

البرنامج المصري للسياسات البيئية  
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هيئة التنمية السياحية  
الوكالة الأمريكية للتنمية الدولية  
الدعم الفني للمخلفات الصلبة



**Egyptian Environmental Policy Program**  
Egyptian Environmental Affairs Agency  
Organization for Energy Planning  
Tourism Development Authority  
US Agency for International Development  
**Solid Waste Technical Assistance**

PD-ACA-212

## **EGYPTIAN ENVIRONMENTAL POLICY PROGRAM SOLID WASTE TECHNICAL ASSISTANCE PROJECT**

### **FINAL REPORT**

Contract No. LAG-I-00-99-0007-00, Task Order No. 804  
January 29, 2002 – October 31, 2003

Submitted to:

United States Agency for International Development  
Cairo, Egypt

Submitted by:

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January 29, 2002 – October 31, 2003

**INTRODUCTION**

The Abt Associates Inc. team recently completed the second phase of technical assistance for solid waste privatization projects in the Egyptian Governorates of Alexandria, Cairo, and Qalubiya. The work was conducted under Contract No. LAG-I-00-99-0007-00, Task Order No. 804 and was sponsored by the United States Agency for International Development.

The contract start date was January 29, 2002 and was schedule for completion on May 28, 2003. The contract was subsequently extended until October 31, 2003 to allow for the continued assistance to the Governorates. The work under the contract has been completed. The purpose of this report is to provide a summary of the work completed and to present the project deliverables in one complete package. The Quarterly Project Progress Reports are provided in Appendix A.

Although the technical assistance provided to each governorate is similar in nature and focuses on the privatization of solid waste services, the work required to complete the contract varies with each governorate. In order to facilitate the preparation of the Final Report, it has been divided and presented by governorate.

The technical assistance services provided are described in the following by Governorate, tasks and/or subtasks. The description includes the objective, the outcome, and the deliverable provided. All reports were provided in both English and Arabic. In some cases the exact title of a deliverable may change from that stated in the task order. The task order deliverable title has been included in parenthesis and italics following the title used.

**GOVERNORATE OF ALEXANDRIA**

The Governorate of Alexandria (GOA) was in full implementation of the privatized solid waste system during the task order's period of performance. The contractor had been selected and facility construction was completed by the end of the task order. Therefore the level of effort was significantly less than the other governorates and the focus was different as it was on monitoring the operation of the new solid waste system.

Following the implementation of the collection and street sweeping system, the GOA identified several enforcement problems and requested assistance in the review and evaluation of those problems. This resulted in the evaluation of existing solid waste laws and regulation in the GOA and on a national level. This was followed by the development of specific enforcement

regulations that were presented to the GOA and then enforcement status was given to the GOA through a decree from the Ministry of Justice.

The GOA then requested an evaluation of their existing solid waste service fee for commercial businesses. In many cases, the commercial businesses were not being charged an equitable fee for the service being provided. The fee was based on electric usage, which often did not correspond to the amount of waste and level of service being provided. A new fee system was recommended that included the establishment of individual contracts.

The specific services provided to the GOA are described in the following by task or subtask. The description includes the objective, the outcome, and the deliverable provided.

### **Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts**

#### **Subtask 1.1: Assist the Monitoring Program—**

**Objective:** Provide in-the-field technical assistance to the solid waste monitors during full operation of the new solid waste system developed by the GOA and private contractor.

**Outcome:** The GOA's Solid Waste Inspection and Environmental Monitoring Administration (SWIEMA) requested assistance with the legal and regulatory requirements of monitoring the contract and the general public. The SWIEMA is the former Contract Monitoring Unit. The first step was the preparation of the Review and Analysis of Existing Solid Waste Laws and Regulations Report. The report focused on the status of current GOA enforcement efforts and recommended actions that the GOA could take to improve enforcement. The laws and regulations in the report were specific to municipal solid waste and construction and demolition debris as this was the primary concern of the GOA.

The second step was the preparation of the Recommended Legal and Regulatory Reform Report. This report builds upon the first step laws and regulations review and made six specific recommendations to improve the enforcement of solid waste laws and regulations in the GOA. The recommendations included the following:

- Issuance of a decree (or arrange for the Ministry of Justice to issue a decree) authorizing the SWIEMA to write and serve citations for violations of Law 38/1967 and the solid waste requirements of Law 4/1994 and their executive regulations, including the authority to ask for identification and seize unlicensed vehicles and associated equipment.
- Develop standardized procedures for handling citations within the SWIEMA, including procedures to resolve claims administratively where authorized by law.
- Train SWIEMA monitors and managers in how to write, serve, and process citations.
- Develop incentives for monitors to secure compliance with solid waste management laws in their areas.

- Train the Traffic Authority and Utilities Police in the requirements of Law 38/1967 and the solid waste provisions of Law 4/1994 and their executive regulations.
- Incorporate awareness of solid waste rules and the penalties for violating those rules into the SWIEMA's public awareness and communications programs.

The GOA received the decree from the Ministry of Justice to allow the SWIEMA to enforce the above items. The Governor issued the decree identifying the senior and district managers with enforcement authority. Standardized procedures have been developed and the managers have been trained on writing, serving, and processing citations. The other recommendations will be implemented in the future.

Assistance was also provided to the SWIEMA monitors responsible for collection and the landfill. Significant problems with odors and poor operational practices had occurred at the landfill and infield time was spent working with the monitors. Operations at the landfill improved and it was decided to close operation of the existing site from May 1 to October 1 each year during the holiday season and use an alternative site located in the desert.

**Deliverable:** Review and Analysis of Existing Solid Waste Management Laws and Regulations Report, May 21, 2003, and Recommended Legal and Regulatory Reform Report, May 26, 2003. *(Other Services described in Quarterly Progress Reports)*

#### **Subtask 1.2: Assist the Public Awareness/Communications Team (PACT)—**

**Objective:** Provide technical assistance to the public awareness/communications team during full operation of the new solid waste system developed by the GOA and private contractor.

**Outcome:** The GOA did not place a high priority on the establishment of a public awareness/communications program. Several attempts were made to work with the GOA, but the response was the public awareness/communications was not needed. Therefore the technical memorandum for this subtask was not developed and additional assistance was given to the GOA's SWIEMA.

**Deliverable:** Quarterly Reports beginning in the First Quarter 2002. *(Technical memorandum describing barriers and benefits of the adoption of public awareness messages and a memorandum which describes institutionalized communications between the PACT and the Contractor.)*

#### **Task 2: Assist with the Evaluation of the Existing Service Fee**

**Objective:** Determine adequacy of the existing service fee to generate sufficient revenues to fund contractual obligations.

**Outcome:** The GOA requested assistance with the evaluation of the existing solid waste fee structure for commercial businesses. The commercial businesses had identified several

inequities within the existing fee system and the GOA desired to make the fee system as equitable as possible. The existing fee system was based on electricity consumption. The more electricity used, the higher the solid waste fee.

A survey was prepared for the GOA to evaluate the solid waste fees for the commercial businesses. The SWIEMA then completed the surveys for approximately 250,000 businesses in the GOA. The survey evaluated the existing fee system, the income level of the area, the number of employees, and the business floor space in an attempt to find correlation with the amount of waste produced. In the end, the best correlation was found to be electric usage based on an evaluation of the above parameters.

It was recommended that the GOA continue to collect information from the commercial business during the next year and develop a service level fee for the businesses. The service level fee would be based on the amount of waste disposed and the frequency of collection.

**Deliverable:** Evaluation of Existing Service Fee for Solid Waste Management, April 6, 2003.  
*(GOA Solid Waste Management Service Fee System Cost Model)*

## **GOVERNORATE OF CAIRO**

The primary focus of the technical assistance provided to the Governorate of Cairo (GOC) was to prepare the Contract Monitoring Unit (CMU) for the implementation of the new solid waste service contracts. The GOC established a central CMU and then four zone units to monitor the contracts. Contracts were awarded during the task order in the Northern, Eastern, and Western Zones. Tender offers to provide services in the Southern Zone were due in November and December 2003.

The initial focus was on finalizing the institutional structure of the CMU and putting the unit in place. Full CMU's were developed for the Northern, Eastern, and Western Zones and the management structure and staff was put in place for the Southern Zone.

The Contract Monitoring Plan was developed for the Southern Zone and the plan was then used by the GOC to develop contract monitoring plans for the other zones. However, the GOC did not recognize the fact that many of the requirements in the Southern Zone Tender were not contained in the contract for the other zones and could not be enforced. They were repeatedly told that they would need to modify the monitoring plans for the other zones based on the contract conditions of those zones. This has led to significant relationship problems between the GOC and the contractors.

Per Egyptian law, the GOC is allowed to provide contract monitoring services and staff is allowed to issue fines and penalties for non-compliance with established governorate laws and regulations. The GOC, upon recommendation from the technical assistance team, requested authorization from the Ministry of Justice to allow the CMU to enforce the laws and regulations. This authorization was received and the CMU was fully implemented.

The Public Awareness/Communications Team (PACT) was established and assisted the technical assistance team during the conduct of many of the tasks in the work plan. The PACT was involved in the identification of objectives, challenges, and the strategic program. The PACT assisted in the identification of stakeholders and in the development of presentation materials for use by the GOC in several meetings to present the new solid waste system in the GOC.

The effectiveness of the PACT was limited by the GOC's inability to fund public awareness activities. The research for the public awareness plan and the plan was developed in cooperation with the Academy of Educational Development and the implementation strategy was approved by the GOC. However, without funds to implement specific programs the ideas were developed but not implemented. It has been indicated by the GOC that the program will be implemented once the Tranche 2 monies are released.

Overall, the GOC has been a very good counterpart and not only accepted our assistance but in many cases sought additional assistance. The project team did feel like a partner with the GOC and appreciated the GOC's support of our efforts.

The specific services provided to the GOC are described in the following by task or subtask. The description includes the objective, the outcome, and the deliverable provided.

### **Task 1: Assist with the Development of a Contract Monitoring Unit**

#### **Subtask 1.1: Develop Management Structure—**

**Objective:** Develop a management organizational structure that illustrates the management and monitoring of the solid waste system to be implemented in the GOC.

**Outcome:** A report was prepared that anticipated the institutional structure of the GOC's Contract Monitoring Unit. The report recommended staffing levels and provided detailed job descriptions. The institutional structure was developed during extensive discussions with senior GOC staff. The purpose of the Contract Monitoring Unit includes the following:

- Monitoring and enforcing the Contractors' compliance with the contract provisions.
- Informing the public of their responsibilities for solid waste management and monitoring their compliance with rules and regulations governing solid waste management.

The Contract Monitoring Unit was established through a decree from the Governor of Cairo. It has the responsibility for monitoring the provision of private sector solid waste services throughout the GOC.

**Deliverable:** Management Structure for the Contract Monitoring Unit – Governorate of Cairo, November 25, 2002. *(Contract Management Team Structure Report and estimates of the number of management and monitoring positions required for all four zones including job descriptions.)*

### **Subtask 1.2: Develop Contract Monitoring Plan—**

**Objective:** Develop a Contract Monitoring Plan (CMP) for the Southern Zone to be used by the GOC after contract award.

**Outcome:** The CMP was developed based on the Southern Zone Tender Documents. The CMP was presented to the GOC in both English and Arabic for review and comment and was then used in subsequent contract monitoring training.

The CMP provides the structure of the CMU and explains the interaction of each member with others in the CMU. The specific monitoring requirements are then provided in separate appendices for each of the contracted services.

**Deliverable:** Southern Zone Contract Monitoring Plan for the Contract Monitoring Unit, April 16, 2003. (*Contract Monitoring Plan for the Southern Zone*)

### **Subtask 1.3: Contract Compliance and Management Training—**

The training was conducted through another contracting mechanism under Development Training II. The technical assistance team reviewed and provided comments on the training materials prior to the training. During the training, the technical assistance team provided technical and content oversight through attendance to ensure that the training was consistent with the privatization process in the GOC.

### **Subtask 1.4: Assist with Monitoring of Contractor Mobilization—**

**Objective:** Develop contract monitor skills and working knowledge of solid waste management technology and best practices while simultaneously monitoring contractor service implementation efforts.

**Outcome:** The implementation of the new private sector contract in the Southern Zone was delayed due to the lack of viable bids. However, significant efforts were provided to the GOC in the Northern, Eastern, and Western Zones that were implementing new contracted solid waste services. However, the contract in the Northern, Eastern and Western Zones lacked definitive service and performance specifications. Efforts by the project team focused on identifying areas that could be enforced based on the contracts prepared by the GOC.

Significant effort and time was spent working with the collection and street sweeping monitors in the three zones. In addition assistance was provided to the fixed facility monitors through the review of their monitoring plans.

**Deliverable:** (*Status reported in the quarterly progress reports.*)

## **Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework**

Task 2 focused on changes and recommendations for changes within the existing national and governorate level laws and regulations needed to successfully monitor the new private sector solid waste management contracts. Subtask 2.1 included the review of national and local laws that were specific to the GOC. Subtask 2.2 and 2.3 focused on recommended changes and actions needed to implement the monitoring program. For the sake of clarity and for easier understanding of the recommendations by our counterparts, Subtasks 2.2 and 2.3 reports were combined into one report.

### **Subtask 2.1: Review of Local Contract Legal and Regulatory Framework—**

**Objective:** Identify revisions required to make national and governorate level laws, regulations, and ordinances supportive of the Arab Republic of Egypt's (ARE) policy objective of having effective and sustainable private sector lead solid waste management systems in governorates.

**Outcome:** The review and analysis of the existing solid waste management laws and regulations was prepared in close cooperation with the GOC's legal and technical staff. The process included the review and analysis of the current enforcement efforts and then recommended actions that the GOC could take to improve solid waste and public littering compliance to existing laws and regulations. The recommendations were presented to facilitate decisions by the GOC about enforcement strategies.

Following the review and analysis of the existing laws and regulations, recommendations were made to the GOC for further evaluation of specific laws and regulations in Subtask 2.2.

**Deliverable:** Review and Analysis of Existing Solid Waste Management Laws and Regulations – Governorate of Cairo. April 10, 2003. (*Recommendations for clarifications to existing local laws, regulations, and ordinances.*)

### **Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring—**

**Objective:** Identify revisions in local ordinances, decrees, and other legal policy necessary to empower contract administration staff to maximize contractor and service user compliance with contract terms and conditions, environmental laws, and solid waste privatization objectives.

**Outcome:** Section 2 of the report identifies enforcement strategy components and then recommends changes needed in the existing contract legal and regulatory framework to successfully monitor the private sector solid waste management programs. There were ten recommendations for actions to improve the enforcement of solid waste management laws and regulations and the first six recommendations have been implemented. The recommendations included the following:

- Privatize solid waste services in all four zones, thus creating the legal alternatives to dumping and burning (Implemented).
- Create the Contract Monitoring Unit and hire District Monitors (Implemented).
- Issue a decree (or arrange for the Ministry of Justice to issue a decree) authorizing the CMU District Monitors and/or District Managers to write and serve citations for violations of Law 38/1967 and the solid waste requirements of Law 4/1994, and their executive regulations, including the authority to ask for identification and seize unlicensed vehicles and associated equipment (Implemented).
- Change the procedures for handling citations at the CCBA Branch level to shift the responsibilities from the Branch Cleaning Division Directors and Supervisors to the CMU District Managers and Monitors (Implemented).
- Review and revise administrative procedures as necessary, including standardizing citation forms (Implemented).
- Train CMU District Managers and Monitors in how to write, serve, and process citations (Implemented).
- Develop incentives for Monitors to secure compliance with solid waste management laws in their areas.
- Train police in the requirements of Laws 38/1967 and 4/1994 and their executive regulations.
- Incorporate awareness of solid waste rules and the penalties for violating those rules into the CMU's public awareness and communications programs.
- Develop and implement procedures for coordination between the CMU District offices and the Housing Department offices in the Urban Quarters, to improve management of construction and demolition debris.

