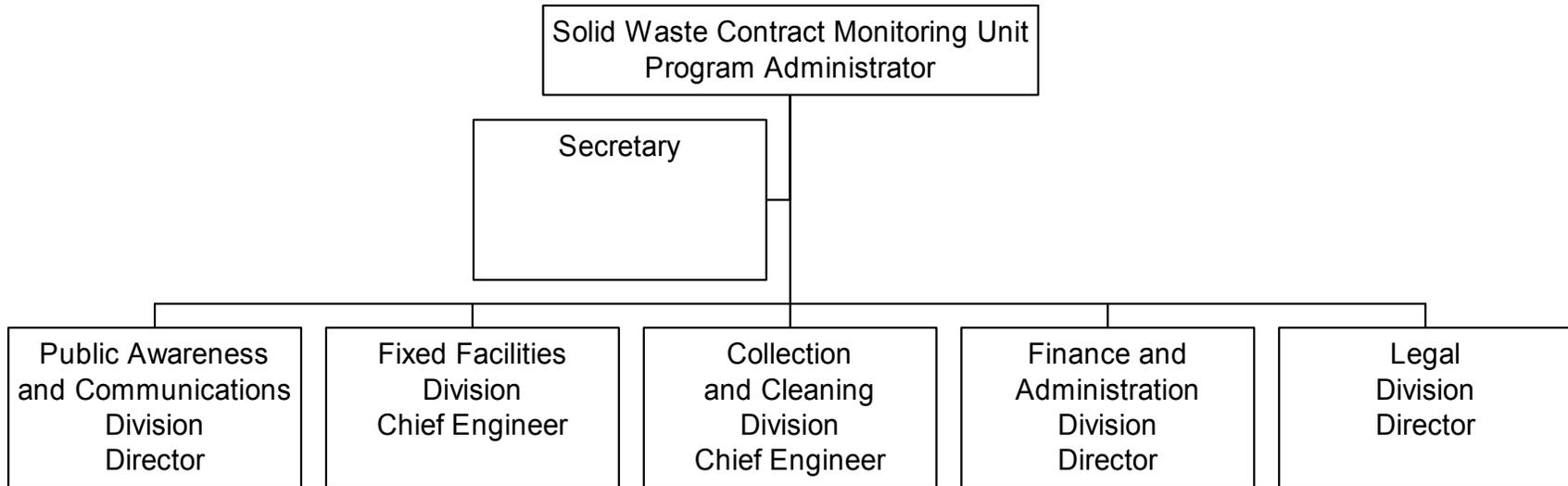
APPENDIX A

**ORGANIZATIONAL CHARTS FOR EACH OFFICE IN THE CONTRACT
MONITORING UNIT**

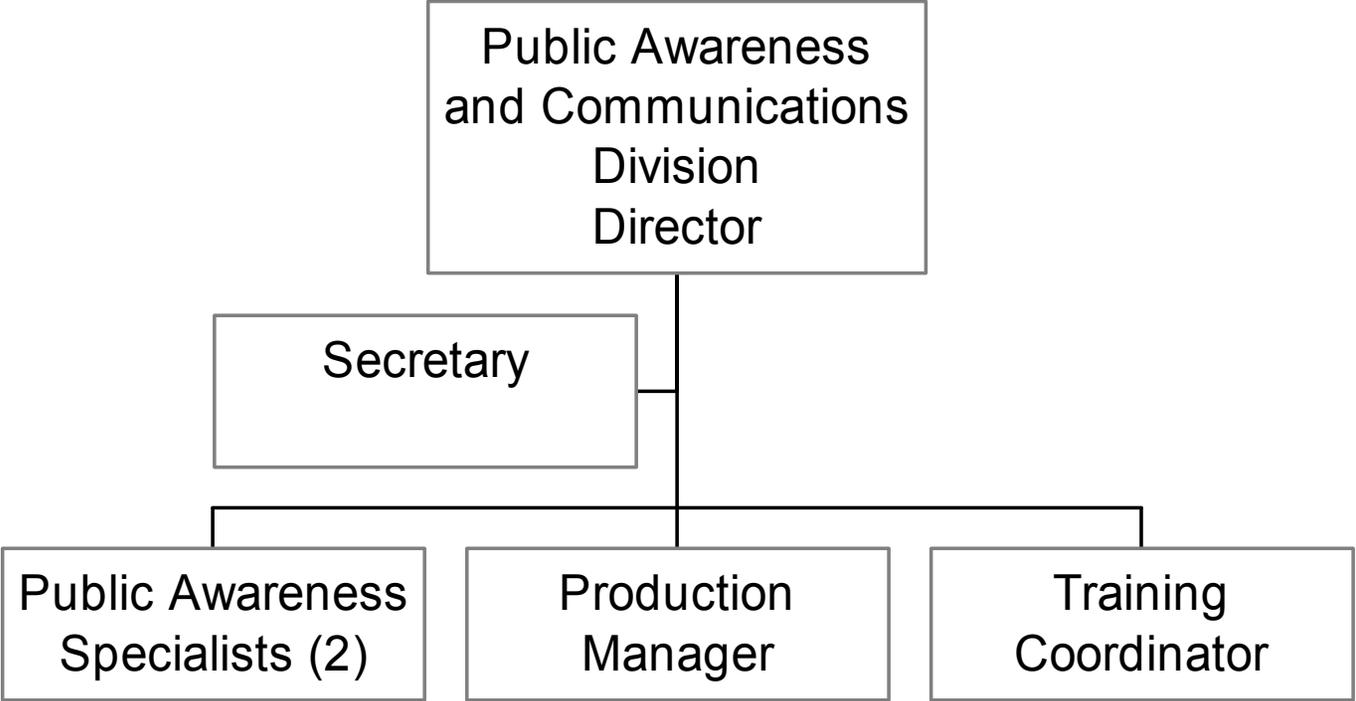
Qalyoubiya Solid Waste Management Contract Monitoring Unit, Organization Chart



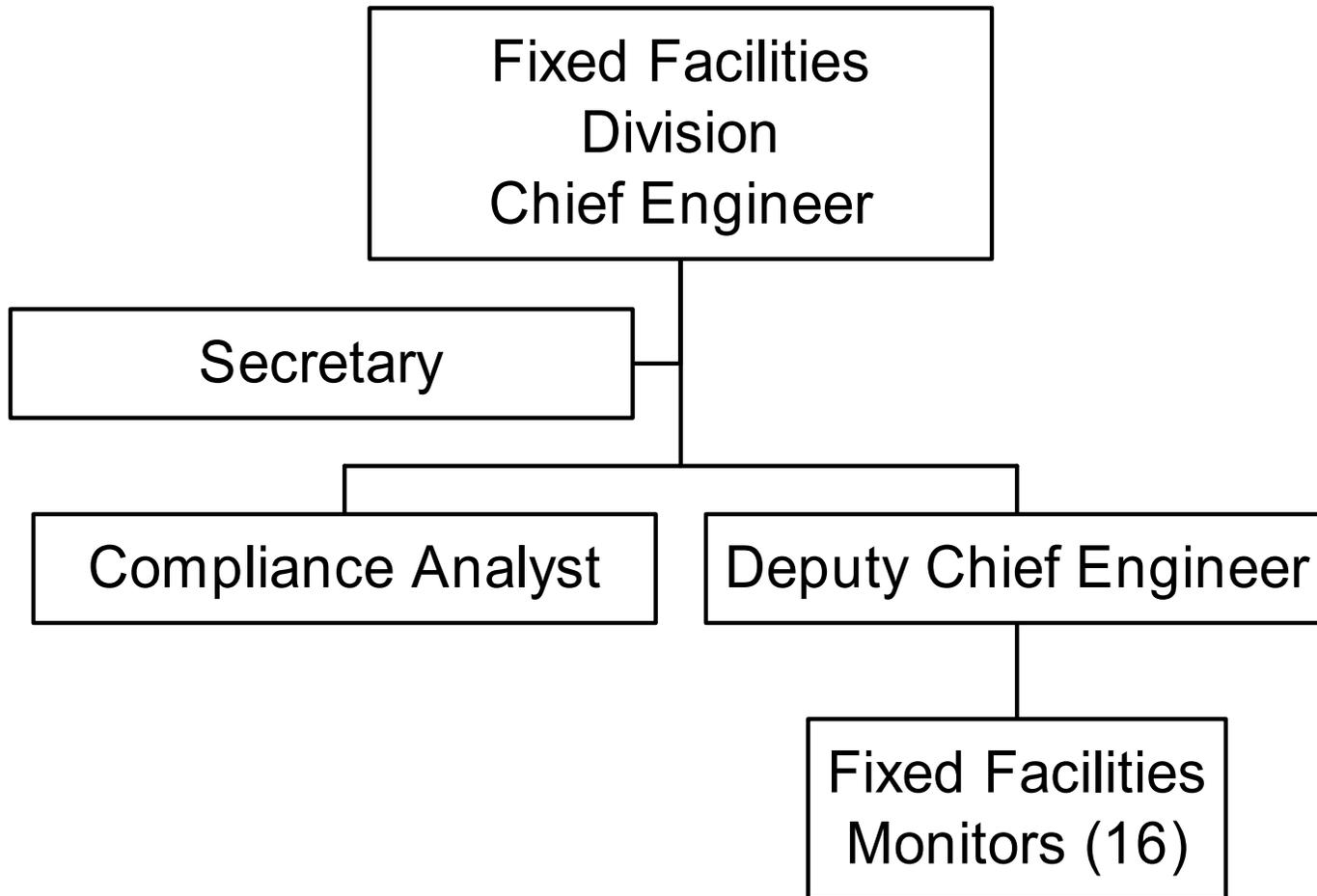
Contract Monitoring Unit – Headquarters



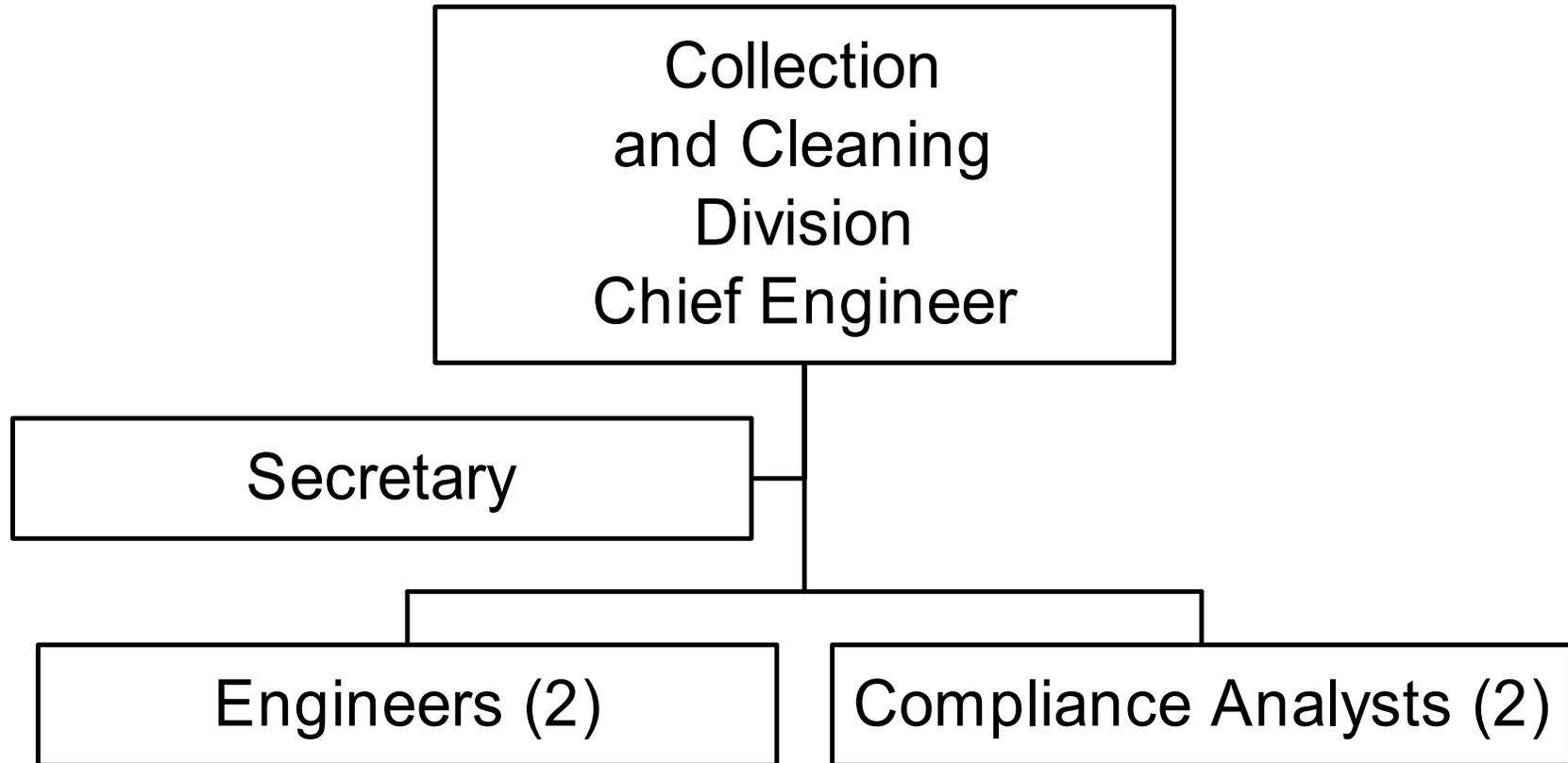
**Contract Monitoring Unit – Headquarters
Public Awareness and Communications Division**



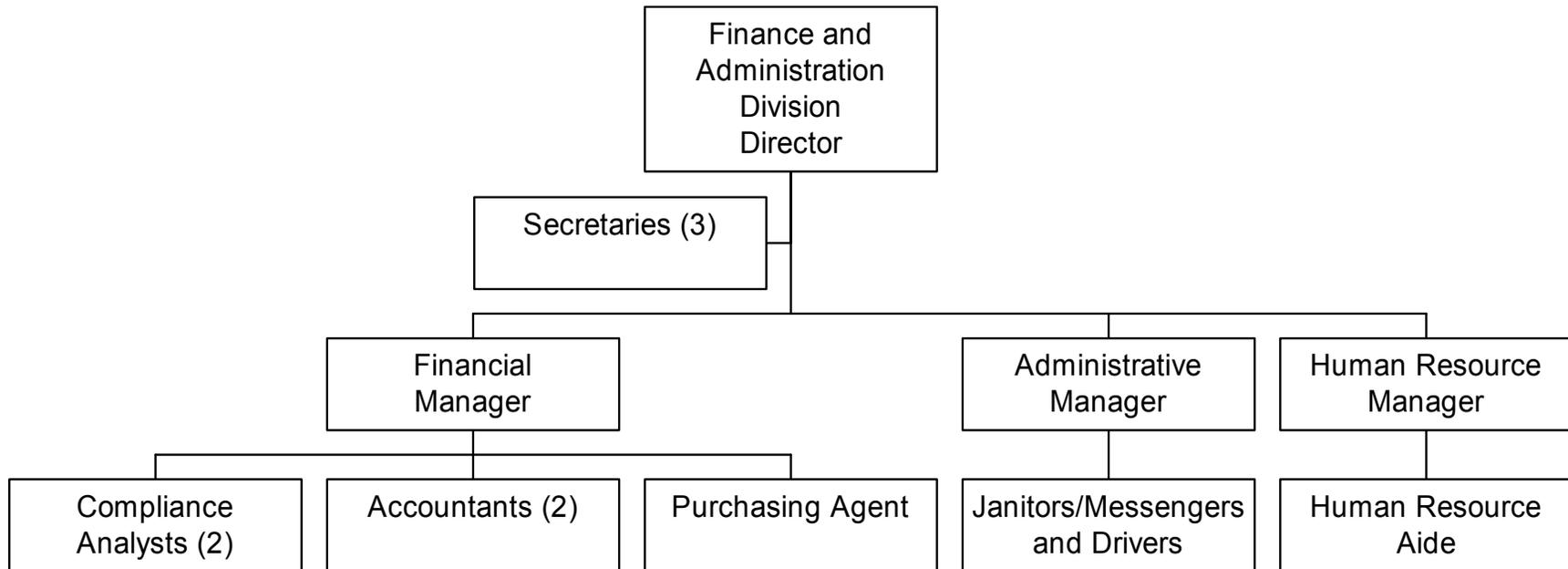
**Contract Monitoring Unit – Headquarters
Fixed Facilities Division**



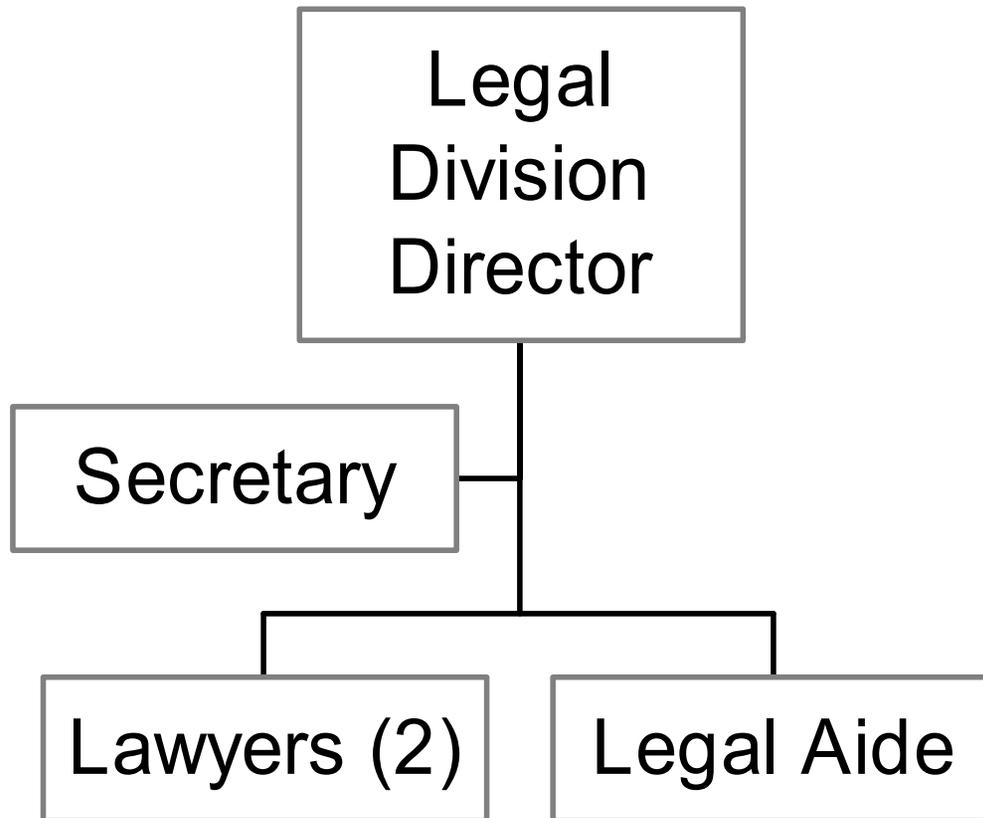
**Contract Monitoring Unit – Headquarters
Collection and Cleaning Division**