**Deliverable:** Recommended Legal and Regulatory Reform, May 25, 2003. *(Report describing recommended changes and clarifications to ordinances allowing contract administration consistent with GOC Solid Waste Privatization objectives.)*

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals—**

**Objective:** Recommend revisions in the legal institutions and administrative framework that will be required for defensible assessment of fines for violation of waste management related laws and guarantee due process including appeal by alleged violators. Enforcement strategies for the existing/revised SWM regulations will be developed.

**Outcome:** Subtask 2.2 and 2.3 deliverables were produced as one report. Many of the recommendations were related and by incorporating into the one report it made it easier for use by our GOC counterparts. Specific accomplishments and proposed actions to meet the objective of this subtask are found in Section 3 of the deliverable.

The accomplishments included the implementation of a functioning CMU which operates under the auspices of the Cairo Cleansing and Beautification Authority. Recommendations included operating the CMU outside of the CCBA. This would give the CMU the authority they need to monitor the contractors.

It was recommended that the Governor of Cairo seek enforcement authority for the monitors and managers of the CMU from the Minister of Justice. The authority has been subsequently obtained from the Minister of Justice.

Two final recommendations were made to address and attempt to improve enforcement procedures. The recommendations included the following:

- Change the procedures for handling citations at the CCBA Branch level to shift the responsibilities from the Branch Cleaning Division Directors and Supervisors to the CMU District Managers and Monitors.
- Review and revise administrative procedures necessary, including standardizing citation forms.

The GOC addressed the above recommendations by developing one set of standardized procedures.

**Deliverable:** Recommended Legal and Regulatory Reform, May 25, 2003. *(Report that recommends clarifications to the GOC's fines and appeals structure.)*

### **Task 3: Assist with the Development of a Public Awareness/Communications Team**

The Task 3 activities were combined into one report that could be easily accessed by our GOC counterparts. Separate sections were prepared for each of the subtask objectives.

#### **Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT)—**

**Objective:** Propose the most suitable structure and identify the most qualified personnel to manage the environmental education and communication activities.

**Outcome:** The PACT was established within the CMU. Estimates were made for the number of management and monitoring positions that would be required for the Southern, Northern, Eastern and Western Zones. The qualifications of the personnel were previously provided in Task Order 802, but were summarized in Appendix E of the listed deliverable report.

**Deliverable:** Report on Establishment and Development of Public Awareness and Communications Team, April 30, 2004. (*Memorandum describing selection and recruitment guidelines for hiring PACT members and preliminary organizational chart.*)

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs—**

**Objective:** Development of focused and cost-effective PACT strategic programs that target achievement of the solid waste privatization public awareness and education objectives.

**Outcome:** Technical assistance with the PACT initiated with the development of specific objectives as presented in Section 3 of the report. This was followed by the identification of challenges that would face the PACT during the implementation of programs on solid waste management and the new collection and disposal system.

After identification of the objectives and challenges, technical assistance was provided to develop both short-term and long-term strategies. The strategies focused on achieving the identified objectives and overcoming the specific challenges facing the PACT during implementation.

**Deliverable:** Report on Establishment and Development of Public Awareness and Communications Team, April 30, 2004. (*Summary report describing the process, objectives and goals, strategies, and programs implemented.*)

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign—**

**Objective:** Assist PACT in coordination with NGO's, the Regional Federation of Non-Governmental Associations, the youth and sports directorate, health directorate, education directorate, social affairs directorate, business associations, etc., and public awareness and environmental education outreach programs to maximize public awareness and desired behavioral change.

**Outcome:** The PACT started the implementation of their services by providing coordination within their own and between different organizations. An example of the coordination that occurred through the efforts of the PACT included the following:

- Meetings with Members of the Local Popular Council. Attendees included the following:
  - Members of the Permanent Committee of the Local Popular Council.
  - The Popular Council Members for the Western, Eastern, and Northern Zones.
  - The Governorate Secretary General and staff.
  - Representatives of the contractors from the Western, Eastern, and Northern Zones.
  
- A presentation by the head of CCBA and the Governor of Cairo to the Cairo Metropolitan news agencies.

- A briefing to the Head of the Youth Committee and representatives from more than 70 youth centers.
- A briefing to the Zaballeen NGO's and their elected representatives to encourage them to join with the new contractors.

Other activities conducted as part of the coordination and the development of outreach programs included the following:

- Development and production of solid waste fact sheets stating the procedures as well as how the services would be paid.
- Review of a solid waste video prepared by the GOC and recommendations for improving the quality and message.

**Deliverable:** Report on Establishment and Development of Public Awareness and Communications Team, April 30, 2004. (*Public Awareness Communications Coordination Report*)

#### **Task 4: Public Awareness/Communication Plan and Strategy Development**

##### **Subtask 4.1: Environmental Education and Communication Assessment—**

**Objective:** Identify environmental/solid waste management priorities within the scope of the project. Identify and profile the target audience. Investigate how priorities and audiences were handled in the past, now, and in the future.

**Outcome:** The initial phase of this subtask was the identification of the target audience. Two major audience categories were identified and are listed in the following:

- Stakeholders
  - Top GOC executive officials.
  - Elected members of the Local Popular Council.
  - Mass media in press, radio, and television.
  - Representatives of political parties and workers' unions.
  - Members on non-governmental organizations (NGOs) concerned with environmental issues.
  - Members of active local NGOs.
  - Religious leaders.
  - Youth leaders.
  - Education leaders.

- Residential Unit Consumers
  - Home managers.
  - School children.

A Rapid Appraisal was used to assess the opinion of local community leaders in the Southern Zone of Cairo pertaining to public cleanliness and solid waste management. The appraisal focused on the assessment of the following:

- Views on specific solid waste management issues.
- Knowledge about the new solid waste management system.
- Willingness to support the new project during the implementation of the public awareness campaign.

**Deliverable:** Formal and Informal Communication Channels, April 30, 2003 and Rapid Appraisal Procedures Executive Summary, April 30, 2003. *(Report describing formal and informal channels of communication.)*

#### **Subtask 4.2: Public Awareness Research and Plan Development—**

**Objective:** Develop methods for understanding the current behavior of each target audience/ public at large and provide methods to change that behavior to improve the success of the new solid waste management system.

**Outcome:** The information gathered and the strategies developed were used by the GOC during the initial phases of the public awareness campaign. The challenge was that the GOC had limited funding to carry out the campaign and plans to enlarge it once they receive the Tranche 2, Cash Transfer monies.

**Deliverable:** This deliverable was produced by AED under its contract and is not included in this Final Report. *(Environmental Education and Communication Plan developed by AED.)*

#### **Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy—**

**Objective:** Facilitate the mobilization and transitional phases, and assist in the identification of a competent PACT Coordinator, message, and activities.

**Outcome:** Due to limited GOC funds, the only items originally produced were by AED as part of their contract. The flyer listed in the deliverables below focused on how the public would participate in the new solid waste system. The poster provided the new system mascot and was more noticeable by the public and had a wider impact.

**Deliverable:** Flyer Outlining the Public Use and Participation in the New Solid Waste System and Development of New Solid Waste System Mascot and Poster. *(Pilot Communications Tools)*

### **Task 5: Develop Needs Assessment**

**Objective:** Develop recommendations from a Needs Assessment for potential future USAID assistance to the GOC in support of its continuing solid waste privatization efforts.

**Outcome:** The current status of the solid waste privatization process was evaluated in the GOC with emphasis on their needs to successfully complete the privatization process. The evaluation was done in conjunction with the GOC, USAID, and the Egyptian Environmental Affairs Agency (EEAA). Recommendations were made for continuing services. These recommended services generally included the following:

- Technical assistance to the Tender Evaluation Committee during the review of the tender offers.
- Technical assistance during the construction and operational monitoring of the fixed facilities in the Eastern, Western, and Northern Zones.
- Additional support to the PACT.
- Increased contract monitor training in all zones.
- Support to the field monitors.

**Deliverable:** There were no specific deliverables for this task as the Needs Assessment was completed by USAID with input from the GOC and the project team. (*Needs Assessment*)

### **GOVERNORATE OF QALUBIYA**

The Governorate of Qalubiya (GOQ) continues to delay the due date of the tender offers. The tender offers are due on November 15, 2003, but the GOQ has already indicated that they will be extended until March 2004. The Request for Tender was issued in April 2003.

The structure for the Contract Monitoring Unit (CMU) was developed and placed the GOQ Secretary General as the head of the unit with a council of mayors forming the executive body. The CMU staff has not been appointed and the actual implementation is doubtful based on our experience with the GOQ.

The project team recommended that the GOQ request authorization from the Ministry of Justice to allow the CMU to enforce the laws and regulations pertinent to the solid waste system privatization. The GOQ has not requested that authority and without the authority the CMU has no power to enforce the laws and regulations needed to successfully implement the new solid waste management system.

The Public Awareness/Communications Team (PACT) was never established by the GOQ. This limited the project team's ability to implement Tasks 3 and 4 of the work plan. However, best

efforts were made to complete the work without input from the GOQ which was needed to complete many of the tasks.

The GOQ never fully engaged in the project nor provided full assistance to the project team. This resulted in several of the deliverables being incomplete due to the lack of input and approval from the GOQ.

The specific services provided to the GOQ are described in the following by task or subtask. The description includes the objective, the outcome, and the deliverable provided.

### **Task 1: Assist with the Development of a Contract Monitoring Unit**

#### **Subtask 1.1: Develop Management Structure—**

**Objective:** Develop a management organizational structure that illustrates the management and monitoring of the solid waste system to be implemented in the GOQ.

**Outcome:** A report was prepared that anticipated the institutional structure of the GOQ's CMU. The report recommended staffing levels and provided detailed job descriptions. The institutional structure was developed during extensive discussions with senior GOQ staff. The purpose of the CMU includes the following:

- Monitoring and enforcing the Contractors' compliance with the contract provisions.
- Informing the public of their responsibilities for solid waste management and monitoring their compliance with rules and regulations governing solid waste management.

The Contract Monitoring Unit has not been established as the Governor of Qalubiya has not issued the formal decree.

**Deliverable:** Management Structure for the Contract Monitoring Unit – Governorate of Qalubiya, March 24, 2003. *(Contract Management Team Structure Report and estimates of the number of management and monitoring positions required for all four zones including job descriptions.)*

#### **Subtask 1.2: Develop Contract Monitoring Plan—**

**Objective:** Develop a Contract Monitoring Plan (CMP) for the GOQ after contract award.

**Outcome:** The CMP was developed based on the Tender Documents. The CMP was presented to the GOQ for review and comment and was then used in subsequent contract monitoring training.

The CMP provides the structure of the CMU and explains the interaction of each member with others in the CMU. The specific monitoring requirements are then provided in separate appendices for each of the contracted services.

**Deliverable:** Governorate of Qalubiya Contract Monitoring Plan for the Contract Monitoring Unit, April 16, 2003. (*Contract Monitoring Plan*)

**Subtask 1.3: Contract Compliance and Management Training—**

The training was conducted through another contracting mechanism under Development Training II. The technical assistance team reviewed and provided comments on the training materials prior to the training. During the training, the technical assistance team provided technical and content oversight through attendance to ensure that the training was consistent with the privatization process in the GOQ.

**Subtask 1.4: Assist with Unit Implementation—**

**Objective:** Develop contract monitoring skills and working knowledge of solid waste management technology and best practices while simultaneously monitoring contractor service implementation efforts.

**Outcome:** The implementation of the new private sector contract in the GOQ was delayed due to the lack of viable bids. Most of the effort allocated to this subtask were refocused on providing assistance to the GOC due to the GOQ's unwillingness to move forward and support the implementation of the Contract Monitoring Unit.

**Deliverable:** The delays were first reported in the First Quarter 2003 and continued throughout the remainder of the project. (*Status reported in the quarterly progress reports.*)

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework**

Task 2 focused on changes and recommendations for changes within the existing national and governorate level laws and regulations needed to successfully monitor the new private sector solid waste management contracts. Subtask 2.1 included the review of national and local laws that were specific to the GOQ. Subtask 2.2 and 2.3 focused on recommended changes and actions needed to implement the monitoring program. For the sake of clarity and for easier understanding of the recommendations by our counterparts, Subtasks 2.2 and 2.3 reports were combined into one report.

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework—**

**Objective:** Identify revisions required to make national and governorate level laws, regulations, and ordinances supportive of the ARE's policy objective of having an effective and sustainable private sector lead SWM systems in the governorates.

**Outcome:** The review and analysis of the existing solid waste management laws and regulations was prepared in close cooperation with the GOQ's legal and technical staff. The process included the review and analysis of the current enforcement efforts and then recommended

actions that the GOQ could take to improve solid waste and public littering compliance to existing laws and regulations. The recommendations were presented to facilitate decisions by the GOQ about enforcement strategies.

Following the review and analysis of the existing laws and regulations, recommendations were made to the GOQ for further evaluation of specific laws and regulations in Subtask 2.2.

**Deliverable:** Review and Analysis of Existing Solid Waste Management Laws and Regulations – Governorate of Qalubiyah, April 10, 2003. (*Recommendations for clarifications to existing local laws, regulations, and ordinances.*)

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring—**

**Objective:** Identify revisions in local ordinances, decrees, and other legal policy necessary to empower contract administration staff to maximize contractor and service user compliance with contract terms and conditions, environmental laws, and solid waste privatization objectives.

**Outcome:** Section 2 of the report identifies enforcement strategy components and then recommends changes needed in the existing contract legal and regulatory framework to successfully monitor the private sector solid waste management programs. There were ten recommendations for actions to improve the enforcement of solid waste management laws. The recommendations included the following:

- Privatize solid waste services in the nine primary cities, thus creating the legal alternatives to dumping and burning.
- Create the Contract Monitoring Unit and hire District Monitors.
- Issue a decree (or arrange for the Ministry of Justice to issue a decree) authorizing the CMU District Monitors and/or District Managers to write and serve citations for violations of Law 38/1967 and the solid waste requirements of Law 4/1994, and their executive regulations, including the authority to ask for identification and seize unlicensed vehicles and associate equipment.
- Change the procedures for handling citations from the City and Village Mayors to the CMU District Managers and Monitors.
- Review and revise administrative procedures as necessary, including standardizing citation forms.
- Train CMU District Managers and Monitors in how to write, serve, and process citations.
- Develop incentives for Monitors to secure compliance with solid waste management laws in their areas.

- Train police in the requirements of Laws 38/1967 and 4/1994 and their executive regulations.
- Incorporate awareness of solid waste rules and the penalties for violating those rules into the CMU's public awareness and communications programs.
- Develop and implement procedures for coordination between the CMU District offices and the Housing Department offices in the Urban Quarters, to improve management of construction and demolition debris.

None of the recommendations have been initiated by the GOQ.

**Deliverable:** Recommended Legal and Regulatory Reform – Governorate of Qalubiya, May 22, 2003. *(Report describing recommended changes and clarifications to ordinances allowing contract administration consistent with GOQ Solid Waste Privatization objectives.)*

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals—**

**Objective:** Recommend revisions in the legal institutions and administrative framework that will be required for defensible assessment of fines for violation of waste management related laws and guarantee due process including appeal by alleged violators. Enforcement strategies for the existing/revised SWM regulations will be developed.