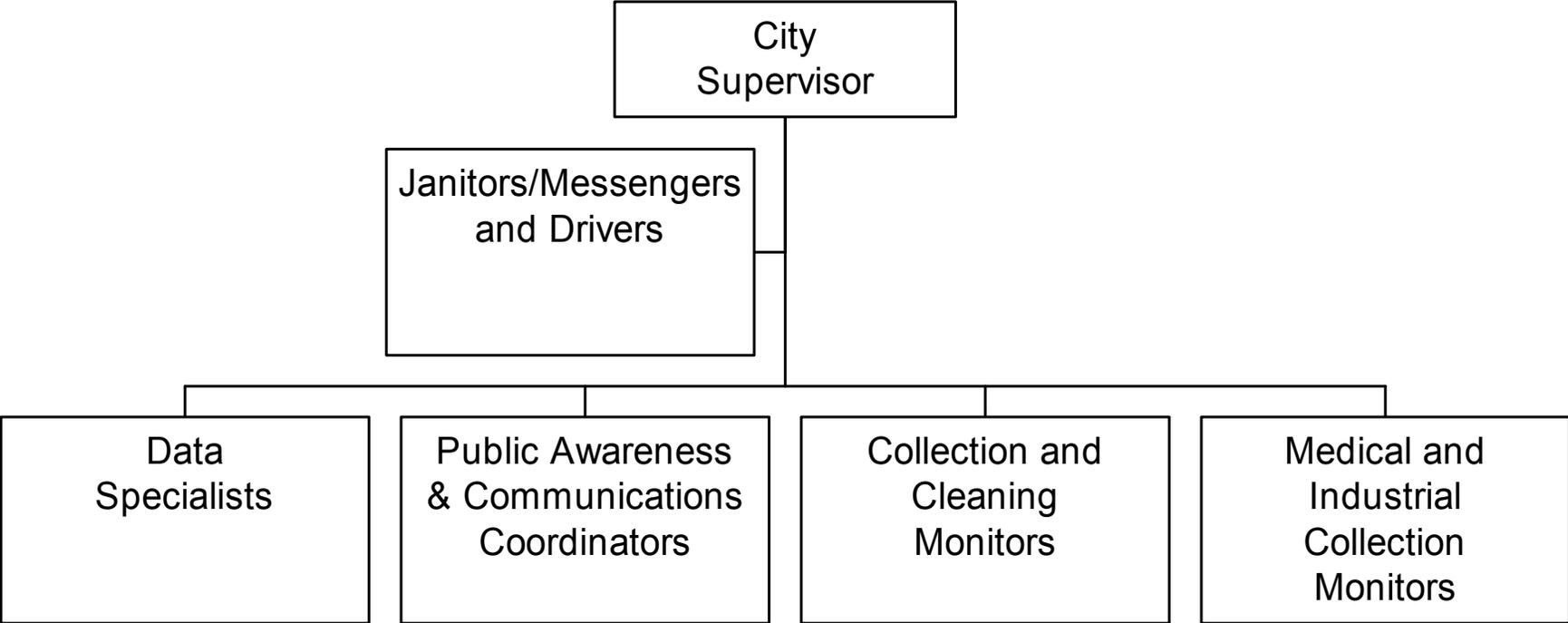
Contract Monitoring Unit – Headquarters Finance and Administration Division



**Contract Monitoring Unit – Headquarters
Legal, Compliance, and Penalties Division**



Contract Monitoring Unit – Cities



APPENDIX B
JOB DESCRIPTIONS

Headquarters

Program Administrator's Office

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|--|--|--------------------|---|
| Job Title: | Program Administrator | | |
| Institutional Unit: | Solid Waste Management Contract Monitoring Unit | Location: | Headquarters |
| Reports To: | Qalyoubiya Contract Monitoring Unit Board of Directors | Supervises: | <ul style="list-style-type: none">• Secretary• Directors of Headquarters' Divisions• City Supervisors |
| Job Summary: <p>Manage and direct the Qalyoubiya Solid Waste Management Contract Monitoring Unit, a unit with approximately 200 professional employees. Insure that the Contractors providing solid waste services are performing according to their contracts and are paid for their services in a timely manner. Provide the citizens of Qalyoubiya with information on the solid waste management program so that they can become full partners in creating a cleaner Qalyoubiya.</p> | | | |
| Duties and Responsibilities: <ul style="list-style-type: none">• Provide strategic program direction for the Contract Monitoring Unit.• Establish program goals and individual service objectives.• Manage and direct a staff of approximately 200 professionals.• Directly manage the Division Directors and City Supervisors.• Develop and meet an annual work plan and budget for the Unit.• Represent the Governorate in all dealings with the Contractors.• Meet with Contractors' Representatives at least weekly to review contract compliance and resolve noncompliance where possible.• Sign and send to the Contractors written instructions to provide services when noncompliance is documented.• Approve final determinations of contract noncompliance and corresponding penalty deductions and authorize Contractors' payments.• Approve any changes in technical implementation of the contracts (within the bounds of the contract requirements).• Negotiate contract revisions with the Contractors as necessary.• Prepare and submit reports to the Board of Directors on the status of the solid waste management program, the adequacy of funding, and the performance of the Contractors.• Coordinate the activities of the Contract Monitoring Unit with those of the other departments in the Qalyoubiya Governorate.• Provide testimony at local and national legislative and regulatory hearings.• Make formal presentations at national and international conferences.• Promote the program's goals and objectives to the public.• Motivate high levels of performance from Unit staff by providing leadership based on employee empowerment and incentives. | | | |

| | |
|---|--|
| Minimum Qualifications: | |
| Education: | A Bachelor's Degree. |
| Experience: | <ul style="list-style-type: none"> • 20 years of experience in an upper-level private or public management position. • Responsibility for annual budgets for large projects. • Management of a large staff of technical, financial, or legal professionals. • Experience in managing contracts for large operations. • Experience providing testimony at legal, regulatory, or legislative hearing. |
| Skills: | <ul style="list-style-type: none"> • Demonstrated ability to achieve organizational goals on time and on budget. • Strong leadership skills. • Strong communications skills including public speaking. • Fluency in written and spoken Arabic. • Aptitude for learning a second language. |
| Working Conditions: | |
| <p>The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to attend meetings and observe field operations. It may also require some travel outside of Qalyoubiya to attend national and international conferences.</p> | |

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|---|--------------------|--------------|
| Job Title: | Secretary | | |
| Institutional Unit: | Administrator's Office | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | None |
| Job Summary: Provide secretarial support to the Program Administrator. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Manage the Administrator's calendar. • Receive telephone calls, mail, and other forms of communication for the Administrator. • Receive visitors to the Administrator. • Make arrangements for the Administrator's travel. • Make arrangements for meetings hosted by the Administrator. • Type and process the Administrator's correspondence, reports, and other written documents. • Maintain the Administrator's files. • Provide support to the Administrator's Executive Aides as directed by the Administrator. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 5 years experience as a secretary. • 2 years experience as a secretary to a senior manager is preferred. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic and English. | | |
| Working Conditions: The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to support the activities of the Program Administrator. | | | |