**Outcome:** Subtask 2.2 and 2.3 deliverables were produced as one report. Many of the recommendations were related and incorporating them into the one report will make it easier for use by our GOQ counterparts. Specific accomplishments and proposed actions to meet the objective of this subtask are found in Section 3 of the deliverable.

Recommendations were made for the establishment of the CMU, which was to be under the direction of the Governorate Secretary General. The CMU has not been implemented due to the GOQ's continued delay of the tendering process.

It was recommended that the Governor of Qalubiya seek enforcement authority for the monitors and managers of the CMU from the Minister of Justice. The authority has not been obtained from the Minister of Justice.

Two final recommendations were made to address and attempt to improve enforcement procedures. The recommendations included the following:

- Change the procedures for handling citations at the City and Village Mayor level and shift those responsibilities to the CMU District Managers and Monitors.
- Review and revise administrative procedures necessary, including standardizing citation forms.

The GOQ did not act on any of the recommendations.

**Deliverable:** Recommended Legal and Regulatory Reform – Governorate of Qalubiya, May 22, 2003. (*Report that recommends clarifications to the GOQ's fines and appeals structure.*)

**Task 3: Assist with the Development of a Public Awareness/Communications Team**

The GOQ did not establish the PACT and would not allow us to move forward with the public awareness and communications activities. The 2002 Third Quarter Report indicated the GOQ's unwillingness to hire qualified staff and this continued to worsen throughout the remainder of the project. Therefore, Task 3 deliverables were never finalized and are not included with this Final Report.

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT)—**

**Objective:** Propose the most suitable structure and identify the most qualified personnel to manage the environmental education and communication activities.

**Outcome:** Several structures were identified for the PACT. The GOQ continued to delay the process and would not discuss the most suitable structure or allow us to move forward with the finalization of the structure. The PACT has not been established.

**Deliverable:** (*Memorandum describing selection and recruitment guidelines for hiring PACT members and preliminary organizational chart.*)

**Subtask 3.2: Identification of Objectives, Challenges, and Strategic Programs—**

**Objective:** Development of focused and cost-effective PACT strategic programs that target achievement of the solid waste privatization public awareness and education objectives.

**Outcome:** The GOQ would not establish the PACT and would not participate in the development of public awareness and education objectives.

**Deliverable:** (*Summary report describing the process, objectives and goals, strategies, and programs implemented.*)

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign—**

**Objective:** Assist PACT with coordination of NGOs, the Regional Federation of Non-Governmental Associations, the youth and sports directorate, health directorate, education directorate, social affairs directorate, business associations, etc., and public awareness and environmental education outreach programs to maximize public awareness and desired behavioral change.

**Outcome:** The GOQ did not establish the PACT and would not assist with coordination with the project stakeholders and partners.

**Deliverable:** *(Public Awareness Communications Coordination Report)*

#### **Task 4: Public Awareness/Communication Plan and Strategy Development**

##### **Subtask 4.1: Environmental Education and Communication Assessment—**

**Objective:** Identify environmental/solid waste management priorities within the scope of the privatization activities. Identify and profile the target audience and establish baseline data. Investigate how priorities and audiences were handled in the past, now, and in the future.

**Outcome:** The initial phase of this subtask was the identification of the target audience. Two major audience categories were identified and are listed in the following:

- Stakeholders
  - Top GOQ executive officials.
  - Elected members of the Local Popular Council.
  - Mass media in press, radio, and television.
  - Representatives of political parties and workers' unions.
  - Members on non-governmental organizations (NGOs) concerned with environmental issues.
  - Members of active local NGOs.
  - Religious leaders.
  - Youth leaders.
  - Education leaders.
- Residential Unit Consumers
  - Home managers.
  - School children.

A Rapid Appraisal was used to assess the opinion of local community leaders in the GOQ pertaining to public cleanliness and solid waste management. The appraisal focused on the assessment of the following:

- Views on specific solid waste management issues.
- Knowledge about the new solid waste management system.
- Willingness to support the new project during the implementation of the public awareness campaign.

**Deliverable:** Formal and Informal Communication Channels, May 31, 2003 and Rapid Appraisal Procedures Executive Summary, May 21, 2003. *(Report describing formal and informal channels of communication.)*

#### **Subtask 4.2: Public Awareness Research and Plan Development—**

**Objective:** Develop methods for understanding the current behavior of each target audience/public at large and provide methods to change that behavior to improve the success of the new solid waste management system.

**Outcome:** The information gathered and strategies were developed for use by the GOQ. The information has never been used as the PACT or a public awareness and communications plan has not been adopted by the GOQ.

**Deliverable:** This deliverable was produced by AED under its contract and is not included in this Final Report. *(Environmental Education and Communication Plan developed by AED.)*

#### **Subtask 4.3: Support the Implementation of the Environmental Education and Communication Strategy—**

**Objective:** Facilitate the mobilization and transitional phases, and ensure the existence of a competent PACT Coordinator and communication message and activities.

**Outcome:** The PACT has not been established in the GOQ. Therefore, effort levels associated with this subtask were redirected to the establishment of the GOC's PACT.

**Deliverable:** There are no deliverables for this subtask. *(Pilot Communications Tools)*

#### **Task 5: Develop Needs Assessment**

**Objective:** Develop recommendations from a Needs Assessment for potential future USAID assistance to the GOQ in support of its continuing solid waste privatization efforts.

**Outcome:** The current status of the solid waste privatization process was evaluated in the GOQ with emphasis on their needs to successfully complete the privatization process. The evaluation was done in conjunction with the GOQ, USAID, and the Egyptian Environmental Affairs Agency (EEAA). Recommendations were made for continuing services. These recommended services generally included the following:

- Technical assistance to the Tender Evaluation Committee during the review of the tender offers.
- Technical assistance during the construction and operational monitoring of the fixed facilities in the Eastern, Western, and Northern Zones.
- Additional support to the PACT.

- Increased contract monitor training in all zones.
- Support to the field monitors.

**Deliverable:** There were no specific deliverables for this task as the Needs Assessment was completed by USAID with input from the GOC and the project team. *(Needs Assessment)*

## **EGYPTIAN ENVIRONMENTAL AFFAIRS AGENCY**

The Egyptian Environmental Affairs Agency (EEAA) participated in the development of Solid Waste Management Procedural Manual. The manual was prepared in two parts as funding at the initiation of the task order was only available to prepare the first 8 chapters.

The first eight chapters were prepared in draft form and then presented to the 26 Egyptian governorates and EEAA during a series of work shops. Comments were received on the manuals during the workshops and were then incorporated into the final deliverable.

Chapters 9 through 16 were then funded and prepared for dissemination to the 26 governorates and EEAA and presented at two workshops. Chapters 9 through 16 focused on the technical aspects of the tendering process.

The Environmental Law and Regulations Harmonization Study consisted of two separate reports. The first report focuses on the current status of Egyptian environmental and privatization laws and their potential impact on the privatization efforts being conducted by several of the ARE governorates. The second report focused on the operation and management of the existing composting facilities in the governorates. This report included findings and recommendations for improvements in the operation and management.

The specific services provided to the EEAA are described in the following by task or subtask. The description includes the objective, the outcome, and the deliverable provided.

### **Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual**

There were two separate activities associated with the production of the SWM Privatization Procedural Manual. The first included the preparation, dissemination, and the conduct of the workshops explaining their use for the first 8 chapters. The second activity included the preparation, dissemination, and conduct of workshops for chapters 9 through 16. In order to accurately report the activities, the reporting on the initial 8 chapters will be provided and followed by the reporting on the second 8 chapters. The Procedural Manual was provided in both English and Arabic.

**Subtask 1.1: Prepare SWM Privatization Procedural Manual (Chapters 1 through 8)—**

**Objective:** Provide EEAA with a SWM Privatization Manual, which can be used by the governorates to evaluate solid waste management options.

**Outcome:** The first eight chapters of the SWM Privatization Procedural Manual were completed in February 2003. The initial focus was to define the privatization process, to discuss information required to begin the process, the establishment of the upfront contract documents, and the first technical chapter. The chapters provided included the following:

- Chapter 1: Introduction to Solid Waste Privatization
- Chapter 2: Solid Waste Management Planning
- Chapter 3: Solid Waste Financial Management
- Chapter 4: Contractor Pre-Qualification
- Chapter 5: Tendering and Contracting
- Chapter 6: Contract Monitoring
- Chapter 7: Public Awareness and Communication
- Chapter 8: Residential and Commercial Waste Collection

**Deliverable:** Deliverables are listed above. *(First 8 Chapters of the SWM Privatization Procedural Manual)*

**Subtask 1.1: Prepare SWM Privatization Procedural Manual (Chapters 9 through 16)—**

**Objective:** Provide EEAA with a SWM Privatization Manual, which can be used by the governorates to evaluate solid waste management options.

**Outcome:** Chapters 9 through 16 of the SWM Privatization Procedural Manual were completed in September 2003. These chapters focused on the technical services often included in tender documents. The chapters provided included the following:

- Chapter 9: Construction and Demolition Debris Management
- Chapter 10: Industrial Waste Collection and Disposal
- Chapter 11: Medical Waste Collection, Treatment, and Disposal
- Chapter 12: Street and Public Facility Cleaning Services
- Chapter 13: Waste Transfer
- Chapter 14: Composting
- Chapter 15: Waste Reduction and Recycling
- Chapter 16: Landfilling and Open Dump Closure

**Deliverable:** Deliverables are listed above. *(Second 8 Chapters of the SWM Privatization Procedural Manual)*

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates (Chapters 1 through 8)—**

**Objective:** Finalize and reproduce the Privatization Procedural Manual in both hard copy and CD format for distribution to each of the 26 governorates.

**Outcome:** The first 8 chapters of the manual were distributed to the governorates and the Ministry of State of Environmental Affairs in late April and early May 2003. Four Arabic and one English copy of the manual were sent to the governorates and 50 Arabic and 10 English copies were sent to the Ministry of State for Environmental Affairs.

**Deliverable:** The copies distributed are described above and exceed the required number of sets. The CD is included with the Chapters 9 through 16 deliverables. *(100 sets of the SWM Privatization Procedural Manual in hardcopy and CD Format)*

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates (Chapters 9 through 16)—**

**Objective:** Finalize and reproduce the Privatization Procedural Manual in both hard copy and CD format for distribution to each of the 26 governorates.

**Outcome:** Chapters 9 through 16 of the manual and a CD containing all 16 chapters in both Arabic and English were distributed to the governorates and the Ministry of State for Environmental Affairs in October 2003. Two Arabic and one English copy of the manual were sent to the governorates and 100 Arabic and 25 English copies were sent to the Ministry of State for Environmental Affairs. In addition, all governorates were provided three copies of the CD and the Ministry of State for Environmental Affairs was provided 125 copies of the CD.

**Deliverable:** The copies distributed are described above and exceed the required number of sets *(100 sets of the Chapters 9 through 16 of the SWM Procedural Manual and 100 CD copies)*

**Subtask 1.3: Conduct Dissemination Workshops (Chapters 1 through 8 – Under DT2 Contractor)—**

**Objective:** Undertake a series of five to six regional dissemination workshops of up to one week in duration in which the Solid Waste Management Procedural Manual is disseminated to all 26 governorates in Egypt. The Manual will be disseminated in both hardcopy and CD formats.

**Outcome:** The dissemination workshops were held in March and April 2003. The workshops were held at 5 locations across Egypt including Cairo, Marsa Matrouh, Luxor, Fayoum, and Sharm El Sheik. The final draft of the first 8 chapters was presented at the workshop and allowed for comments to be received from all the Egyptian governorate, except Giza, and the Administrative District of Luxor. Each governorate sent between 4 and 6 staff members to the workshop.

**Deliverable:** The workshops were conducted through a DT2 selected contractor. *(Conduct of the Workshops)*

### **Subtask 1.3: Conduct Dissemination Workshops (Chapters 9 through 16)—**

**Objective:** Undertake two dissemination workshops of up to one week in duration in which Chapters 9 through 16 of the Solid Waste Management Procedural Manual is disseminated to all 26 governorates in Egypt. The Manual will be disseminated in both hardcopy and CD formats.

**Outcome:** There were two dissemination workshops conducted in Cairo for the 26 governorates, the Administrative District of Luxor, and the Ministry of Health for Environmental Affairs. Each governorate sent two technical representatives to the workshops. The workshops were conducted in October 2003.

**Deliverable:** The workshops were conducted. *(Conduct of Workshops)*

### **Task 2: Environmental Law and Regulation Harmonization Study**

**Objective:** Assist the EEAA with the evaluation of existing environmental laws and regulations pertaining to SWM and recommend appropriate modifications to improve the operation of the existing solid waste management system across jurisdictional lines and to implement the national strategy for Municipal Solid Waste Management.

**Outcome:** Egyptian environmental and tender laws were reviewed to determine their potential impact on the privatization of solid waste management in the Governorates of Alexandria, Cairo, and Qalubiya. This review and report then served as the basis for the further evaluation of governorate level laws and regulations in Alexandria, Cairo, and Qalubiya.

A second report was prepared on the condition of the existing solid waste composting facilities located throughout Egypt. This report evaluates the environmental and economic conditions of the facilities and the operations of the public and private sectors.

**Deliverable:** Review and Analysis of the Egyptian Tender Law and Its Executive Regulations, May 20, 2003 and Egyptian Solid Waste Facility Evaluation and Status Report, October 30, 2003. *(National Solid Waste Legal and Regulatory Review Study Report)*

## **LESSONS LEARNED**

This section describes the lessons learned as well as the impacts the project activities could have on other governorates in Egypt and are the same as those presented in the Task Order 802 Final Report. However, the lessons learned are important and continued emphasis is necessary.

The lessons are not all positive and in many cases additional capacity building and technical assistance needs to be provided to ensure success of programs. The following lists the lessons learned.

- **The Governors support change and improved environmental conditions.** The Governors of the three client governorates are the catalysts for the solid waste privatization projects. They have identified a need for change and the benefits of improved environmental conditions in their governorates from both health and financial aspects. For the success of a privatization effort of this size, they must be active and public supporters.
- **The Governors are active partners in the privatization process.** The Governors must be involved in the process to insure transparency and to maintain that the technical assistance being provided is listened to and understood by other governorate officials and staff. In two of the governorates that the project team assisted, the Governors were very involved and in the other the Governor delegated the privatization process to a staff member that was not 100 percent convinced that a change was needed. The lack of Governor involvement makes it very difficult on the technical assistance provider to carry out the Governor's vision and results in the governorate spending money on services that they do not need or spending money on a service that is not provided at the desired level.
- **Consistent support must be provided throughout the privatization process.** The privatization of solid waste services takes time. It is important that the Governors and governorate staff keep the people and businesses aware of the process and the potential cost impacts of a change in service.
- **Changes in attitudes and actions are happening from the top to bottom.** Public awareness and communications programs need to be put in place to increase public awareness as well as governorate staff awareness. Everyone needs to realize the importance of the services being provided and what they need to do to make the new system work better.
- **Institutional communication and cooperation needs to be improved.** There are two areas where institutional communication needs to be improved: within the governorate and between the governorates and the Egyptian Environmental Affairs Agency (EEAA). During the preparation of tender documents, the technical, financial, and legal staff within the governorates all needs to be involved. For example, the tender document review was completed with the technical staff in one of the governorates. During the process we had asked several times if the tender document had been reviewed by governorate legal and financial staff. In the end, it turned out that the legal staff had never seen the document. This delayed the process by more than one month.

There are also communication challenges between the Governorates and the EEAA. The EEAA could provide meaningful input if it were more engaged in the process. Many of the Governorates consider EEAA a bottleneck and thus keep them out of their processes.