Finance and Administration Division

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|--|--|--------------------|---|
| Job Title: | Director | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Division Secretaries • Human Resource Manager • Administrative Manager • Financial Manager |
| Job Summary: Provide administrative, financial, and budgetary support to the Contract Monitoring Unit. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Manage the staff of the Finance and Administration Division. • Coordinate preparation of the annual budget for the Unit, in cooperation with the Division Directors and City Supervisors. • Monitor implementation of the Unit budget. • Prepare budget reports for the Program Administrator. • Oversee human resource management for the Unit. • Oversee the purchase of vehicles, equipment, and supplies for the Unit. • Oversee the maintenance of official archives of all documents pertaining to contract compliance. • Submit weekly compliance reports to the Program Administrator. • Review and forward to the Program Administrator for his or her signature all written instructions to the Contractors to provide services as per the contract. • Oversee the calculation of contract penalties and recommend to the Program Administrator payments to the Contractors including penalty reductions. • Prepare notifications of payments to the Contractors, and forward payment requests to the Governorate Finance Department, through the Program Administrator. • Interact with the Governorate Finance Department to ensure that fees are deposited in the account and that Contract payments are made. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in accounting, business, or public administration. | | |
| Experience: | <ul style="list-style-type: none"> • 15 years experience in administration. • 10 years experience in a management position. • Experience developing and monitoring large public budgets. • Experience in personnel management. | | |
| Skills: | <ul style="list-style-type: none"> • A thorough knowledge of national accounting rules and regulations. • Knowledge of Government of Egypt civil servant rules and regulations. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|--|---|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Secretary | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Director, Finance and Administration Division | Supervises: | None |
| Job Summary: Provide secretarial support to the Division Director and Division staff. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage the Director’s calendar. • Receive telephone calls, mail, and other forms of communication for the Director. • Receive visitors to the Director. • Make travel arrangements for the Director and other Division staff. • Make arrangements for meetings hosted by the Division. • Type and process the Director’s correspondence, reports, and other written documents. • Maintain the Division’s files. • Provide support to the staff of the Finance and Administration Division as directed by the Director. • Receive and file, by Contract, all official documents pertaining to contract compliance. <ul style="list-style-type: none"> - Minutes of all meetings with each Contractors. - Draft and final written instructions to Contractors. - Daily monitoring reports from the City Supervisors. - Weekly compliance reports from the technical Divisions. - Approvals of any changes in technical implementation of the contracts (within the bounds of the contract requirements). - Approvals of contract revisions. - Technical interpretations of contract provisions (prepared by the Chief Engineers or Directors of the technical Divisions). - Approved monitoring forms. - Copies of testimonies by Unit personnel at legal, legislative, and regulatory hearings. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience as a secretary. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic with excellent grammatical skills. | | |
| Working Conditions: The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|--|---|--------------------|-------------------------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Human Resource Manager | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Director, Finance and Administration Division | Supervises: | Division Human Resource Aides |
| Job Summary: Provide human resource management for the Contract Monitoring Unit. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage the Human Resource Aide. • Assist the Division Director in the development of the human resource component of the Unit budget. • Advertise position openings. • Write job descriptions, in cooperation with relevant supervisors. • Maintain job descriptions for all employees in the Unit. • Maintain personnel files for all employees in the Unit. • Arrange for employment screening, application reviews, and interviews, coordinating with relevant supervisors. • Develop employee evaluation methodologies and procedures. • Train supervisors in employee evaluation methodologies and procedures. • Provide new employees with relevant employment information and orientation. • Receive and process timesheets from Unit employees and forward processed timesheets to the relevant authorities for payroll. • Serve as an interface between the Human Resource Department in the Qalyoubiya Governorate and the Unit. • Respond to employee inquiries concerning human resource issues (salaries, holidays, sick leave, vacations, etc.). • Respond to employee/supervisor complaints. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree | | |
| Experience: | <ul style="list-style-type: none"> • 10 years experience in human resource management. • 5 years experience in a management position. • Experience in managing payroll for a large organization. | | |
| Skills: | <ul style="list-style-type: none"> • A thorough knowledge of Government of Egypt civil servant rules and regulations. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to work with the City Offices on human resource issues. | | | |

| Qalyoubiya Governorate | | | |
|---|--|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Human Resource Aide | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Human Resource Manager | Supervises: | None |
| Job Summary: Assist the Human Resource Manager accomplish his or her tasks. | | | |
| Duties and Responsibilities: The Human Resource Aide will assist the Human Resource Manager as directed by the Manager, but the following are the specific areas in which he or she will most likely be involved. <ul style="list-style-type: none"> • Advertise position openings. • Assist the Human Resource Manager and relevant supervisors in writing position descriptions. • Maintain position descriptions for all employees in the Unit. • Maintain personnel files for all employees in the Unit. • Arrange for employment screening, application reviews, and interviews, coordinating with relevant supervisors. • Provide new employees with relevant employment information and orientation. • Receive and process timesheets from Unit employees. • Respond to employee inquiries concerning human resource issues (salaries, holidays, sick leave, vacations, etc.). | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree | | |
| Experience: | <ul style="list-style-type: none"> • 1 year experience in an office setting in the public or private sector. | | |
| Skills: | <ul style="list-style-type: none"> • Ability to deliver products in the form required and on-time. • Strong interpersonal and communication skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to work with the City Offices on human resource issues. | | | |

| Qalyoubiya Governorate | | | |
|--|---|--------------------|--|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Administrative Manager | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Director, Finance and Administration Division | Supervises: | <ul style="list-style-type: none"> • Headquarters' Janitors/Messengers • Headquarters' Drivers |
| Job Summary: | | | |
| Manage office space, vehicles, office equipment, and supplies for the Contract Monitoring Unit. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Supervise the Headquarters' janitors/messengers and drivers. • Assist the Division Director in the development of the vehicles, equipment, supplies, and office management components of the Unit budget, in coordination with the Division Directors and City Supervisors. • Oversee the cleaning and maintenance of office space. • Maintain and inventory vehicles, office equipment and communications equipment for the Headquarters of the Unit. • Manage the distribution of office supplies. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree | | |
| Experience: | <ul style="list-style-type: none"> • 10 years experience in office management. • 2 years experience in management. | | |
| Skills: | <ul style="list-style-type: none"> • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|---|---|--------------------|--|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Financial Manager | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Director, Finance and Administration Division | Supervises: | <ul style="list-style-type: none"> • Purchasing Agent • Accountants • Compliance Analysts |
| Job Summary: | | | |
| Coordinate the preparation of the budget for the Contract Monitoring Unit and monitor its implementation. Compile contract compliance reports and, when necessary, calculate contract penalties. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage the Division Accountant, Purchasing Agent, and Compliance Analysts. • Assist the Division Director in the preparation of the annual budget for the Unit, in cooperation with the Division Directors and City Supervisors. • Compile the Unit budget. • Track implementation of the Unit budget. • Prepare budget reports for the Division Director. • Receive from the Purchasing Agent approved invoices from vendors and suppliers and arrange for payments. • Review and approve weekly compliance reports and submit them to the Division Director. • Oversee the production of written instructions to the Contractors to provide services as per the contract. • Oversee the calculation of contract penalties and the generation of notifications of payments to the Contractors. • Perform analyses to ensure that the costs of the program are in balance with the fees collected for service. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's degree in accounting. | | |
| Experience: | <ul style="list-style-type: none"> • 10 years experience in public accounting. • Experience developing and monitoring large public budgets. | | |
| Skills: | <ul style="list-style-type: none"> • A thorough knowledge of national accounting rules and regulations. • Demonstrated ability to develop and monitor budgets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|--|---|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Purchasing Agent | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Financial Manager | Supervises: | None |
| Job Summary: | | | |
| Manage the purchasing process for vehicles, equipment, supplies, office space, and services. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Receive and process purchase requests from the Administrative Manager, Division Directors, and City Supervisors. • Purchase vehicles, office equipment, communications equipment, and office supplies for the Unit. • Manage the purchasing process so as to secure desired products at or below the budget. • Prepare invitations for bids and requests for proposal on a timely basis and in compliance with Governorate's policies and procedures. • Solicit, receive, and process responses to invitations for bids and requests for proposals. • Evaluate responses for compliance with Governorate's policies and procedures. • Maintain a complete and accurate database of purchasing transactions. • Maintain an accurate vendor list and contacts with vendors. • Make direct purchases from vendors in compliance with Governorate's policies and procedures. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree | | |
| Experience: | <ul style="list-style-type: none"> • 5 years experience in purchasing. • Experience in managing large purchases (100,000+ LE). | | |
| Skills: | <ul style="list-style-type: none"> • Strong organizational and analytical skills. • Strong interpersonal and communication skills. • Strong negotiating skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to inspect and purchase equipment and supplies. | | | |

| Qalyoubiya Governorate | | | |
|---|--|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Accountant | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Financial Manager | Supervises: | None |
| Job Summary: | | | |
| Track income from solid waste service fees and arrange for Contract payments. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Track fee collection. • Receive consolidated noncompliance reports from the Division Compliance Analysts. • Calculate corresponding contract penalties. • Draft notifications to the Contractors of the intention to deduct penalties from funds payable. • Receive Contractors' invoices for services. • Assess Contractors' invoices, make necessary reductions, and send payment requests through the Financial Manager to the Division Director along with draft notifications of deductions. • Assist the Financial Manager in the preparation of analyses to ensure that the costs of the program are in balance with the fees collected for service. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's degree in accounting. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience in accounting. • Experience reviewing and processing large invoices. | | |
| Skills: | <ul style="list-style-type: none"> • A thorough knowledge of national accounting rules and regulations. • Knowledge of fee system accounting. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|---|--|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Compliance Analyst | | |
| Institutional Unit: | Finance and Administration Division | Location: | Headquarters |
| Reports To: | Financial Manager | Supervises: | None |
| Job Summary: | | | |
| Receive and compile compliance reports from the Unit's technical divisions, draft contract compliance instructions, and monitor Contractors' response to the instructions. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Receive reports and documentation on contract noncompliance from the Unit's technical divisions. • Prepare a weekly, consolidated compliance report for the Division Director. • Draft written instructions to the Contractors to provide services as per the contract and forward them to the Division Director. • Document the Contractors' responses to written instructions and resolve disputes if possible. • Notify the Division Director about all unresolved noncompliance and forward documentation to the Division Accountant. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in engineering, science, math, law, or another quantitative or analytical field. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years of professional experience. | | |
| Skills: | <ul style="list-style-type: none"> • Demonstrated analytical ability. • Ability and willingness to learn technical information regarding solid waste management. • Ability to deliver products in the form required and on-time. • Strong writing skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job; however, the analyst will be expected to periodically spend some time in the field with monitors to familiarize him or herself with monitoring procedures and field conditions. | | | |