- **The need for change in business practices is not clearly understood.** There is a significant lack of capacity within the Governorates pertaining to transparency and competition. Until Governorates realize that they need to be open and fair in all their

business practices the cost of private sector services will continue to remain high as the private sector adds charges to cover contingencies.

- **Legal, technical, and financial capabilities are strong, while experience in privatization is lacking.** There are good legal, technical, and financial people working in the Governorates. They simply need additional training to bring their understanding levels up to practicable standards that will allow them to successfully procure solid waste services from the private sector.
- **Mobilization is difficult and takes more time than expected.** Early in the privatization process, Governorates thought that the private companies could purchase, ship, and start up operations in 2 to 3 months. They did not understand the time taken to purchase equipment and goods, have them manufactured, then shipped, and the preparations needed to start operations. In addition, they did not account for the difficulties getting the equipment through Egyptian Customs. A more reasonable estimate is that it takes between 9 and 12 months to get a system fully operational once the contract is signed.

The lessons learned are important for other governorates preparing to go through the solid waste privatization process. They should address each of the above prior to starting.

The project deliverables are valuable tools for other governorates, but governorates need to realize that changes will need to be made to meet their governorate specific needs and conditions. The use of project deliverables in other governorates is encouraged, but only if the governorates develop the legal, technical, and financial capabilities of their staff through the use of outside technical consultants. Therefore a significant privatization capacity building program needs to be developed. In the future, capacity building should take precedence over tender document development in order to mitigate costs and service quality issues.

**APPENDIX A**  
**Quarterly Reports**

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-1-00-99-0007-00, T.O. No. 804  
EEPP Solid Waste Technical Assistance  
First Quarter (January – March) 2002**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and services have been initiated to provide continued solid waste privatization technical assistance. As with the previous task order, the Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance will proceed in the Governorate of Alexandria (GOA) once all requested information has been received. Some of the information that is needed was provided during the quarter, but additional information is needed for us to complete the technical assistance activities.

The institutional development for the contract monitoring unit has been initiated in both the Governorate of Cairo (GOC) and the Governorate of Qalyoubiya (GOQ). Options were presented in separate meetings with each of the Governors, their recommendations were received and the institutional structure is being finalized. Job descriptions and qualifications are being prepared for each of the monitoring system positions. The Governorates will be advertising these jobs and filling the positions prior to the start of training in late May or early June 2002.

Work has begun on the preparation of the Solid Waste Privatization Procedural Manual. Outlines for the eight chapters have been prepared and reviewed internally. The Environmental Law and Regulation Harmonization Study has not started as the initial meeting with Dr. Nefisa was canceled due to her health problems.

Several areas of technical assistance will be initiated during the next quarter in the GOC and GOQ. Technical assistance will include the following:

- Finalizing the Contract Monitoring Unit institutional structure.
- Finalizing job descriptions and qualifications for the Contract Monitoring Unit.
- Starting the contract compliance and management training (DT2).
- Initiating work on local contract legal and regulatory reform.

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### **Egyptian Environmental Affairs Agency**

- February 10, 2002. A meeting was scheduled and then postponed with Dr. Nefisa to discuss the Privatization Manual and the Solid Waste Regulatory Harmonization project. Dr. Nefisa has been requested to reschedule the meeting upon her return from medical leave.

### **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-I-00-99-0007-00, Task Order No 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for February through March 2002. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

### **STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

#### **Governorate of Alexandria**

##### **Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

**Subtask 1.1: Assist the Monitoring Program.** A meeting was held with Mr. Kamel Ragheb to discuss the needs of the Contract Monitoring Unit. The previous DT2 training was canceled due to the GOA's inability to provide Onyx's work plans for landfill, transfer stations, composting facilities, and medical waste treatment facility design, construction, and operation. More than one-year has passed since the last training program was completed under the canceled training plan. The GOA was notified repeatedly that the training may be canceled if the information was not received to allow its completion. Once the information was received, DT2 was approached and initially stated the training could be conducted and then later stated that the training funds had been reallocated.

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The TAP on February 4, 2002 suggested an alternative training program to the GOA. The alternative training would be conducted by the TAP and provide more one on one and small group training addressing specific problems of the Contract Monitoring Unit. The TAP is waiting on the GOA's approval prior to moving forward with the training.

This subtask is estimated to be 5 percent complete.

**Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).** Limited assistance is being provided to the GOA PACT. The GOA has limited TAP access to the PACT and the continued performance of the services in our Scope of Work requires cooperation from the GOA.

Dr. Laila Kamel and Kamel Ragheb met with the Onyx Communications Director on February 21, 2002. The purpose of the meeting was to coordinate activities between Onyx and the GOA's PACT. The information received from Onyx was needed to assist the PACT develop its budget. Following the meeting, Dr. Laila was notified that the Secretary General, Ahmed Khalif wanted all technical assistance to come through him directly and the TAP needed to schedule a meeting with him to explain the global project. The TAP will contact the Secretary General in April following a meeting between the GOA and representatives of the EEAA. The TAP will provide a briefing of the project to the Secretary General during the meeting.

This subtask is 5 percent complete.

### **Task 2: Assist with the Evaluation of the Existing Service Fee--**

The information needed to complete this task includes the receipt of the total contract cost and payment method to Onyx and the customer base used by the GOA to develop the fee system. The customer base has been received. However, repeated requests for the contract financial information have not been answered.

The GOA has publicly stated that it will develop a new fee system prior to June 30, 2002. The completion of this task could assist the GOA in the development of a new fee system on or before June 30, 2002. The TAP may be able to offer the GOA an alternative evaluation of the fee system that would support the efforts already conducted by the GOA.

This task has not started.

**Governorate of Cairo**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** Considerable effort has been placed on the development of the Contract Monitoring Unit (CMU) and determining how the Unit will function within the existing GOC institutional structure. The structure has been identified and draft approval obtained from the Governor during a meeting on March 12, 2002.

The job descriptions and qualifications for members of the CMU are currently being developed. In addition, the number of management and monitoring positions is also being estimated for review with the GOC.

This subtask is estimated to be 20 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** Work has not started on this subtask, but will begin in the next quarter as the plan will be needed for the DT2 training.

**Subtask 1.3: Contract Compliance and Management Training.** A training service provider provided through DT2 will complete the subtask. The TAP provided DT2 the final training specifications needed for the training on January 26, 2002, and has responded to all questions from DT2.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Work has not started on this subtask. It is anticipated that background information will be collected during May, June, and July with most of the efforts starting in August.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP has met with the GOC Project Administrator and has provided some input on the recruitment and selection of staff members, especially senior staff.

This subtask is 15 percent complete.

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**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOC work will begin on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 4.2: Public Awareness Research and Plan Development.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Task 5: Develop Needs Assessment--**

Work has not started on this task.

**Governorate of Qalyoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** Considerable effort has been placed on the development of the Contract Monitoring Unit (CMU) and determining how the Unit will function within the existing GOQ institutional structure. The structure has been identified and draft approval obtained from the Governor during a meeting on March 26, 2002.

This subtask is estimated to be 5 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** Work has not started on this subtask, but will begin in the next quarter as the plan will be needed for the DT2 training.

**Subtask 1.3: Contract Compliance and Management Training.** A training service provider provided through DT2 will complete the subtask. The TAP provided DT2 the final training

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specifications needed for the training on January 26, 2002, and has responded to all questions from DT2.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Work has not started on this subtask. It is anticipated that background information will be collected during July, August, and September with most of the efforts starting in October

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP has met with the Governor and has provided some input on the recruitment and selection of staff members, especially senior staff.

This subtask is 10 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOQ work will begin on this subtask. It is anticipated that the work will start in September or October and continue through the term of the contract.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue through the term of the contract.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

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**Subtask 4.2: Public Awareness Research and Plan Development.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

**Task 5: Develop Needs Assessment--**

Work has not started on this task.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

Outlines have been prepared for each of the eight chapters. Completed outlines represent 5 percent of the work being completed for that chapter. In some cases the outlines are complete and additional work has been conducted. The additional work to complete the initial draft for review will range between 10 and 30 percent complete. The following provides the estimated percent complete for each chapter.

- **Solid Waste Management Planning:** This chapter is estimated to be 25 percent complete.
- **Privatization Pre-Feasibility Analyses:** This chapter is estimated to be 10 percent complete.
- **Service Cost Accounting/Recovery:** This chapter is estimated to be 5 percent complete.
- **Pre-Qualification and Tender Document Preparation and Presentation:** This chapter is estimated to be 10 percent complete.
- **Tendering/Contracting Best Practices:** This chapter is estimated to be 10 percent complete.
- **Public Awareness/Communications:** This chapter is estimated to be 25 percent complete.
- **Developing Contract Monitoring Departments:** This chapter is estimated to be 5 percent complete.

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- **Residential and Commercial Waste Collection:** This chapter is estimated to be 5 percent complete.

It is anticipated that the eight manual chapters listed above will be completed on or before September 1, 2002. This includes review by USAID, EEAA, and the review focus group. This will allow training to occur in September and October.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** Work on this subtask will begin once the chapters are complete.

**Subtask 1.3: Conduct Dissemination Workshops—(Under DT2 Contract).** A training service provider provided through DT2 will complete the subtask. The TAP provided DT2 the training specifications needed for the training and has responded to all questions from DT2

### **Task 2: Environmental Law and Regulation Harmonization Study--**

A meeting to initiate work on this task was scheduled with Dr. Nefisa. However, she was not able to attend for medical reasons. The initiation meeting has not been rescheduled due to her continued medical problem.

### **Task 3: Cross Cutting Issues and Coordination--**

Work on this subtask has not started.

## **OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

### **Governorate of Alexandria**

The GOA continues to be non-responsive to our requests for information. In order to complete the work in this Task Order, the following information must be provided by the GOA:

- Design drawings for the sanitary landfill, composting facilities, transfer stations, and medical waste treatment facilities. This information will be used to provide training to the monitors and help them better understand their roles and responsibilities
- The GOA provided what is believed to be a copy of the contract with Onyx. Any reference to the GOA was taken out of the document and the contract cost and payment schedule was not provided. There were several conditions added to the contract that changed the "Book of Conditions and Specifications" that the GOA has stated was the monitoring basis.
- Copies of monitoring reports are needed to assist in the identification of contract monitoring problem areas where the monitors may need additional training

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- Copy of the PACT Final Institutional Structure with the existing re-distribution of responsibility.
- The GOA allocated budget for the PACT.
- Any funds provided by outside sources that could be used for payment of solid waste and public cleaning services.

### **Governorate of Cairo**

Although it has not been a problem yet, a concern is the use of existing staff to fill the positions within the new Contract Monitoring Unit. To effect the policy reform of our project, changes in existing operation methods will need to occur.

Another concern is the lack of authority in the new system for the mayors of the districts that make up the GOC. In the past, they have directed GOC solid waste staff. The new contracts are directly with the GOC and the mayors will not have the right to direct contractor staff. We are developing a structure which still allows the mayors' input, but does not allow them direct contact with the contractors.

### **Governorate of Qalvoubia**

Concerns in the GOQ are the same as those listed for the GOC above.

### **Egyptian Environmental Affairs Agency**

Due to Dr. Nefisa being on medical leave, work on the Harmonization Study has not started. Upon her return and as her schedule permits, we will commence the harmonization work.

### **DT2 Training Activities**

DT2 has not issued the training Request for Qualifications for any of the training programs as of March 30, 2002. There is a considerable amount of training that must be conducted to meet the needs of the Governorates and EEAA. DT2 has reported to us on several occasions that the RFQ's are being issued and then it does not happen. Due to the amount of training that must be conducted and the timeline for completing that training the process needs to move forward.

The TAP provided the draft training specifications (January 26, 2002) and responded to all comments received from DT2 for clarifications. However, the process does not seem to be moving forward and further delays could negatively impact the privatization policy changes in the Governorates. The TAP is requesting that USAID contact DT2 to find out why the training RFQ's have not been issued and service providers secured.

## **DRAFT AND FINAL DELIVERABLES**

### **Governorate of Alexandria**

- No deliverables were completed during the quarter.

### **Governorate of Cairo**

- Draft Contract Management Unit Institutional Structure

### **Governorate of Qalyoubia**

- Draft Contract Management Unit Institutional Structure

### **Egyptian Environmental Affairs Agency**

- No deliverables were completed during the quarter.

## **UPCOMING ACTIVITIES – NEXT QUARTER**

### **Governorate of Alexandria**

At this time, no activities are planned for the GOA and further work will not be conducted until after the information and data requirements are met. This decision is at the direction of USAID and the EEAA has been informed.

### **Governorate of Cairo**

- Finalize the Contract Monitoring Unit institutional structure.
- Finalize job descriptions and qualification requirements for the Contract Monitoring Unit
- Start contract compliance and management training (DT2).
- Initiate the work on local contract legal and regulatory reform.
- Establish the PACT.
- Initiate the development of the public awareness/communication strategy.

### **Governorate of Qalyoubia**

- Finalize the Contract Monitoring Unit institutional structure
- Finalize job descriptions and qualification requirements for the Contract Monitoring Unit
- Start contract compliance and management training (DT2).
- Initiate the work on local contract legal and regulatory reform
- Establish the PACT.
- Initiate the development of the public awareness/communication strategy

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**Egyptian Environmental Affairs Agency**

- The initial drafts of the manual chapters will be prepared for review in April and May. They will then need to be finalized in June, July, and August for training in September and early October.
- The Harmonization Study will be defined in conjunction with EEAA and then initiated.

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EPPP Solid Waste Technical Assistance  
Second Quarter (April – June) 2002**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and services have been initiated to provide continued solid waste privatization technical assistance. As with the previous task order, the Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance will proceed in the Governorate of Alexandria (GOA) within the Technical Assistance Providers' (TAP) scope of work and as requested by the GOA.

Efforts in the Governorate of Cairo (GOC) and the Governorate of Qalyoubiya (GOQ) during the quarter have focused on establishing the Contract Monitoring Unit and hiring staff for the training programs sponsored by DT2. The TAP has assisted the GOC with the selection of staff. The contract monitoring plan is being developed for the GOC Southern Zone, but will be a model for the Northern, Eastern, and Western Zones. The contract monitoring plan for the GOQ has been initiated.

Work has begun on the preparation of the Solid Waste Privatization Procedural Manual. Initial drafts for the eight chapters have been prepared and reviewed internally. The Environmental Law and Regulation Harmonization Study has started following an initial meeting with Dr Nefisa.

Several areas of technical assistance will be initiated during the next quarter in the GOC and GOQ. Technical assistance will include the following:

- Finalizing the Contract Monitoring Unit institutional structure.
- Starting the contract compliance and management training (DT2)
- Initiating work on local contract legal and regulatory reform
- Establishment of the public awareness/communications team (PACT).
- Initiating the development of the public awareness/communications strategy

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The Solid Waste Privatization Procedural Manual chapter preliminary drafts will be provided to EEAA for review and comment in July 2002. Work will then proceed on preparing the preliminary draft text for each chapter and the manual. EEAA will be asked to provide comments throughout the manual development process. The Environmental Law and Regulation Harmonization Study will begin in early July 2002.

### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

#### **Governorate of Alexandria**

- May 21, 2002. A meeting was held with the Secretary General in Alexandria to discuss the TAP's scope of work. The scope consists of three primary items including (1) the review contract monitoring units activities and provide assistance, (2) assist the Public Awareness and Communications Team, and (3) review the existing tariff model developed by the GOA and make recommendations for revisions. A preliminary presentation was made on the tariff model being developed for the other governorates by the TAP. Input was solicited from the GOA for inclusion in the model.
- June 11, 2002. A summary of this meeting was provided in a letter to Mr. Ahmed Khalif, Secretary General of the Governorate of Alexandria. A copy of the letter was provided to USAID and EEAA.

#### **Governorate of Cairo**

- April 23, 2002. A meeting was held with the Governor of Cairo to discuss an extension to the due date for the Southern Zone tender offers and receipt of potential bidders questions.
- May 11, 2002. A meeting was held with the Governor of Cairo. The purpose of the meeting was to discuss the institutional structure for the contract monitoring unit, review the initial draft of the tariff model, and discuss the Tranche 2 Means of Verification.
- June 6, 2002. A meeting was held with the Governor of Cairo to discuss the final institutional structure of the contract monitoring unit and to begin the hiring and staffing needed for training. The Tranche 2 training and proposed schedule was also discussed as well as the structure of the tender evaluation committee.

#### **Governorate of Qalyoubiya**

- May 9, 2002. A meeting was held with the Governor and Secretary General of Qalyoubiya to discuss a meeting to be held with the mayors of the cities in the GOQ that

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will be affected by the new solid waste services contract. This was a preliminary meeting to discuss approach and strategies.

- **May 13, 2002.** A meeting was held with the Governor of Qalyoubiya to discuss the institutional structure for the contract monitoring unit and the preliminary tariff model.
- **May 28, 2002.** The pre-bid and site visits meeting was held for the solid waste and public cleaning tender documents in Benha.
- **June 4, 2002.** A meeting was held with the Governor of Qalyoubiya to finalize the draft institutional structure and to receive input from the Governor and his staff.
- **June 10, 2002.** A meeting was held with the Governor of Qalyoubiya to present the Mayor's Presentation based on the strategies developed during the May 9, 2002 meeting.
- **June 12, 2002.** Presentation of the draft tariff model to the Governor of Qalyoubiya.
- **June 24, 2002.** Presentation of the new solid waste services monitoring structure and discussion of the mayor's responsibilities to the ten mayors being affected by the new system.

### **Egyptian Environmental Affairs Agency**

- **April 7, May 12, and June 16, 2002.** Solid Waste Working Group Meetings were held on each of the dates. Summary meeting minutes were provided to USAID and EEAA as well as all the attendees. The next meeting will be September 29, 2002.

### **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-I-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for April through June 2002. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

## **STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

### **Governorate of Alexandria**

#### **Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

**Subtask 1.1: Assist the Monitoring Program.** Meetings were held with Mr. Kamel Ragheb on May 15 and May 29, 2002 to discuss the assistance needed from the TAP. The TAP suggested that the GOA provide monitoring reports to the TAP to evaluate areas where the Contract Monitoring Unit (CMU) may need assistance. Preliminary information has been provided, but the GOA did not provide the summary information requested that the TAP was told was readily available. This information would be used to identify problem areas where additional CMU training may be needed.

This subtask is estimated to be 30 percent complete.

**Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).** A meeting was held between the TAP and the GOA on June 11, 2002. This meeting was summarized in a letter from the TAP to Mr. Ahmed Khalif, Secretary General. A copy of the letter was provided to USAID and EEAA. At the conclusion of this meeting the Secretary General stated that the GOA did not have the funds to support a public awareness and communications program and if funds were not available then services were not needed.

This subtask is 10 percent complete.

#### **Task 2: Assist with the Evaluation of the Existing Service Fee--**

A meeting was held between the TAP and GOA on June 11, 2002. The meeting was summarized in a letter for the TAP to Mr. Ahmed Khalif, Secretary General. A copy of the letter was provided to USAID and EEAA. Revisions to the tariff model had started based on our previous discussions with the GOA. A complete listing of the commercial and industrial business in the GOA had been provided to the TAP. A translation of the list had just been completed prior to the meeting and the TAP had started a review with the intent to make recommendations to the GOA on proposed tariffs.

The GOA wishes to have a comprehensive waste quantification study conducted to assist with the determination of tariffs. The TAP discussed methods and made recommendations pertaining to how the waste quantification study could be conducted by the GOA. The recommendation included a sampling model to be developed by the TAP, the sampling program to be conducted by the Contract Monitoring Unit, and assistance by the TAP with that analysis of the collected data. The Secretary General refused the recommendation and stated that the TAP should do all

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the data collection and analysis. He also stated that if the TAP could not do this, then he did not need any assistance.

The TAP does not have the budget to conduct a waste quantification study. The CMU staff has access to all the commercial and industrial businesses and could collect the data as part of their everyday efforts. They have access to the businesses which the TAP would need to obtain prior to any data collection and this would allow the businesses to reduce the amount of waste being disposed on the data collection day. The best method of data collection and analysis would be as proposed by the TAP.

This task is estimated to be 40 percent complete.

### **Governorate of Cairo**

#### **Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The Contract Monitoring Unit structure has been developed and the final draft has been provided to the GOC for review and comment. Following the GOC's review, the TAP will finalize the document.

This subtask is estimated to be 90 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** Work on the Contract Monitoring Plan has begun with the development of standard monitoring plans for each of the services. The CMP will be based on the technical specifications for the Southern Zone.

This subtask is estimated to be 10 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP has been working with the GOC to develop the list of trainees for the DT2 sponsored training programs. The initial training in the GOC will begin on approximately July 28, 2002.

This subtask is estimated to be 25 percent complete.

#### **Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Initial background information was collected during the quarter. However, most of the subtask efforts will start in August.

This subtask is estimated to be 10 percent complete.

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**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP has developed job descriptions and qualifications for the PACT members and is working with the GOC to make the staff selections.

This subtask is 55 percent complete

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOC work will begin on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 4.2: Public Awareness Research and Plan Development.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in August or September and continue throughout the remaining term of the contract.

**Task 5: Develop Needs Assessment--**

Work has not started on this task.

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**Governorate of Qalyoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** Several meetings have been held with the GOC and the final draft structure is being developed and will be delivered for review and comment by the GOC in early July.

This subtask is estimated to be 65 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** Work has not started on this subtask, but will begin in July as the plan will be needed for the DT2 training.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP has been working with the GOQ to develop the list of trainees for the DT2 sponsored training programs. The initial training in the GOQ will begin in mid-August 2002.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Work has not started on this subtask. It is anticipated that background information will be collected during July, August, and September with most of the efforts starting in October.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP has developed job descriptions and qualifications for the PACT members and is working with the GOQ to make the staff selections.

This subtask is 30 percent complete.

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**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOQ work will begin on this subtask. It is anticipated that the work will start in September or October and continue through the term of the contract.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue through the term of the contract.

### **Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

**Subtask 4.2: Public Awareness Research and Plan Development.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in September or October and continue throughout the remaining term of the contract.

### **Task 5: Develop Needs Assessment--**

Work has not started on this task.

### **Egyptian Environmental Affairs Agency**

#### **Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

##### **Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

Outlines have been prepared for each of the eight chapters. Completed outlines represent 5 percent of the work being completed for that chapter. In some cases the outlines are complete and additional work has been conducted. The additional work to complete the initial draft for review will range between 10 and 30 percent complete. The following provides the estimated percent complete for each chapter.

- **Solid Waste Management Planning:** This chapter is estimated to be 25 percent complete.
- **Privatization Pre-Feasibility Analyses:** This chapter is estimated to be 25 percent complete.

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- **Service Cost Accounting/Recovery:** This chapter is estimated to be 15 percent complete
- **Pre-Qualification and Tender Document Preparation and Presentation:** This chapter is estimated to be 10 percent complete.
- **Tendering/Contracting Best Practices:** This chapter is estimated to be 10 percent complete.
- **Public Awareness/Communications:** This chapter is estimated to be 40 percent complete.
- **Developing Contract Monitoring Departments:** This chapter is estimated to be 10 percent complete
- **Residential and Commercial Waste Collection:** This chapter is estimated to be 25 percent complete.

EEAA has requested that the draft documents be used in the training program conducted under the DT2 training contract. The workshops would then be used as the focus groups and the final documents would incorporate comments from the workshop attendees

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** Work on this subtask will begin once the chapters are complete.

**Subtask 1.3: Conduct Dissemination Workshops—(Under DT2 Contract).** A training service provider provided through DT2 will complete the subtask. The TAP provided DT2 the training specifications needed for the training and has responded to all questions from DT2.

This subtask is estimated to be 5 percent complete

**Task 2: Environmental Law and Regulation Harmonization Study—**

An initial meeting was held with Dr. Nefisa to discuss her desired outcome of the study. It was decided that wide cutting recommendations were needed as a start and this include methods to organize environmental laws and regulations under one governing body

This subtask is estimated to be 5 percent complete

**Task 3: Cross Cutting Issues and Coordination—**

Work on this subtask has not started.

## **OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

### **Governorate of Alexandria**

Based on the June 11, 2002 meeting with the Secretary General, additional work is not anticipated until requested by the GOA. Any additional work would need to be within the scope of our contract. At this time there have been no requests from the GOA.

### **Governorate of Cairo**

There are no concerns in the GOC during this reporting period

### **Governorate of Qalvoubia**

There are no concerns in the GOC during this reporting period.

### **Egyptian Environmental Affairs Agency**

There are concerns with having the manual ready for the training program in final form. It is recommended that the workshops act as the focus groups and be provided final draft documents. Following the workshops the final manual would be prepared taking into consideration comments received during the workshops.

## **DRAFT AND FINAL DELIVERABLES**

### **Governorate of Alexandria**

- No deliverables were completed during the quarter.

### **Governorate of Cairo**

- Final Draft Contract Management Unit Institutional Structure
- Draft Tender Evaluation Criteria

### **Governorate of Qalvoubia**

- Final Draft Contract Management Unit Institutional Structure

### **Egyptian Environmental Affairs Agency**

- No deliverables were completed during the quarter.

## **UPCOMING ACTIVITIES – NEXT QUARTER**

### **Governorate of Alexandria**

At this time, no activities are planned for the GOA.

### **Governorate of Cairo**

- Finalize the Contract Monitoring Unit institutional structure.
- Start contract compliance and management training (DT2).
- Initiate the work on local contract legal and regulatory reform.
- Establish the PACT.
- Initiate the development of the public awareness/communication strategy.

### **Governorate of Qalvoubia**

- Finalize the Contract Monitoring Unit institutional structure.
- Start contract compliance and management training (DT2).
- Initiate the work on local contract legal and regulatory reform.
- Establish the PACT.
- Initiate the development of the public awareness/communication strategy.

### **Egyptian Environmental Affairs Agency**

- Draft Solid Waste Privatization Manual
- The Harmonization Study will be defined in conjunction with EEAA and then initiated

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EEPP Solid Waste Technical Assistance  
Third Quarter (July - September) 2002**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and provides continued solid waste privatization technical assistance. The Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance will proceed in the Governorate of Alexandria (GOA) within the Technical Assistance Providers' (TAP) scope of work and when requested by the GOA.

Efforts in the Governorate of Cairo (GOC) and the Governorate of Qalyoubiya (GOQ) during the quarter have continued to focus on establishing the Contract Monitoring Unit and hiring staff for the training programs sponsored by DT2. The TAP has assisted the GOC with the selection of staff. The draft contract monitoring plan has been developed for the GOC Southern Zone and will be a model for the Northern, Eastern, and Western Zones. The draft contract monitoring plan for the GOQ has been completed for use in the training and will be finalized once the Request for Tenders has been revised.

Public awareness and communications program planning was initiated in the GOC and GOQ. This includes work being provided by the TAP and the Academy of Educational Development (AED) in the GOC.

The preliminary draft of the Solid Waste Privatization Procedural Manual has been completed and training workshops were initiated in late September 2002. The Manual was the focus of services provided to EEAA during the quarter.

Several areas of technical assistance will be initiated during the next quarter in the GOC and GOQ. Technical assistance will include the following:

- Finalizing the Contract Monitoring Unit institutional structure.
- Completing contract compliance and management training (DT2).
- Initiating work on local contract legal and regulatory reform.
- Completing the establishment of the public awareness/communications team (PACT).
- Initiating the development of the public awareness/communications strategy.

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### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

#### **Governorate of Alexandria**

- There were no meetings in Alexandria during the quarter.

#### **Governorate of Cairo**

- There were no significant meetings during the quarter.

#### **Governorate of Qalyoubiya**

- August 27, 2002. A meeting was held with the Governor of Qalyoubiya to discuss the Contract Monitoring Unit institutional structure.

#### **Egyptian Environmental Affairs Agency**

- September 15, 2002. A Solid Waste Working Group Meeting was held on September 15. This meeting was held in conjunction with the European Union Environmental Committee. The EU representative will be providing meeting minutes to USAID and EEAA as well as all the attendees. The next meeting will be November 10, 2002.

### **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-I-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for July through September 2002. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

**STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

**Governorate of Alexandria**

All work in the Governorate of Alexandria (GOA) has ceased until additional services are requested by the GOA. The percent complete stated with each task or subtask reflects the status of work progress. The reallocation of remaining LOE will be evaluated by the end of the 4<sup>th</sup> quarter.

**Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

**Subtask 1.1: Assist the Monitoring Program.**

This subtask is estimated to be 30 percent complete.

**Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).**

This subtask is 10 percent complete.

**Task 2: Assist with the Evaluation of the Existing Service Fee--**

This task is estimated to be 40 percent complete.

**Governorate of Cairo**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The Contract Monitoring Unit structure has been developed and the final draft has been provided to the GOC for review and comment. Following the GOC's review, the TAP will finalize the document. The status for this subtask has not changed during this quarter as the TAP is waiting on final review comments from the GOC.

This subtask is estimated to be 90 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the Contract Monitoring Plan is being revised based on changes in the tender specifications. Following completion of changes, it will be submitted to the GOC for review and comment.

This subtask is estimated to be 60 percent complete.

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**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOC to develop a list of trainees and then provided technical oversight of the training. The training will be completed in October 2002. The training modules presented in the GOC include the following:

- Contract Monitoring and Best Available Technologies
- Public Awareness and Communications
- Sanitary Landfills and Open Dump Closures
- Street Sweeping and Waste Collection
- Composting and Waste Transfer
- Medical and Industrial Waste Collection and Disposal

This subtask is estimated to be 75 percent complete.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Initial background information was collected during the quarter. However, most of the subtask efforts will start in November.

This subtask is estimated to be 10 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOC in late 2002 or early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP is working with the GOC to make the final staff selections for the PACT.

This subtask is estimated to be 70 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has begun with the identification of objectives and the development of strategic programs. The Governor of the GOC will be initiating the strategic programs with a series of 14 public meetings. Materials for distribution and the presentation have been developed by the TAP.

This subtask is estimated to be 25 percent complete.

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**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in October and continue throughout the remaining term of the contract.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** The Rapid Assessment Appraisal has been initiated in the GOC and will be completed in October. The PACT has been trained to assist in the conduct of the Rapid Assessment Appraisal.

This subtask is estimated to be 15 percent complete

**Subtask 4.2: Public Awareness Research and Plan Development.** The work required by this subtask is being completed by AED with oversight from the TAP. The research is complete and AED is working on the draft strategy. AED was to have delivered the draft strategy for review by the end of September. The draft plan is anticipated to be delivered in early October 2002.

This subtask is estimated to be 35 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** A flyer has been developed for use by the Governor during the upcoming public meetings. In addition, an Information Kit has been developed for distribution to the media.

This subtask is estimated to be 20 percent complete.

**Task 5: Develop Needs Assessment--**

The TAP has been working with the GOC to identify additional technical assistance services needed to successfully complete their solid waste system privatization have been identified.