Legal Division

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|--|--------------------|--|
| Job Title: | Director | | |
| Institutional Unit: | Legal Division | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Secretary • Lawyers • Legal Aide |
| Job Summary: | | | |
| Serve as chief legal counsel for the Unit and manage the staff of the Legal Division. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage the staff of the Legal Division. • Assist the Program Administrator in the development and implementation of the annual work plan and budget for the Unit. • Provide legal services to the Contract Monitoring Unit. • Represent the interests of the Contract Monitoring Unit in all legal matters. • Make official legal interpretations of contracts for the Contract Monitoring Unit. • Advise Unit personnel at all levels of legal rights and obligations in dealing with the public. • Attend meetings with the Contractors and the Program Administrator. • Conduct dispute resolution for noncompliance and initiate arbitration procedures if necessary. • Assist the Program Administrator in negotiating contract revisions with the Contractors as necessary. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in law. Membership in the Egyptian Syndicate of Lawyers. | | |
| Experience: | <ul style="list-style-type: none"> • 15 years of experience as a lawyer. • 10 years experience in contract law. • 2 years experience in a management position. • Experience with evaluation and negotiation of large contracts. • Experience enforcing civil penalties and fines. | | |
| Skills: | <ul style="list-style-type: none"> • Demonstrated analytical ability. • Ability to work in a changing environment and adapt to changes. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|--|---|--------------------|--------------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Secretary | | |
| Institutional Unit: | Legal Division | Location: | Headquarters |
| Reports To: | Director, Legal Division | Supervises: | None |
| Job Summary: | | | |
| Provide secretarial support to the Division Director and Division staff. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage the Director's calendar. • Receive telephone calls, mail, and other forms of communication for the Director. • Receive visitors to the Director. • Make travel arrangements for the Director and other Division staff. • Make arrangements for meetings hosted by the Division. • Type and process the Director's correspondence, reports, and other written documents. • Maintain the Division's files. • Provide support to the staff of the Division as directed by the Director. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 5 years experience as a secretary. • Management experience. • 1 year experience as a secretary to a lawyer. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic with excellent grammatical skills. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Lawyer | | |
| Institutional Unit: | Legal Division | Location: | Headquarters |
| Reports To: | Director, Legal Division | Supervises: | None |
| Job Summary: | | | |
| Secure and maintain necessary permits, approvals, and licenses. Provide Unit personnel with legal understanding of contract provisions and solid waste rules and regulations, and help them conduct their activities in compliance with the law and with the legal needs of the Unit. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Facilitate the legal possession of and access to the facilities to be handed over to the Contractors. • Obtain and maintain necessary permits, approvals, and licenses for the smooth operation of the Solid Waste Management Program. • Assist the Contractors in obtaining and maintaining necessary permits, approvals, and licenses. • Train and provide technical assistance to the Accountant and the Compliance Analysts in the Finance and Administration Division on how to properly prepare written instructions to the Contractors to provide services as per the contract and notifications of penalty deductions, in response to noncompliance. • Advise the Director of the Legal Division on legal interpretations of Contracts. • Advise the Chief Engineers, Division Directors, and City Supervisors on legal interpretations of the Contracts, within the legal parameters established by the Division Director. • Advise the Chief Engineers in the technical divisions on the development of monitoring forms to ensure that the documentation included in the forms is sufficient for determining contract compliance. • Train City monitors in civil and criminal law regarding solid waste. • Conduct dispute resolution with the Contractors if necessary. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in law. Membership in the Egyptian Syndicate of Lawyers | | |
| Experience: | <ul style="list-style-type: none"> • 5 years of experience as a lawyer. • 2 years experience in contract law. • Experience in permitting and licensing. | | |
| Skills: | <ul style="list-style-type: none"> • Demonstrated analytical ability. • Ability to work in a changing environment and adapt to changes. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Legal Aide | | |
| Institutional Unit: | Legal Division | Location: | Headquarters |
| Reports To: | Director, Legal Division | Supervises: | None |
| Job Summary: | | | |
| Provide paralegal and administrative support to the Director and the Lawyers in the Division. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Conduct legal research as assigned by the Division Director or Division Lawyers. • Assist the Division Director and Division Lawyers in accomplishing their duties and responsibilities. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in law. | | |
| Experience: | <ul style="list-style-type: none"> • 1 year of work experience in an office setting. | | |
| Skills: | <ul style="list-style-type: none"> • Excellent research and organizational skills. • Ability to work in a changing environment and adapt to changes. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

Public Awareness and Communications Division

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|--|--------------------|--|
| Job Title: | Director | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Division Secretary • Public Awareness Specialists • Production Manager • Training Coordinator |
| <p>Job Summary: Develop and oversee the implementation of the Public Awareness and Communications program for the Governorate's solid waste management program. Supervise the staff of the Headquarters' Public Awareness and Communications Division and provide guidance and support to the Public Awareness and Communications coordinators in the City Offices.</p> | | | |
| <p>Duties and Responsibilities:</p> <ul style="list-style-type: none"> • Manage the Headquarters' Public Awareness and Communications Division. • Develop the Public Awareness and Communications Strategy for the Solid Waste Management Program and monitor and evaluate its implementation. • Develop and manage the Public Awareness and Communications work plan and budget for Headquarters and monitor development and implementation of City level Public Awareness and Communications work plans and budgets. • Oversee the development of Public Awareness and Communications programs and materials produced by the Division. • Coordinate with the Contractors in producing public awareness and communications materials and conducting campaigns to optimize consistency and impact of messages. • Organize and host monthly coordination meetings with the Contractors regarding public awareness and communications programs. • Facilitate coordination between the Contractors and the City Public Awareness and Communications Coordinators. • Oversee Contractors' compliance with public awareness and communications requirements. • Review and submit compliance reports to the Finance and Administration Division. • Oversee the development and implementation of the media strategy for the Contract Monitoring Unit and call for media crisis management meetings. • Oversee the preparation of news articles and press releases. • Identify and secure outside funding and private sponsorship for public awareness and communications campaigns. • Oversee the development and implementation of training for Public Awareness and Communications personnel. • Provide the Program Administrator with information and advice related to Public Awareness and Communications issues. • Support the Public Awareness and Communications Coordinators in implementing public awareness and communications programs. | | | |