This subtask is estimated to be 15 percent complete.

**Governorate of Qalvoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** Progress on this subtask has been slow during the quarter. The GOQ is still having problems accepting the identified role for the City Mayors. Several meetings have been held with the GOQ and the final draft structure has been developed and will be delivered for review and comment by the GOQ in early October.

This subtask is estimated to be 70 percent complete.

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**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the Contract Monitoring Plan has been completed and is being reviewed by the GOQ.

This subtask is estimated to be 60 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOQ to develop a list of trainees and then provided technical oversight of the training. The training will be completed in October 2002.

This subtask is estimated to be 75 percent complete.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Work has not started on this subtask. It is anticipated that background information will be collected during November with most of the efforts starting in late 2002.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask. Recommendations will be provided to the GOQ in early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP is working with the GOQ to identify staff members that will work as the PACT. Although several staff members have been selected, they may not be appropriate or have the required skills needed for this job.

This subtask is estimated to be 40 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOQ work will begin on this subtask. It is anticipated that the work will start in October and continue through the term of the contract. The work on this subtask is being held up due to the GOQ's inability to give us the final PACT member list.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in December and continue through the term of the contract.

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**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** The draft Rapid Appraisal Assessment has been completed. Meetings with the Governor and Secretary General will begin in late October or early November to start preparation for a series of public meetings.

This subtask is estimated to be 10 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.** Work has not started on this subtask. It is anticipated that the AED research work will start in November 2002.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in November or December 2002 and continue throughout the remaining term of the contract.

**Task 5: Develop Needs Assessment--**

The TAP has been working with the GOC to identify additional technical assistance services needed to successfully complete their solid waste system privatization.

This subtask is estimated to be 15 percent complete.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

The preliminary draft for each of the Manual Chapters have been completed and produced for the initial training workshops. The following provides the estimated percent complete for each chapter.

- **Solid Waste Management Planning:** This chapter is estimated to be 60 percent complete.
- **Privatization Pre-Feasibility Analyses:** This chapter is estimated to be 60 percent complete.
- **Service Cost Accounting/Recovery:** This chapter is estimated to be 60 percent complete.
- **Pre-Qualification and Tender Document Preparation and Presentation:** This chapter is estimated to be 60 percent complete.
- **Tendering/Contracting Best Practices:** This chapter is estimated to be 60 percent complete.

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- **Public Awareness/Communications:** This chapter is estimated to be 60 percent complete.
- **Developing Contract Monitoring Departments:** This chapter is estimated to be 60 percent complete.
- **Residential and Commercial Waste Collection:** This chapter is estimated to be 60 percent complete.

EEAA requested that the preliminary draft documents be used in the training program conducted under the DT2 training contract. The workshops would then be used as the focus groups and the final documents would incorporate comments from the workshop attendees.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** Work on this subtask will begin once the chapters are complete.

**Subtask 1.3: Conduct Dissemination Workshops—(Under DT2 Contract).** The TAP has worked with the DT2 training service provider to identify attendees and provide review of presentation materials. Training began in late September and will continue through October. The TAP has attended all the training programs and worked with EEAA to issue invitations to potential attendees within the governorates.

This subtask is estimated to be 50 percent complete.

### **Task 2: Environmental Law and Regulation Harmonization Study--**

Efforts during the quarter were focused on the Privatization Manual. Therefore, there was no significant progress on this portion of the EEAA work during the quarter. It is anticipated that work will begin on this task in December 2002 following compilation of the information received from the governorates during the Manual Training Workshops.

This subtask is estimated to be 5 percent complete.

### **Task 3: Cross Cutting Issues and Coordination--**

Attempts have been made to work with other training projects that may provide capacity building with our governorate clients. This has been very difficult as the dates and times of training events continue to change with little or no notice.

Assistance was provided to EEPP, PSU during the development of the Gender Evaluation of each of the projects. It is getting to the point that the outcome of this study will not be beneficial to the project if they are not provided in the near future.

This subtask is estimated to be 40 percent complete.

## **OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

### **Governorate of Alexandria**

Based on the June 11, 2002 meeting with Secretary General Ahmed Khalif, additional work will not be conducted until requested by the GOA. Any additional work would need to be within the scope of our contract. At this time there have been no requests from the GOA.

### **Governorate of Cairo**

There are no concerns in the GOC during this reporting period.

### **Governorate of Qalyoubia**

There are no concerns in the GOC during this reporting period.

### **Egyptian Environmental Affairs Agency**

There are no concerns with EEAA during this reporting period.

## **DRAFT AND FINAL DELIVERABLES**

### **Governorate of Alexandria**

- No deliverables were completed during the quarter.

### **Governorate of Cairo**

- Final Draft of the Contract Monitoring Plan
- Draft Public Awareness Flyer for use by the Governor
- Draft Media Information Kit

### **Governorate of Qalyoubia**

- Final Draft Contract Management Unit Institutional Structure

### **Egyptian Environmental Affairs Agency**

- Preliminary Draft of the Solid Waste Services Privatization Manual

## **UPCOMING ACTIVITIES – NEXT QUARTER**

### **Governorate of Alexandria**

At this time, no activities are planned for the GOA except for the evaluation of the current status of existing work and possible reallocation of remaining LOE.

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**Governorate of Cairo**

- Finalize the Contract Monitoring Unit institutional structure.
- Complete contract compliance and management training (DT2)
- Initiate the work on local contract legal and regulatory reform
- Initiate the development of the public awareness/communication strategy.

**Governorate of Qalyoubia**

- Finalize the Contract Monitoring Unit institutional structure.
- Complete contract compliance and management training (DT2).
- Initiate the work on local contract legal and regulatory reform
- Establish the PACT.
- Initiate the development of the public awareness/communication strategy.

**Egyptian Environmental Affairs Agency**

- Final Draft of the Solid Waste Services Privatization Manual.
- The Harmonization Study will be redefined based on conversations held with Governorates during the Privatization Manual training.
- Summary of Privatization Manual training.

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EPPP Solid Waste Technical Assistance  
Fourth Quarter (October - December) 2002**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and provides continued solid waste privatization technical assistance. The Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance has resumed in the Governorate of Alexandria (GOA) at the request of the recently appointed Secretary General. He has requested technical assistance for the development of a fee system that is service level based for commercial and industrial businesses, review of the contractor's performance including the landfill operation, and the development of a fee determination model. These requests are within the scope of the Abt Associates Inc. Technical Assistance Provider's (TAP) scope of services.

Efforts in the Governorate of Cairo (GOC) and the Governorate of Qalyoubiya (GOQ) during the quarter continued to focus on establishing the Contract Monitoring Unit and hiring staff for the training programs sponsored by DT2. In addition, several meetings were held in the GOC to explain the new solid waste and public cleaning program.

The TAP has been working with both the GOC and GOQ to evaluate existing laws and regulations and how they can be enforced at the local level. The evaluation has concentrated on Law 4 and 38.

Public awareness and communications program planning has continued throughout the quarter in the GOC and GOQ. A public awareness/communications strategy was developed for the GOC and it has started implementation.

The Solid Waste Privatization Procedural Manual is nearing completion. The TAP continues to get inquiries from the participants and requests for additional assistance. The manual will be completed in late February and disseminated to all Egyptian governorates during a workshop on March 12 and 13, 2003 in Alexandria.

### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

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### **Governorate of Alexandria**

- December 11, 2002. The new Secretary General in the Governorate of Alexandria, Mohammed Bousouny, requested a meeting to discuss potential services that could be provided by the technical assistance team. This was a major step with the GOA and has resulted in renewed technical assistance activities.
- December 23, 2002. A meeting was held with the Secretary General to discuss the solid waste technical assistance needs of the GOA. The meeting included an outline and presentation of the technical assistance that could be provided per our December 11, 2002 meeting.

### **Governorate of Cairo**

- October 8, 2002. A meeting was held with Governor Shehata to present the recommended public awareness and communications program.
- November 6, 2002. Several public awareness and communications meetings were conducted by Governor Shehata between November 6 and November 19, 2002. The purpose of the meetings was to explain the new solid waste management and public cleaning services to be provided in the GOC.
- November 25, 2002. A meeting was held with the MVE and GOC staff to discuss the Tranche 2 cash transfer procedures including the reporting requirements.
- December 10, 2002. A meeting was held between the technical team and the new Cairo Cleansing and Beautification Authority Chairman General Mohammed Laban.

### **Governorate of Qalvoubiya**

- October 7, 2002. A meeting was held with the GOQ to discuss the re-issuance of their advertisement for solid waste services qualifications. There were concerns with the clarity of the information provided.
- November 5, 2002. A meeting was held with the MVE and GOQ staff to discuss the Tranche 2 cash transfer procedures including the reporting requirements.

### **Egyptian Environmental Affairs Agency**

- There were no significant meetings with the EEAA in the past quarter.

## **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-I-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian

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Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for October through December 2002. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

### **STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

#### **Governorate of Alexandria**

Work in the GOA resumed during late December 2002. Therefore, no changes in the progress to date were made during the quarter.

#### **Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

##### **Subtask 1.1: Assist the Monitoring Program.**

This subtask is estimated to be 30 percent complete.

##### **Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).**

This subtask is 10 percent complete.

#### **Task 2: Assist with the Evaluation of the Existing Service Fee--**

This task is estimated to be 40 percent complete.

#### **Governorate of Cairo**

#### **Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The Contract Monitoring Unit structure was approved by the GOC and the final report was issued.

This subtask is estimated to be 100 percent complete.

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**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the Contract Monitoring Plan is being revised based on changes in the tender specifications. Following completion of changes in April 2003, it will be submitted to the GOC for review and comment.

This subtask is estimated to be 60 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOC to develop a list of trainees and then provided technical oversight of the training. The training was completed in October 2002. The training modules presented in the GOC include the following:

- Contract Monitoring and Best Available Technologies
- Public Awareness and Communications
- Sanitary Landfills and Open Dump Closures
- Street Sweeping and Waste Collection
- Composting and Waste Transfer
- Medical and Industrial Waste Collection and Disposal

This subtask is estimated to be 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOC during contractor implementation of the new solid waste and public cleaning program. The GOC has retained contractors for the Eastern, Western, and Northern Zones, but the contract for the Southern Zone will not be signed until the late summer of 2003. Some assistance is being provided in the three contracted zones to allow for consistency of monitoring and implementation in the Southern Zone. This assistance will continue throughout the remainder of the contract.

This subtask is estimated to be 20 percent complete.

### **Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** The draft report of the Existing Legal and Regulatory Framework was submitted to the GOC on December 18, 2002 for review.

This subtask is estimated to be 75 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask as Subtask 2.1 needs to be approved by the GOC before formal recommendations can be provided. Recommendations will be provided to the GOC in early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask as Subtask 2.1 needs to be approved by the GOC before the recommendations can be provided. The deliverable for this

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subtask will be combined with Subtask 2.2. Recommendations will be provided to the GOC in early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team—**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP worked with the GOC to make the final staff selections for the PACT. The PACT includes members from the Contract Monitoring Unit who have been hired by the GOC. The PACT is now functional and is assisting on other public awareness and communications tasks.

This subtask is estimated to be 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** The public awareness/communications strategy has been presented to the GOC. The strategy includes objectives and challenges perceived by the TAP as well as the PACT. PACT members assisted with the organization and conduct of several public meetings during the quarter held by Governor Shehata.

This subtask is estimated to be 60 percent complete.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Three separate meetings have been held with the Eastern, Western, and Northern Zone contractors and the PACT. During the next quarter the PACT will be contacting other partners and stakeholders.

This subtask is estimated to be 30 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development—**

**Subtask 4.1: Environmental Education and Communication Assessment.** The Rapid Assessment Appraisal was completed in the GOC. The PACT was trained to assist in the conduct of the Rapid Assessment Appraisal. In addition, the TAP, PACT, and AED participated in several meetings to develop prototypes to be used as part of the public awareness/communications strategy. Prototypes were developed for posters, bus/metro/street signs, labels for trash cans, television advertisements, and fact sheets targeting religious leaders and teachers.

This subtask is estimated to be 50 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.** The work required by this subtask is being completed by AED with oversight from the TAP. AED has provided the draft strategy for review by the TAP prior to providing to the GOC.

This subtask is estimated to be 65 percent complete.

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**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** A flyer has been developed for use by the Governor during the public meetings. In addition, an Information Kit was developed for distribution to the media.

This subtask is estimated to be 30 percent complete.

**Task 5: Develop Needs Assessment--**

The TAP has worked with the GOC and USAID to identify additional technical assistance services needed to successfully complete their solid waste system privatization.

This subtask is estimated to be 100 percent complete.

**Governorate of Qalvoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The final draft report was submitted to the GOQ for review. The TAP will finalize the report once comments are received.

This subtask is estimated to be 75 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the revised Contract Monitoring Plan is being revised based on changes in the tender specifications. Following completion of changes in April 2003, it will be submitted to the GOQ for review and comment.

This subtask is estimated to be 60 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOQ to develop a list of trainees and then provided technical oversight of the training. The training was completed in October 2002.

This subtask is estimated to be 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOQ during contractor implementation of the new solid waste and public cleaning program. This assistance has not started since the GOQ has not selected a contractor(s).

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** The draft report will be submitted to the GOQ in early 2003.

This subtask is estimated to be 70 percent complete.

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**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work has not started on this subtask as Subtask 2.1 needs to be approved by the GOQ before formal recommendations can be provided. Recommendations will be provided to the GOQ in early 2003.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work has not started on this subtask as Subtask 2.1 needs to be approved by the GOQ before the recommendations can be provided. The deliverable for this subtask will be combined with Subtask 2.2. Recommendations will be provided to the GOQ in early 2003.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP continues to work with the GOQ to identify staff members that will work as the PACT. Although several staff members have been selected, they may not be appropriate or have the required skills needed for this job.

This subtask is estimated to be 50 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work has not started on this subtask. Once the PACT members have been identified by the GOQ work will begin on this subtask. It is anticipated that the work will start in January 2003 continue through the term of the contract. The work on this subtask is being held up due to the GOQ's inability to give us the final PACT member list.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work has not started on this subtask. It is anticipated that the work will start in January 2003 and continue through the term of the contract.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** The draft Rapid Appraisal Assessment has been completed. Meetings with the Governor and Secretary General will begin in early 2003 to start preparation for a series of public meetings.

This subtask is estimated to be 20 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.** AED began collecting background data in late 2002. This task will be completed in the first quarter of 2003.

This subtask is estimated to be 10 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in early 2003 and continue throughout the remaining term of the contract.

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**Task 5: Develop Needs Assessment--**

The TAP worked with the GOC and USAID to identify additional technical assistance services needed to successfully complete their solid waste system privatization.

This subtask is estimated to be 100 percent complete.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

Comments received from USAID, EEAA, and Workshop participants have been incorporated into the final documents. They will be finalized by the end of February 2003. The following provides the estimated percent complete for each chapter.

- **Solid Waste Management Planning:** This chapter is estimated to be 85 percent complete.
- **Privatization Pre-Feasibility Analyses:** This chapter is estimated to be 85 percent complete.
- **Service Cost Accounting/Recovery:** This chapter is estimated to be 90 percent complete.
- **Pre-Qualification and Tender Document Preparation and Presentation:** This chapter is estimated to be 90 percent complete.
- **Tendering/Contracting Best Practices:** This chapter is estimated to be 90 percent complete.
- **Public Awareness/Communications:** This chapter is estimated to be 90 percent complete.
- **Developing Contract Monitoring Departments:** This chapter is estimated to be 90 percent complete.
- **Residential and Commercial Waste Collection:** This chapter is estimated to be 90 percent complete.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** Work on this subtask will begin once the chapters are complete.

**Subtask 1.3: Conduct Dissemination Workshops—(Under DT2 Contract).** The TAP has worked with the DT2 training service provider to identify attendees and provide review of presentation materials. Training began in late September and continued through October

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The TAP attended all the training programs and worked with EEAA to issue invitations to potential attendees within the governorates.

This subtask is estimated to be 100 percent complete.

**Task 2: Environmental Law and Regulation Harmonization Study--**

Efforts during the quarter were focused on the Privatization Manual. Therefore, there was no significant progress on this portion of the EEAA work during the quarter. It is anticipated that work will begin on this task in March 2003 following compilation of the information received from the governorates during the Manual Training Workshops. Without guidance from the EEAA we cannot proceed.

This subtask is estimated to be 5 percent complete.

**Task 3: Cross Cutting Issues and Coordination--**

Attempts have been made to work with other training projects that may provide capacity building with our governorate clients. This has been very difficult as the dates and times of training events continue to change with little or no notice.

Assistance was provided to EEPP, PSU during the development of the Gender Evaluation of each of the projects. It is getting to the point that the outcome of this study will not be beneficial to the project if they are not provided in the near future.

This subtask is estimated to be 100 percent complete.

**OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

**Governorate of Alexandria**

There are no concerns with the GOA during this reporting period.

**Governorate of Cairo**

There are no concerns in the GOC during this reporting period.

**Governorate of Qalyoubia**

There are no concerns in the GOC during this reporting period.

**Egyptian Environmental Affairs Agency**

The EEAA has not provided any guidance into the desired outcome for the Harmonization Study. The TAP has made several suggestions, but the EEAA cannot make the decision. During the early part of 2003 the TAP will provide EEAA with a letter asking for guidance.

**DRAFT AND FINAL DELIVERABLES**

**Governorate of Alexandria**

- No deliverables were completed during the quarter.

**Governorate of Cairo**

- Final Draft of the Contract Monitoring Unit Report
- Draft Existing Legal and Regulatory Report

**Governorate of Qalyoubia**

- Final Draft of the Contract Monitoring Unit Report

**Egyptian Environmental Affairs Agency**

- Summary of Privatization Manual training.

**UPCOMING ACTIVITIES – NEXT QUARTER**

**Governorate of Alexandria**

- Procedures for developing solid waste service levels for commercial and industrial businesses.
- Provide technical input to landfill siting study.
- Draft Existing Legal and Regulatory Report

**Governorate of Cairo**

- Finalize the Contract Monitoring Unit institutional structure.
- Finalize Existing Legal and Regulatory Report
- Make recommendations for changes to existing legal and regulatory requirements.

**Governorate of Qalyoubia**

- Finalize the Contract Monitoring Unit institutional structure.
- Finalize Existing Legal and Regulatory Report
- Make recommendations for changes to existing legal and regulatory requirements.

**Egyptian Environmental Affairs Agency**

- Final Solid Waste Privatization Procedural Manual.
- The Harmonization Study will be redefined based on conversations held with Governorates during the Privatization Manual training.

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EEPP Solid Waste Technical Assistance  
First Quarter (January - March) 2003**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and provides continued solid waste privatization technical assistance. The Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance in the Governorate of Cairo (GOC) has focused on the completion of project deliverables that are needed to implement the Contract Monitoring Unit. This includes the finalization of the Contract Monitoring Unit Institutional Report and work on the legal and regulatory framework needed to enforce the contract and litter laws on citizens.

Services in the Governorate of Qalyoubiya (GOQ) have had similar focus to those in the GOC with the addition of the public awareness and communications assistance. It may be difficult to complete all the public awareness and communications assistance tasks by the end of May 2003. There will not be a Contractor working in the GOQ until early fall 2003 and it has been difficult to get the GOQ, and rightly so, to devote the time that we need to have decisions made to complete project work.

Assistance in the Governorate of Alexandria (GOA) has continued to focus on the development of the new fee system. Data collected from commercial and industrial businesses by the Contract Monitoring Unit is being analyzed to develop a more equitable system of fees for this sector.

The Solid Waste Privatization Procedural Manual was completed during this quarter and presented to the Governorates of Egypt in a workshop held in Alexandria. The four Arabic and one English copy of final document has been sent to all Governorates and 40 Arabic and 10 English copies have been sent to the Ministry of State for Environmental Affairs for its use.

### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

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### **Governorate of Alexandria**

- No significant meetings during the quarter were held with the GOA.

### **Governorate of Cairo**

- January 15, 2003. The Governor of Cairo meet with the Egyptian media to present the new Waste Collection and Public Cleaning Program. The presentation was prepared by TAP staff.
- January 20, 2003. Meeting with the Governor of Cairo and CCBA Chairman to discuss the direction of the solid waste legal and regulatory enforcement in the GOC.

### **Governorate of Qalyoubiya**

- February 14, 2003. Meeting with the Governor of Qalyoubiya to finalize the revisions to the tender document
- February 24, 2003. Meeting with the Governor of Qalyoubiya, USAID, and the MVE to further explain the cash transfer provisions of Tranche 2.

### **Egyptian Environmental Affairs Agency**

- March 3, 2003. Presentation to the Egyptian media at the USAID sponsored AED/Media Workshop.

## **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-1-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for January through March 2003. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

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**STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

**Governorate of Alexandria**

**Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

**Subtask 1.1: Assist the Monitoring Program.**

The TAP has provided assistance during the quarter pertaining to the identification of a potential new landfill site and evaluation of the Contractor's performance. This subtask is estimated to be 60 percent complete.

**Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).**

Due to the late start on this work with the GOA, it is doubtful if more progress will be made on this task. However, the TAP is trying to set up a meeting with Onyx and the GOA to identify programs that could be accomplished by them. This work will not be conducted at the expense of the work for the GOC and GOQ. This subtask is 20 percent complete.

**Task 2: Assist with the Evaluation of the Existing Service Fee--**

The Contract Monitoring Unit staff collected the needed data to complete this task and two meetings were held with Kamel Ragheb to get his input on the final fee calculations. This task will be complete in April 2003. This task is estimated to be 70 percent complete.

**Governorate of Cairo**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The Contract Monitoring Unit structure was approved by the GOC and the final report was issued.

This subtask is estimated to be 100 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the Contract Monitoring Plan is being revised based on changes in the tender specifications. Following completion of changes in April 2003, it will be submitted to the GOC for review and comment.

This subtask is estimated to be 60 percent complete.

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**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOC to develop a list of trainees and then provided technical oversight of the training. The training was completed in October 2002. The training modules presented in the GOC include the following:

- Contract Monitoring and Best Available Technologies
- Public Awareness and Communications
- Sanitary Landfills and Open Dump Closures
- Street Sweeping and Waste Collection
- Composting and Waste Transfer
- Medical and Industrial Waste Collection and Disposal

This subtask is estimated to be 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOC during contractor implementation of the new solid waste and public cleaning program. The GOC has retained contractors for the Eastern, Western, and Northern Zones, but the contract for the Southern Zone will not be signed until the late summer of 2003. At the request of the GOC, assistance is being provided during the implementation of the contracts in the other zones. This will allow us to develop consistency in the monitoring program across all four zones. A staff person is spending one day per week in the Contract Monitoring Unit assisting the manager.

This subtask is estimated to be 65 percent complete.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** Review comments were received from the GOC and incorporated into the final document which has been delivered to the GOC.

This subtask is estimated to be 100 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work on this subtask started in late March 2003 and will continue into early May 2003. Several meetings have been held with GOC legal staff to develop specific recommendations.

This subtask is estimated to be 20 percent complete.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work on this subtask started in late March 2003 and will continue into early May 2003. Several meetings have been held with GOC legal staff to develop specific recommendations. The deliverable for this subtask will be combined with Subtask 2.2.

This subtask is estimated to be 20 percent complete.

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**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP worked with the GOC to make the final staff selections for the PACT. The PACT includes members from the Contract Monitoring Unit who have been hired by the GOC. The PACT is now functional and is assisting on other public awareness and communications tasks.

This subtask is estimated to be 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** The public awareness/communications strategy has been presented to and approved by the GOC. The strategy includes objectives and challenges perceived by the TAP as well as the PACT. PACT members assisted with the organization and conduct of several public meetings during the quarter held by Governor Shehata. The information will be compiled during late April and early May 2003 for the final deliverable.

This subtask is estimated to be 80 percent complete.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Preparation of the coordination report was started during this period and will be completed in early May 2003.

This subtask is estimated to be 80 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** The Rapid Assessment Appraisal was completed in the GOC. The PACT was trained to assist in the conduct of the Rapid Assessment Appraisal. In addition, the TAP, PACT, and AED participated in several meetings to develop prototypes to be used as part of the public awareness/communications strategy. Prototypes were developed for posters, bus/metro/street signs, labels for trash cans, television advertisements, and fact sheets targeting religious leaders and teachers.

This subtask is estimated to be 80 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.** The work required by this subtask has been completed by AED with oversight from the TAP. AED has provided the final strategy to the GOC.

This subtask is estimated to be 100 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Several pilot education and media tools have been provided to the GOC including the Media Kit, program logos, and scripts for public information session on local media. The final report will be compiled during May 2003.

This subtask is estimated to be 80 percent complete.

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**Task 5: Develop Needs Assessment--**

The TAP has worked with the GOC and USAID to identify additional technical assistance services needed to successfully complete their solid waste system privatization. This subtask is estimated to be 100 percent complete.

**Governorate of Qalyoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.** The TAP received final comments on the draft report during late March 2003 and it will be finalized in April 2003.

This subtask is estimated to be 95 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The final draft of the revised Contract Monitoring Plan is being revised based on changes in the tender specifications. Following completion of changes in April 2003, it will be submitted to the GOQ for review and comment.

This subtask is estimated to be 60 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.** The TAP worked with the GOQ to develop a list of trainees and then provided technical oversight of the training. The training was completed in October 2002.

This subtask is estimated to be 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOQ during contractor implementation of the new solid waste and public cleaning program. This assistance has not started since the GOQ has not selected a contractor(s).

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.** The draft report was submitted to the GOQ in early 2003 and final comments were received in late March 2003. Final revisions are being made to the report.

This subtask is estimated to be 90 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.** Work on this subtask started in late March 2003 and will continue into early May 2003. Several meetings have been held with GOQ legal staff to develop specific recommendations.

This subtask is estimated to be 20 percent complete.

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**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.** Work on this subtask started in late March 2003 and will continue into early May 2003. Several meetings have been held with GOQ legal staff to develop specific recommendations. The deliverable for this subtask will be combined with Subtask 2.2.

This subtask is estimated to be 20 percent complete.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).** The TAP has assisted the GOQ in the identification of the PACT. Several PACT members have been replaced with better qualified candidates.

This subtask is estimated to be 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.** Work on this task started in late March but cannot move forward until the completion of Subtasks 4.1 and 4.2.

This subtask is estimated to be 10 percent complete.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.** Work started on this task in late March by developing a list of potential partners and stakeholders.

This subtask is estimated to be 10 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.** The Rapid Appraisal Assessment has been completed. Meetings have been held with the Secretary General and the head of the Contract Monitoring Unit. A presentation for a series of public meetings is being prepared.

This subtask is estimated to be 30 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.** AED began collecting background data in late 2002 and is preparing the draft final report. This task will be completed in April 2003.

This subtask is estimated to be 50 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.** Work has not started on this subtask. It is anticipated that the work will start in early April 2003 and continue throughout the remaining term of the contract.

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**Task 5: Develop Needs Assessment--**

The TAP worked with the GOC and USAID to identify additional technical assistance services needed to successfully complete their solid waste system privatization.

This subtask is estimated to be 100 percent complete.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

The following chapters of the SWM Privatization Procedural Manual were completed during the quarter:

- **Solid Waste Management Planning**
- **Privatization Pre-Feasibility Analyses**
- **Service Cost Accounting/Recovery**
- **Pre-Qualification and Tender Document Preparation and Presentation**
- **Tendering/Contracting Best Practices**
- **Public Awareness/Communications**
- **Developing Contract Monitoring Departments.**
- **Residential and Commercial Waste Collection**

This subtask is 100 percent complete.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** The Chapters have been finalized and reproduced and a list of names and addresses developed for final dissemination. The documents will be disseminated in April 2003.

This subtask is 75 percent complete

**Subtask 1.3: Conduct Dissemination Workshops--(Under DT2 Contract).** The TAP has worked with the DT2 training service provider to identify attendees and provide review of presentation materials. Training began in late September and continued through October. The TAP attended all the training programs and worked with EEAA to issue invitations to potential attendees within the governorates.

This subtask is estimated to be 100 percent complete.

**Task 2: Environmental Law and Regulation Harmonization Study--**

Efforts during the quarter were focused on the Privatization Manual. Therefore, there was no significant progress on this portion of the EEAA work during the quarter. It is anticipated that work will begin on this task in March 2003 following compilation of the information

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received from the governorates during the Manual Training Workshops. Without guidance from the EEAA we cannot proceed.

This subtask is estimated to be 30 percent complete.

**Task 3: Cross Cutting Issues and Coordination--**

Attempts have been made to work with other training projects that may provide capacity building with our governorate clients. This has been very difficult as the dates and times of training events continue to change with little or no notice.

Assistance was provided to EEPP, PSU during the development of the Gender Evaluation of each of the projects. It is getting to the point that the outcome of this study will not be beneficial to the project if they are not provided in the near future.

This subtask is estimated to be 100 percent complete.

**OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

**Governorate of Alexandria**

There are no concerns with the GOA during this reporting period.

**Governorate of Cairo**

There are no concerns in the GOC during this reporting period.

**Governorate of Qalyoubia**

The primary concern with the GOQ is getting them to act on draft documents or to make decisions to allow us to complete work by the end of May 2003. An increase in meetings seems to be helping as well as assistance from the Governor.

**Egyptian Environmental Affairs Agency**

The EEAA has not provided any guidance into the desired outcome for the Harmonization Study. The TAP has made several suggestions, but they EEAA cannot make the decision.

**DRAFT AND FINAL DELIVERABLES**

**Governorate of Alexandria**

- Procedures for developing solid waste service levels for commercial and industrial businesses.
- Draft Existing Legal and Regulatory Report

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**Governorate of Cairo**

- Contract Monitoring Unit Report
- Draft Recommended Legal and Regulatory Reform Report

**Governorate of Qalvoubia**

- Contract Monitoring Unit Report

**Egyptian Environmental Affairs Agency**

- Solid Waste Privatization Procedural Manual

**UPCOMING ACTIVITIES – NEXT QUARTER**

**Governorate of Alexandria**

- Continue providing technical input to landfill siting study.
- Finalize Fee Calculator Model
- Finalize Existing Laws and Regulatory Report
- Finalize Recommended Legal and Regulatory Reform Report
- Finalize Fines and Appeals Structure Report.

**Governorate of Cairo**

- Finalize Contract Monitoring Report
- Finalize Recommended Legal and Regulatory Reform Report
- Finalize Fines and Appeals Structure Report
- Finalize PACT Objectives, Challenges, and Strategic Programs Report
- Finalize PA/C Coordination Report
- Finalize Formal and Informal Communication Channels Report
- Finalize Pilot Communications Tools

**Governorate of Qalvoubia**

- Finalize Contract Monitoring Unit Institutional Report
- Finalize Contract Monitoring Report
- Finalize Recommended Legal and Regulatory Reform Report
- Finalize Fines and Appeals Structure Report
- Finalize PACT Objectives, Challenges, and Strategic Programs Report
- Finalize PA/C Coordination Report
- Finalize Formal and Informal Communication Channels Report

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EEPP Solid Waste Technical Assistance  
Second Quarter (April - June) 2003**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and provides continued solid waste privatization technical assistance. The Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical assistance in the Governorate of Cairo (GOC) focused on the completion of project deliverables that are needed to implement the Contract Monitoring Unit. This included the finalization of the Contract Monitoring Unit Institutional Report and work on the legal and regulatory framework needed to enforce the contract and litter laws on citizens.