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| Minimum Qualifications: | |
| Education: | Bachelor's Degree in communications, journalism, marketing, or public relations. Master's Degree in a relevant field is an asset. |
| Experience: | <ul style="list-style-type: none"> • 10 years experience in communications or public awareness based activities. • 5 years of management experience. • Experience in preparing communications aids and plans. • Experience in project planning, management, and evaluation. |
| Skills: | <ul style="list-style-type: none"> • Knowledge of the local media markets. • Demonstrated creativity and vision. • Strong leadership and team building skills. • Strong interpersonal and communication skills. • Strong public communications skills including public speaking. • Fluency in written and spoken Arabic and English language. |
| Working Conditions: | |
| The position is primarily a desk job. It will require some travel within the Qalyoubiya metropolitan area to attend meetings and observe field operations. | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Secretary | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Director, Public Awareness and Communications Division | Supervises: | None |
| Job Summary: Provide secretarial support to the Division Director and Division staff. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Manage the Director’s calendar. • Receive telephone calls, mail, and other forms of communication for the Director. • Receive visitors to the Director. • Make travel arrangements for the Director and other Division staff. • Make arrangements for meetings hosted by the Division. • Type and process the Director’s correspondence, reports, and other written documents. • Maintain the Division’s files. • Provide support to the staff of the Public Awareness and Communications Division as directed by the Director. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience as a secretary. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic with excellent grammatical skills. | | |
| Working Conditions: The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Public Awareness Specialist – Media and Events | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Director, Public Awareness and Communications Division | Supervises: | Public Awareness Aide |
| Job Summary: | | | |
| Develop and implement public events, media strategies, and advertising campaigns. Develop themes and messages for public awareness publications. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Assist the Division Director in the development and implementation of the Public Awareness and Communications Strategy and the work plan and budget for media, advertising campaigns, and events. • Develop and manage the media and events strategies for the Contract Monitoring Unit. • Liaise with the media to promote positive and factual coverage of solid waste management in Qalyoubiya. • Prepare news articles and press releases and respond to media inquiries. • Plan for media crisis and set guidelines for its management. • Set rules and regulations for Contract Monitoring Unit personnel in contacting and dealing with the media. • Organize press conferences, formal meetings, conferences, and seminars for the Contract Monitoring Unit at the Headquarters level. • Develop the main messages and themes for public awareness publications as well as advertisements, and pretest them through focus groups and personal interviews. • Participate with the Production Manager in the recruitment and selection of advertising agencies for the production of television, printed press, and outdoor advertisements. • Review and approve mockups and preprint copies of advertisements and other Unit produced materials. • Develop and present regular reports on events to the Division Director. • Train and mentor Public Awareness and Communications Coordinators on the organization of events and the use and dissemination of public awareness materials. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor’s Degree in journalism, communications, advertising, or public relations. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience in public relations or communications. • Experience in events organization and dealing with the media and advertising agencies. | | |
| Skills: | <ul style="list-style-type: none"> • Writing and editing skills. • Excellent oral and written communication skills. • Demonstrated creativity. • Fluency in written and spoken Arabic and English. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to attend meetings, observe field operations, and conduct training. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Public Awareness Specialist | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Director, Public Awareness and Communications Division | Supervises: | Public Awareness Aide |
| Job Summary: | | | |
| Assist the City level Public Awareness and Communications Coordinators with the implementation of the Public Awareness and Communications Strategy. Evaluate Contractors' compliance with public awareness and communications requirements. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Assist the Division Director in the development and implementation of the Public Awareness and Communications Strategy and the work plan and budget. • Train, mentor, and provide technical support to the Public Awareness and Communication Coordinators. • Distribute public awareness materials and publications to the Cities and develop distribution guidelines to ensure efficient distribution to all stakeholders. • Receive regular feedback from Public Awareness and Communication Coordinators on the impact of public awareness and communications materials and advertisements. • Train City Monitors on how to interact effectively with the public. • Participate in the media crisis management task force as requested by the Division Director. • Receive and process citizen inquiries and complaints. • Monitor the Contractors' Customer Service Offices and receive, review, and assess the Contractors' quarterly Complaint Record statistical table and the Complaint Record as necessary. • Evaluate compliance with performance monitoring thresholds for the Contractors' Customer Service Offices. • Receive, review, and monitor Contractors' Public Information Plans, progress reports, operations reports, and training reports. • Manage third-party contracts to conduct public awareness polls for use in assessing the effectiveness of Contractors' performance. • Conduct analysis of plans and reports for contract compliance and identify areas of possible noncompliance. • Produce weekly compliance reports and forward them to the Division Director. | | | |

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| Minimum Qualifications: | |
| Education: | Bachelor's Degree in journalism, communications or public relations. |
| Experience: | <ul style="list-style-type: none"> • 2 years experience in public relations or communications. • Experience in events' organization. • Experience in conducting public awareness activities is an asset. |
| Skills: | <ul style="list-style-type: none"> • Organization and management skills. • Excellent oral and written communication skills. • Fair command of English and fluency in written and spoken Arabic. • Good computer knowledge. |
| Working Conditions: | |
| The position requires significant travel (up to 50 percent of individual's working time) to the field to meet with and train Public Awareness and Communications Coordinators and observe their activities. | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Production Manager | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Director, Public Awareness and Communications Division | Supervises: | None |
| Job Summary: | | | |
| Supervise and manage production steps of public awareness and communications materials and TV, Press and Outdoor Advertisements. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Provide technical support to the Media Public Awareness Specialist on production of public awareness and communication materials and advertisements. • Assist the Media Public Awareness Specialist in developing work plans and budgets for publications and advertisements as well as in recruiting and selecting advertising agencies. • Recruit and select, in cooperation with the Media Public Awareness Specialist, advertising agencies for the production of television, printed press, and outdoor advertisements. • Oversee the production of public awareness materials, working closely with advertising agencies' production staff through the entire production process including concept development, shooting, editing, etc. • Monitor and assess the quality of publications produced as well as television, printed press and outdoor advertisements. • Follow-up to ensure that: television advertisements are aired on appropriate television channels, press advertisements are inserted in relevant newspapers and magazines, and outdoor advertisements are placed in appropriate locations. • Determine the quantity of communication material and publications to be disseminated at the City Offices, to ensure an efficient distribution among all areas. • Distribute materials and publications to the Public Awareness and Communication Coordinators. • Assist the Division Director in assessing the public awareness materials developed by the Contractors to ensure consistency in messages, themes and concepts. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in communications, journalism, advertising or public relations. | | |
| Experience: | <ul style="list-style-type: none"> • 2 years experience in advertising or public relations. • Experience in managing the production of publications and advertisements. | | |
| Skills: | <ul style="list-style-type: none"> • Excellent oral and written communication skills. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to meet with the producers of awareness and communications materials. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Training Coordinator | | |
| Institutional Unit: | Public Awareness and Communications Division | Location: | Headquarters |
| Reports To: | Director, Public Awareness and Communications Division | Supervises: | None |
| Job Summary: | | | |
| Secure all training needs for public awareness and communications personnel and coordinate and manage the logistics of training for other Contract Monitoring Unit personnel. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Communicate on a quarterly basis with all Public Awareness and Communications personnel to assess their training needs, and identify challenges to performing their jobs. • Assess general and specific training needs. • Develop training plans for Public Awareness and Communications personnel, to be approved by Division Director and included in the Unit budget. • Develop training plans and budgets for Public Awareness and Communications. • Write training specifications and work with the Headquarters' Purchasing Agent to prepare invitations for bids. • Assist the Headquarters' Purchasing Agent in the evaluation and selection of responses to invitations for training bids, in coordination with the Division Director and other involved Public Awareness and Communications personnel. • Compile and regularly update a list of training providers in public awareness, marketing, and communications. • Oversee the development of training curricula. • Evaluate the quality and effectiveness of Public Awareness and Communications training events. • Submit to the Division Director reports on training activities and outputs. • Establish and maintain a training reference library. • Assist other Contract Monitoring Unit offices in providing training for their employees. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in Business, Liberal Arts, or Social Sciences Discipline. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience in training needs assessment, training design, training delivery, and/or training evaluation. | | |
| Skills: | <ul style="list-style-type: none"> • Knowledge of adult education principles. • Ability to design and evaluate training curriculum. • Ability to plan and evaluate programs. • Ability to analyze and assess training versus other development needs. • Strong interpersonal and communication skills. • Proficient knowledge of written and spoken English and Arabic | | |
| Working Conditions: | | | |
| The position is primarily a desk job. It will require some travel within the Qalyoubiya Governorate to arrange for and facilitate training events. | | | |

Collection and Cleaning Division

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
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| Job Title: | Chief Engineer | | |
| Institutional Unit: | Collection and Cleaning Division | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Division Secretaries • Division Engineers • Division Compliance Analysts |
| Job Summary: | | | |
| <p>Manage and direct the technical evaluation of Contractors' performance for residential, commercial, medical, and industrial waste collection and street and public facility cleaning.</p> | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage Division staff. • Interpret the technical requirements of the contracts for residential, commercial, medical, and industrial waste collection and street and public facility cleaning. • Review, assess, and advise the Program Administrator on proposed changes in technical designs (within the bounds of the contract requirements) for residential, commercial, medical, industrial, and public facility collection containers; collection vehicles; and street and public facility cleaning equipment. • Review, assess, and advise the Program Administrator on proposed changes in the placement of collection containers (within the bounds of the contract requirements). • Identify potential technical problems with residential, commercial, medical, and industrial waste collection and street and public facility cleaning and cooperate with the Contractors to develop mutually acceptable remedies. • Prepare monitoring forms for collection and street and public facility cleaning. • Attend compliance meetings with Contractors. • Assist the Program Administrator in the development and implementation of an annual work plan and budget. • Oversee training of City Monitors on how to monitor collection and street and public facility cleaning. • Oversee technical assistance to City Monitors on collection and street and public facility cleaning. • Oversee compliance determinations concerning collection and street and public facility cleaning. • Provide testimony at legal, legislative, and regulatory hearings. • Make technical presentations at regional, national, and international conferences as requested by the Program Administrator. | | | |

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| Minimum Qualifications: | |
| Education: | Bachelor's Degree in civil, mechanical, sanitary, or environmental engineering. |
| Experience: | <ul style="list-style-type: none"> • 10 years experience as an engineer. • 2 years experience in solid waste management. • Experience in a management position. • Experience in developing and managing a budget. |
| Skills: | <ul style="list-style-type: none"> • Knowledge of solid waste collection and street and public facility cleaning technologies. • Leadership skills. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. |
| Working Conditions: | |
| The position is primarily a desk job, but the individual will spend about 25 percent of his or her time in meetings at Headquarters or in the field meeting with City Supervisors and City Monitors and observing contract compliance. | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Secretary | | |
| Institutional Unit: | Collection and Cleaning Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Collection and Cleaning Division | Supervises: | None |
| Job Summary: Provide secretarial support to the Chief Engineer and Division Staff. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Manage the Chief Engineer’s calendar. • Receive telephone calls, mail, and other forms of communication for the Chief Engineer. • Receive visitors to the Chief Engineer. • Make travel arrangements for the Chief Engineer and other Division staff. • Make arrangements for meetings hosted by the Division. • Type and process the Chief Engineer’s correspondence, reports, and other written documents. • Maintain the Division’s files. • Provide support to the staff of the Division as directed by the Chief Engineer. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience as a secretary. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic with excellent grammatical skills. | | |
| Working Conditions: The position is primarily a desk job. | | | |

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|--|--|--------------------|--------------|
| Job Title: | Engineer | | |
| Institutional Unit: | Collection and Cleaning Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Collection and Cleaning Division | Supervises: | None |
| Job Summary: Provide technical assessment of Contractors' performance for residential, commercial, medical, and industrial waste collection and street and public facility cleaning, train City Monitors, and provide the City Monitors with technical assistance and quality control. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Advise the Division Chief Engineer on interpretation of the technical requirements of the contracts for residential, commercial, medical, and industrial waste collection and street and public facility cleaning. • Assist the Division Chief Engineer in the development of monitoring forms for residential, commercial, medical, and industrial waste collection and street and public facility cleaning. • Train City Monitors how to monitor residential, commercial, medical, and industrial waste collection and street and public facility cleaning. • Provide quality control of monitoring for collection and street and public facility cleaning. • Provide technical support to the City Monitors on collection and street and public facility cleaning. • Provide technical support to the Division Compliance Analysts in their review and monitoring of work plans, progress reports, operations reports, and training reports. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in civil, mechanical, sanitary, or environmental engineering. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience as an engineer. | | |
| Skills: | <ul style="list-style-type: none"> • Knowledge of solid waste collection and street and public facility cleaning technologies. • Strong interpersonal and communication skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position requires significant travel (up to 50 percent of individual's working time) to the field to meet with and train City Monitors and observe their monitoring activities. | | | |

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|---|--------------------|--------------|
| Job Title: | Compliance Analyst | | |
| Institutional Unit: | Collection and Cleaning Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Collection and Cleaning Division | Supervises: | None |
| Job Summary: Analyze monitoring reports and Contractors' work plans and reports, and evaluate Contractors' compliance with contract requirements for residential, commercial, medical, and industrial waste collection and street and public facility cleaning. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Receive residential, commercial, medical, and industrial waste collection and street and public facility cleaning monitoring reports from the City Supervisors. • Conduct analysis of monitoring reports for contract compliance and identify areas of possible noncompliance. • Receive, review, and monitor Contractors' work plans, progress reports, operations reports, and training reports for residential, commercial, medical, and industrial waste collection and street and public facility cleaning. • Conduct analysis of work plans and reports for contract compliance and identify areas of possible noncompliance. • Produce weekly compliance reports and forward them to the Chief Engineer of the Division and to the Compliance Analysts in the Finance and Administration Division. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in engineering, science, math, law, or another quantitative or analytical field. | | |
| Experience: | 3 years of professional experience. | | |
| Skills: | <ul style="list-style-type: none"> • Demonstrated analytical ability. • Ability and willingness to learn technical information regarding residential and commercial collection and street and public facility cleaning. • Ability to deliver products in the form required and on-time. • Strong writing skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is primarily a desk job; however, the analyst will be expected to periodically spend some time in the field with monitors to familiarize him or herself with monitoring procedures and field conditions. | | | |

Fixed Facilities Division

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|---|--------------------|---|
| Job Title: | Chief Engineer | | |
| Institutional Unit: | Fixed Facilities Division | Location: | Headquarters |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Secretary • Deputy Chief Engineer • Division Compliance Analyst |
| Job Summary: | | | |
| Manage and direct the technical evaluation of Contractors' performance at fixed facilities – equipment yards, transfer stations, recycling facilities, composting facilities, landfills, and medical waste treatment facilities. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Manage Division Secretary, Compliance Analyst, and Deputy Chief Engineer. • Interpret the technical requirements of the contracts for fixed facilities. • Review, assess, and advise the Program Administrator on proposed changes in technical designs (within the bounds of the contract requirements) for fixed facilities. • Prepare monitoring forms for fixed facilities. • Oversee training and management of the Fixed Facilities Monitors. • Attend compliance meetings with Contractors. • Assist the Program Administrator in the development and implementation of an annual work plan and budget. • Oversee compliance determinations concerning fixed facilities. • Provide testimony at legal, legislative, and regulatory hearings. • Make technical presentations at regional, national, and international conferences as requested by the Program Administrator. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in civil, mechanical, sanitary, or environmental engineering. | | |
| Experience: | <ul style="list-style-type: none"> • 10 years experience as an engineer. • 2 years experience in solid waste management. • Experience in a management position. • Experience in developing and managing a budget. | | |
| Skills: | <ul style="list-style-type: none"> • Knowledge of solid waste treatment and disposal technologies. • Leadership skills. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job, but the individual will spend about 25 percent of his or her working time in meetings at Headquarters or in the field with Fixed Facilities Monitors observing contract compliance. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Secretary | | |
| Institutional Unit: | Fixed Facilities Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Fixed Facilities Division | Supervises: | None |
| Job Summary: Provide secretarial support to the Chief Engineer and Division staff. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Manage the Chief Engineer’s calendar. • Receive telephone calls, mail, and other forms of communication for the Chief Engineer. • Receive visitors to the Chief Engineer. • Make travel arrangements for the Chief Engineer and other Division staff. • Make arrangements for meetings hosted by the Division. • Type and process the Chief Engineer’s correspondence, reports, and other written documents. • Maintain the Division’s files. • Provide support to the staff of the Division as directed by the Chief Engineer. | | | |
| Minimum Qualifications: | | | |
| Education: | Certificate in Administration | | |
| Experience: | <ul style="list-style-type: none"> • 3 years experience as a secretary. | | |
| Skills: | <ul style="list-style-type: none"> • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic with excellent grammatical skills. | | |
| Working Conditions: The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Deputy Chief Engineer | | |
| Institutional Unit: | Fixed Facilities Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Fixed Facilities Division | Supervises: | Fixed Facilities Monitors |
| Job Summary: | | | |
| Assist the Chief Engineer of the Fixed Facilities Division in accomplishing his or her duties and responsibilities, and provide management, training, and technical assistance to the Fixed Facilities Monitors. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Advise the Chief Engineer on interpretation of the technical requirements of the contracts for fixed facilities. • Advise the Chief Engineer on fixed facility designs. • Assist the Division Chief Engineer in the development of monitoring forms for fixed facilities. • Manage Fixed Facilities Monitors. • Train Fixed Facilities Monitors. • Provide technical support to Fixed Facilities Monitors. • Provide quality control for fixed facilities monitoring. • Meet at regularly scheduled intervals with each manager of the fixed facilities and the respective Fixed Facilities Monitors to discuss observed contract noncompliance and develop mutually acceptable remedies. • Provide technical support to the Division Compliance Analyst. • Receive, review, and assess Contractors' work plans, progress reports, operations reports, and training reports for fixed facilities, and provide the Division Compliance Analyst with the results. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in civil, mechanical, sanitary, or environmental engineering. | | |
| Experience: | <ul style="list-style-type: none"> • 7 years experience as an engineer. • 1 year experience in solid waste management. | | |
| Skills: | <ul style="list-style-type: none"> • Knowledge of solid waste treatment and disposal technologies. • Strong interpersonal and communication skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position requires significant travel (up to 50 percent of individual's working time) to the field to meet with Fixed Facilities Monitors and observe their monitoring activities. | | | |

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|--|--|--------------------|--------------|
| Job Title: | Compliance Analyst | | |
| Institutional Unit: | Fixed Facilities Division | Location: | Headquarters |
| Reports To: | Chief Engineer, Fixed Facilities Division | Supervises: | None |
| Job Summary: Analyze monitoring reports and Contractors' work plans and reports, and evaluate Contractors' compliance with contract requirements for fixed facilities. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Receive fixed facilities monitoring reports from the Fixed Facilities Monitors. • Conduct analysis of monitoring reports for contract compliance and identify areas of possible noncompliance. • Conduct analysis of the review of work plans, progress reports, operations reports, and training reports (produced by the Deputy Chief Engineer) and evaluate compliance with performance monitoring thresholds. • Produce weekly compliance reports and forward them to the Chief Engineer of the Division and to the Compliance Analysts in the Finance and Administration Division. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in engineering, science, math, law, or another quantitative or analytical field. | | |
| Experience: | <ul style="list-style-type: none"> • 3 years of professional experience. | | |
| Skills: | <ul style="list-style-type: none"> • Demonstrated analytical ability. • Ability and willingness to learn technical information about fixed facilities. • Ability to deliver products in the form required and on-time. • Strong writing skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is primarily a desk job; however, the analyst will be expected to periodically spend some time in the field with monitors to familiarize him or herself with monitoring procedures and field conditions. | | | |

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|--|---|--------------------|--------------|
| Job Title: | Fixed Facilities Monitor | | |
| Institutional Unit: | Fixed Facilities Division | Location: | Headquarters |
| Reports To: | Deputy Chief Engineer, Fixed Facilities Division | Supervises: | None |
| Job Summary: Monitor fixed facility design, construction, and operation to ascertain compliance with approved designs and all applicable contract requirements. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Study and become fully knowledgeable of contract specifications, design, and construction plans for the facility of assignment. • Provide technical assessments of the designs and construction plans to the Chief Engineer and his or her Deputy. • Monitor fixed facility construction and operation to ascertain compliance with approved designs and all applicable contract requirements. • Attend regularly scheduled meetings with the Deputy Chief Engineer and the manager of the facility of assignment to discuss observed contract noncompliance and develop mutually acceptable remedies. • Identify potential technical problems with fixed facilities and cooperate with the Contractors to develop mutually acceptable remedies. • Complete fixed facilities monitoring forms daily and submit them to the Division Compliance Analyst. • Prepare defensible documentation of Contractors' noncompliance with contract terms for penalty assessment. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree in engineering, preferably in civil, mechanical, or environmental engineering. | | |
| Experience: | None | | |
| Skills: | <ul style="list-style-type: none"> • Sincere interest in public works and/or environmental protection. • Ability and willingness to learn technical information fixed facilities. • Excellent health and physical condition. • Tolerance for working under adverse environmental and weather conditions. • Strong interpersonal and communication skills. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: The position is a field position. The individual will spend nearly all of his or her working time at a fixed facility, coming to the Headquarters office only for occasional meetings. | | | |

City Offices

| Qalyoubiya Governorate Solid Waste Management Contract Monitoring Unit Job Description | | | |
|---|-----------------------|--------------------|---|
| Job Title: | Supervisor | | |
| Institutional Unit: | City | Location: | City |
| Reports To: | Program Administrator | Supervises: | <ul style="list-style-type: none"> • Data Specialists • Public Awareness and Communications Coordinators • Collection and Cleaning Monitors • Medical and Industrial Monitors • Janitors/Messengers • Drivers |
| Job Summary: Manage and direct the City Office to ensure that the Contractors providing solid waste services in the City are performing according to their contracts. | | | |
| Duties and Responsibilities: <ul style="list-style-type: none"> • Assist the Program Administrator in the development of an annual work plan and budget for the City. • Manage the City staff and implement the approved work plan and budget. • Meet regularly with the City Mayor to identify and address local concerns regarding contract implementation. • Coordinate with other City level Governorate offices to effectively deliver solid waste management services. • Review and approve the daily monitoring reports prepared by the Data Specialists and forward them to the Collection and Cleaning Division with copies to the central files in the Finance and Administration Division and to the City Mayor. • Identify critical noncompliance concerns and cooperate with the Contractors to develop mutually acceptable remedies. • Attend compliance meetings with Contractors as requested by the Program Administrator. • Refer to the appropriate authorities citizen violations of solid waste management rules and regulations. | | | |

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| Minimum Qualifications: | |
| Education: | Bachelor's Degree in engineering, business, or public administration. |
| Experience: | <ul style="list-style-type: none"> • 10 years of professional experience. • 5 years experience in a management position. • Experience with contract management. • Experience working with local officials. • Experience in dispute resolution. |
| Skills: | <ul style="list-style-type: none"> • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. |
| Working Conditions: | |
| The position is primarily a desk job, but the individual will spend about 25 percent of his or her working time in the field working with the monitors and will be required to travel to the Headquarters office for meetings. | |

| Qalyoubiya Governorate | | | |
|---|---|--------------------|------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Data Specialist | | |
| Institutional Unit: | City | Location: | City |
| Reports To: | City Supervisor | Supervises: | None |
| Job Summary: | | | |
| Compile data collected by City monitors and submit daily reports to the City Supervisor. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Receive and compile daily monitoring data from the Collection and Cleaning Monitors and the Medical and Industrial Monitors. • Prepare daily monitoring reports and submit them to the City Supervisor. • Receive and process citizen inquiries and complaints. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree. | | |
| Experience: | None | | |
| Skills: | <ul style="list-style-type: none"> • Sincere interest in public works and/or environmental protection. • Strong interpersonal and communication skills. • Ability to deliver products in the form required and on-time. • Computer skills in word processing and spreadsheets. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is primarily a desk job. | | | |

| Qalyoubiya Governorate | | | |
|--|--|--------------------|------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Public Awareness and Communications Coordinator | | |
| Institutional Unit: | City | Location: | City |
| Reports To: | City Supervisor | Supervises: | None |
| Job Summary: | | | |
| Implement the activities of the Public Awareness and Communications Strategy and work plan within the City. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Prepare and make presentations at schools, universities, non-governmental organizations, religious institutions, and other civic organizations on solid waste management and the privatization of solid waste services. • Organize public awareness events and activities in the City including lectures, seminars, clean-up campaigns, and contests. • Promote the objectives of the Governorate’s solid waste management program at public events such as cultural and sports festivals, via information booths and the distribution of materials. • Work with different target groups in the City to increase their awareness of solid waste management and the privatization of solid waste services. • Coordinate the distribution of public awareness and communications materials within the City. • Provide City Collection and Cleaning Monitors and Medical and Industrial Monitors with public awareness and communications materials and assist them with public relations. • Prepare monthly reports on public awareness and communications activities for the City Supervisor. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor’s Degree | | |
| Experience: | None | | |
| Skills: | <ul style="list-style-type: none"> • Sincere interest in public works and/or environmental protection. • Excellent communications skills. • Presentation and organization skills. • Ability to communicate with public. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position requires significant time out of the office (up to 75 percent of individual’s working time) to make public awareness presentations to schools and non-governmental organizations. The other 25 percent of the individual’s time will be spent in the office preparing for the presentations. | | | |

| Qalyoubiya Governorate | | | |
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| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Collection and Cleaning Monitor | | |
| Institutional Unit: | City | Location: | City |
| Reports To: | City Supervisor | Supervises: | None |
| Job Summary: | | | |
| Monitor Contractors' performance in residential and commercial solid waste collection and street and public facility cleaning. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Study and become fully knowledgeable of contract specifications for residential and commercial collection and street and public facility cleaning. • Monitor Contractors' compliance with the specifications for residential and commercial collection and street and public facility cleaning in assigned area. • As opportunities present themselves, inform Contractors' personnel of potential contract noncompliance and develop mutually acceptable remedies. • Monitor public behavior and compliance with solid waste management rules and regulations. • Inform citizens of potential violations of rules and regulations. • Observe and report to the City Supervisor violations of solid waste management rules and regulations. • Complete monitoring forms daily and submit them to the City Data Specialists. • Prepare defensible documentation of Contractors' noncompliance with contract terms for penalty assessment. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree. | | |
| Experience: | None | | |
| Skills: | <ul style="list-style-type: none"> • Sincere interest in public works and/or environmental protection. • Ability and willingness to learn technical information regarding residential and commercial collection and street and public facility cleaning. • Excellent health and physical condition. • Tolerance for working under adverse environmental and weather conditions. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is a field position. The individual will spend nearly all of his or her working time walking a prescribed area and observing collection and street cleaning in the area. The individual will be dropped off at his or her prescribed area each morning and picked up each evening. He or she will spend some time in the City Office to attend meetings. | | | |

| Qalyoubiya Governorate | | | |
|---|--|--------------------|------|
| Solid Waste Management Contract Monitoring Unit | | | |
| Job Description | | | |
| Job Title: | Medical and Industrial Monitor | | |
| Institutional Unit: | City | Location: | City |
| Reports To: | City Supervisor | Supervises: | None |
| Job Summary: | | | |
| Monitor Contractors' performance in medical and industrial solid waste collection. | | | |
| Duties and Responsibilities: | | | |
| <ul style="list-style-type: none"> • Study and become fully knowledgeable of contract specifications for medical and industrial solid waste collection. • Monitor Contractors' compliance with the specifications for medical and industrial solid waste collection in assigned area. • As opportunities present themselves, inform Contractors' personnel of potential contract noncompliance and develop mutually acceptable remedies. • Monitor medical and industrial facility behavior and compliance with solid waste management rules and regulations. • Inform facility managers of potential violations of rules and regulations. • Observe and report to the City Supervisor violations of solid waste management rules and regulations. • Complete monitoring forms daily and submit them to the City Data Specialists. • Prepare defensible documentation of Contractors' noncompliance with contract terms for penalty assessment. | | | |
| Minimum Qualifications: | | | |
| Education: | Bachelor's Degree. | | |
| Experience: | None | | |
| Skills: | <ul style="list-style-type: none"> • Sincere interest in public works and/or environmental protection. • Ability and willingness to learn technical information regarding medical and industrial waste collection. • Excellent health and physical condition. • Tolerance for working under adverse environmental and weather conditions. • Strong interpersonal and communication skills. • Fluency in written and spoken Arabic. | | |
| Working Conditions: | | | |
| The position is a field position. The individual will spend nearly all of his or her working time in the field at industrial and medical facilities. The individual will be assigned a motorcycle, scooter, or some other means of transportation so that he or she can cover a broad area. He or she will spend some time in the City Office to attend meetings. | | | |