Services in the Governorate of Qalyoubiya (GOQ) have had similar focus to those in the GOC with the addition of the public awareness and communications assistance. There will not be a Contractor working in the GOQ until early 2004 and it has been difficult to get the GOQ, and rightly so, to devote the time that we need to have decisions made to complete project work.

Assistance in the Governorate of Alexandria (GOA) focused on the development of the new fee system. Data collected from commercial and industrial businesses by the Contract Monitoring Unit was analyzed to develop a more equitable system of fees for this sector.

The Solid Waste Privatization Procedural Manual was distributed to all Governorates, the Solid Waste Donor's Group, and the Ministry of State for Environmental Affairs. Four Arabic and one English copy of final document were sent to all Governorates and 50 Arabic and 10 English copies were sent to the Ministry of State for Environmental Affairs for its use.

### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

#### **Governorate of Alexandria**

- No significant meetings during the quarter were held with the GOA.

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**Governorate of Cairo**

- No significant meetings were held during the quarter with the GOC.

**Governorate of Qalyoubia**

- No significant meetings were held during the quarter with the GOQ.

**Egyptian Environmental Affairs Agency**

- No significant meetings were held during the quarter with the EEAA.

**INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-1-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubia and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for April through June 2003. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP).

**STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

**Governorate of Alexandria**

**Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

**Subtask 1.1: Assist the Monitoring Program.**

This subtask is 100 percent complete.

**Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).**

This subtask is 100 percent complete.

**Task 2: Assist with the Evaluation of the Existing Service Fee--**

This task is 100 percent complete.

**Governorate of Cairo**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.**

This subtask is 100 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The Contract Monitoring Plan will be finalized once contractor questions and addendums to the tender documents have been finalized. The Plan should be finalized in late August or early September 2003.

This subtask is estimated to be 90 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.**

This subtask is 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOC during contractor implementation of the new solid waste and public cleaning program. The GOC has retained contractors for the Eastern, Western, and Northern Zones, but the contract for the Southern Zone will not be signed until the fall of 2003. At the request of the GOC, assistance is being provided during the implementation of the contracts in the other zones. This will allow us to develop consistency in the monitoring program across all four zones. A staff person is spending three to four days per week in the Contract Monitoring Unit assisting the manager.

This subtask is estimated to be 85 percent complete.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.**

This subtask is 100 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.**

This subtask is 100 percent complete.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.**

This subtask is 100 percent complete.

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**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).**

This subtask is 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.**

This subtask is 100 percent complete.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.**

This subtask is 100 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.**

This subtask is 100 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.**

This subtask is 100 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.**

This subtask is 100 percent complete.

**Task 5: Develop Needs Assessment--**

This subtask is 100 percent complete.

**Governorate of Qalyoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.**

This subtask is 100 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The Contract Monitoring Plan will be finalized once contractor questions and addendums to the tender documents have been finalized. The Plan should be finalized in late August or early September 2003.

This subtask is estimated to be 85 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.**

This subtask is 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOQ during contractor implementation of the new solid waste and public cleaning program. This assistance has not started since the GOQ has not selected a contractor(s).

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.**

This subtask is 100 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.**

This subtask is 100 percent complete.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.**

This subtask is 100 percent complete.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).**

This subtask is 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.**

This subtask is 100 percent complete.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.**

This subtask is 100 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.**

This subtask is 100 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.**

This subtask is 100 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.**

This subtask is 100 percent complete.

**Task 5: Develop Needs Assessment--**

This subtask is estimated to be 100 percent complete.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

The following chapters of the SWM Privatization Procedural Manual were completed during the quarter:

- **Solid Waste Management Planning**
- **Privatization Pre-Feasibility Analyses**
- **Service Cost Accounting/Recovery**
- **Pre-Qualification and Tender Document Preparation and Presentation**
- **Tendering/Contracting Best Practices**
- **Public Awareness/Communications**
- **Developing Contract Monitoring Departments.**
- **Residential and Commercial Waste Collection**

This subtask is 100 percent complete.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.**

This subtask is 100 percent complete.

**Subtask 1.3: Conduct Dissemination Workshops--(Under DT2 Contract).**

This subtask is 100 percent complete.

**Task 2: Environmental Law and Regulation Harmonization Study--**

Efforts during the quarter were focused on the Privatization Manual. Therefore, there was no significant progress on this portion of the EEAA work during the quarter. It is anticipated that work will begin on this task in August 2003 following compilation of the information received from the governorates during the Manual Training Workshops.

The primary reason for the delay was the lack of focus from EEAA. Recently, it has been decided that a review of the composting facilities in Egypt will be conducted and the review will include recommendations for improving the operation of the facilities.

This subtask is estimated to be 30 percent complete.

**Task 3: Cross Cutting Issues and Coordination--**

This subtask is 100 percent complete.

**Task 4: Chapters 9 – 16 of the Solid Waste Privatization Procedural Manual--**

**Subtask 4.1: Prepare SWM Privatization Procedural Manual (Chapters 9-16).**

The following chapters of the SWM Privatization Procedural Manual were initiated during the quarter:

- Industrial Waste Collection and Disposal
- Medical Waste Collection, Treatment and Disposal
- Waste Transfer and Containment
- Waste Reduction and Recycling
- Composting
- Street Sweeping and Cleaning
- Construction and Demolition Debris Collection and Disposal
- Sanitary Landfill Development and Open Dump Closure

This subtask is 30 percent complete.

**Subtask 4.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** This task has been initiated through the procurement of a layout and printing company. Most of the production work will occur in August 2003.

This subtask is estimated to be 5 percent complete.

**Subtask 4.3: Conduct Dissemination Workshops.** Through discussions with EEAA, it was recommended that the workshops take place in late September or early October 2003. The purpose in the delay of the workshops was to allow for vacations to be completed so we could get the appropriate governorate staff to attend. Hotel arrangements and budgets are being developed for the workshops.

This subtask is estimated to be 10 percent complete.

**OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

**Governorate of Alexandria**

There are no concerns with the GOA during this reporting period.

**Governorate of Cairo**

There are no concerns in the GOC during this reporting period.

**Governorate of Qalyoubia**

There are no concerns with the GOQ during this reporting period.

**Egyptian Environmental Affairs Agency**

- The Solid Waste Privatization Procedural Manuals were delivered to the Ministry of State for Environmental Affairs at the direction of EEAA. EEAA is now saying that they do not have copies. The copies delivered to EEAA and the Governorates were more than required by the task order. Continued conversations with EEAA indicate that they are not willing to go to the Ministry office and ask for copies.
- EEAA has recommended that the privatization workshops be held in late September or early October 2003. Their reason is stated in Subtask 4.3. There will need to be a no cost extension to Task Order 804 to allow for the conduct of the workshops as requested.

**DRAFT AND FINAL DELIVERABLES**

**Governorate of Alexandria**

- Fee Calculator Model
- Existing Laws and Regulatory Report
- Recommended Legal and Regulatory Reform Report
- Fines and Appeals Structure Report.

**Governorate of Cairo**

- Contract Monitoring Report
- Recommended Legal and Regulatory Reform Report
- Fines and Appeals Structure Report
- PACT Objectives, Challenges, and Strategic Programs Report
- P.A.C Coordination Report
- Formal and Informal Communication Channels Report
- Pilot Communications Tools

**Governorate of Qalyoubia**

- Contract Monitoring Unit Institutional Report
- Contract Monitoring Report
- Recommended Legal and Regulatory Reform Report
- Fines and Appeals Structure Report
- PACT Objectives, Challenges, and Strategic Programs Report
- P.A.C Coordination Report

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- Formal and Informal Communication Channels Report

**UPCOMING ACTIVITIES – NEXT QUARTER**

**Governorate of Alexandria**

- None.

**Governorate of Cairo**

- Finalize Contract Monitoring Report

**Governorate of Qalyoubia**

- Finalize Contract Monitoring Report

## **QUARTERLY IMPLEMENTATION PROGRESS REPORT**

**Contract No. LAG-I-00-99-0007-00, T.O. No. 804  
EEPP Solid Waste Technical Assistance  
Third Quarter (July - September) 2003**

### **EXECUTIVE SUMMARY**

This task order includes solid waste privatization technical assistance services for the Governorates of Alexandria, Cairo, and Qalyoubiya, and the Egyptian Environmental Affairs Agency. The task order was signed in early February 2002 and provides continued solid waste privatization technical assistance. The Governorates are at different stages in the privatization process and will thus be receiving different levels of service.

Technical Assistance in the Governorate of Alexandria (GOA) was finalized during the quarter. The GOA is in a position where significant technical assistance is no longer needed and the assistance needed can be obtained from the local market. Technical assistance concluded with the evaluation of the existing tipping fee and setting up a program to more accurately set rates for commercial and industrial businesses.

Technical assistance in the Governorate of Cairo (GOC) focused on the completion of project deliverables that are needed to implement the Contract Monitoring Unit. This included the finalization of the Contract Monitoring Report and in the field technical support.

Services in the Governorate of Qalyoubiya (GOQ) have been limited since a contractor will not be in place until early 2004. However, the Contract Monitoring Plan was finalized and delivered to the GOQ during the quarter.

Chapters 9 through 16 of the Solid Waste Privatization Procedural Manual was completed and will be distributed at the Workshops scheduled in October 2003. The Task Order completion date was extended until October 31, 2003 to allow for the provision of the Solid Waste Privatization Procedural Manual Workshops.

### **MEETINGS SUMMARY**

The purpose of this section is to describe significant meetings that were held during the quarter. Not all meetings will be listed, as they are typically included in the conduct of the technical assistance.

#### **Governorate of Alexandria**

- No significant meetings during the quarter were held with the GOA.

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### **Governorate of Cairo**

- No significant meetings were held during the quarter with the GOC.

### **Governorate of Qalyoubiya**

- No significant meetings were held during the quarter with the GOQ.

### **Egyptian Environmental Affairs Agency**

- No significant meetings were held during the quarter with the EEAA.

## **INTRODUCTION OF PROGRESS REPORT**

The Statement of Work for Contract No. LAG-I-00-99-0007-00, Task Order No. 804, requires the preparation of Quarterly Implementation Progress Reports. The progress report includes information pertaining to the solid waste privatization technical assistance being provided for the Governorates of Alexandria, Cairo, and Qalyoubiya and the Egyptian Environmental Affairs Agency (EEAA). The progress report includes the following information:

- Status of project implementation activities.
- Discussion of operational problems and policy constraints encountered.
- Draft and final deliverables prepared in the past quarter.
- Projected activities for the next quarter.

The work under this Task Order started in February 2002 following the Task Order signing date. The following provides the information requested above for July through September 2003. The Abt Associates Inc. team will be referred to as the Technical Assistance Provider (TAP). The Task Order completion date was extended until October 31, 2003 to allow for the provision of the Solid Waste Privatization Procedural Manual Workshops.

## **STATUS OF PROJECT IMPLEMENTATION**

The status of the work in each of the Governorates and with the EEAA is presented below under separate headings.

### **Governorate of Alexandria**

#### **Task 1: Provide Requested Assistance During Implementation of SWM Privatization Efforts--**

##### **Subtask 1.1: Assist the Monitoring Program.**

This subtask is 100 percent complete.

##### **Subtask 1.2: Assist the Public Awareness/Communications Team (PACT).**

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This subtask is 100 percent complete.

**Task 2: Assist with the Evaluation of the Existing Service Fee–**

This task is 100 percent complete.

**Governorate of Cairo**

**Task 1: Assist with the Development of a Contract Monitoring Unit–**

**Subtask 1.1: Develop Management Structure.**

This subtask is 100 percent complete.

**Subtask 1.2: Develop Contract Monitoring Plan.** The Contract Monitoring Plan was finalized in late August 2003

This subtask is 100 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.**

This subtask is 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOC during contractor implementation of the new solid waste and public cleaning program. The GOC has retained contractors for the Eastern, Western, and Northern Zones, but the contract for the Southern Zone will not be signed until the fall of 2003. At the request of the GOC, assistance is being provided during the implementation of the contracts in the other zones. This will allow us to develop consistency in the monitoring program across all four zones. TAP staff continued to spend two or three days per week in the Contract Monitoring Unit assisting the manager. This assistance included interpretation of contractor compliance with the terms and conditions of the technical specifications in the Eastern and Western Zones, and then explaining the interpretation to Contract Monitoring Unit staff. In addition, assistance was provided during the establishment of district level monitoring offices.

This subtask is 100 percent complete.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework–**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.**

This subtask is 100 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.**

This subtask is 100 percent complete.

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**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.**

This subtask is 100 percent complete.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).**

This subtask is 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.**

This subtask is 100 percent complete.

**Subtask 3.3: Assist PACT, GOC, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.**

This subtask is 100 percent complete.

**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.**

This subtask is 100 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.**

This subtask is 100 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.**

This subtask is 100 percent complete.

**Task 5: Develop Needs Assessment--**

This subtask is 100 percent complete

**Governorate of Qalvoubia**

**Task 1: Assist with the Development of a Contract Monitoring Unit--**

**Subtask 1.1: Develop Management Structure.**

This subtask is 100 percent complete.

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**Subtask 1.2: Develop Contract Monitoring Plan.** The Contract Monitoring Plan was finalized in late August 2003.

This subtask is 100 percent complete.

**Subtask 1.3: Contract Compliance and Management Training.**

This subtask is 100 percent complete.

**Subtask 1.4: Assist with Monitoring of Contractor Mobilization.** The intent of this subtask was to provide assistance to the GOQ during contractor implementation of the new solid waste and public cleaning program. This assistance will not be provided and the efforts to complete this subtask were reallocated to Subtask 1.4 in the GOC Scope of Work.

**Task 2: Assist with the Preparation of the Local Contract Legal and Regulatory Framework--**

**Subtask 2.1: Review of Local Contract Legal and Regulatory Framework.**

This subtask is 100 percent complete.

**Subtask 2.2: Recommend Changes to Existing Contract Legal and Regulatory Framework for SWM Monitoring.**

This subtask is 100 percent complete.

**Subtask 2.3: Establish Method to Monitor Existing Solid Waste Related Structures for Fines and Appeals.**

This subtask is 100 percent complete.

**Task 3: Assist with the Development of a Public Awareness/Communications Team--**

**Subtask 3.1: Establishment of Public Awareness/Communications Team (PACT).**

This subtask is 100 percent complete.

**Subtask 3.2: Identification of PACT Objectives, Challenges, and Strategic Programs.**

This subtask is 100 percent complete.

**Subtask 3.3: Assist PACT, GOQ, Contractor, Partners, and Stakeholders in the Public Awareness and Communications Campaign.**

This subtask is 100 percent complete.

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**Task 4: Public Awareness/Communication Plan and Strategy Development--**

**Subtask 4.1: Environmental Education and Communication Assessment.**

This subtask is 100 percent complete.

**Subtask 4.2: Public Awareness Research and Plan Development.**

This subtask is 100 percent complete.

**Subtask 4.3: Support Implementation of the Environmental Education and Communication Strategy.**

This subtask is 100 percent complete.

**Task 5: Develop Needs Assessment--**

This subtask is estimated to be 100 percent complete.

**Egyptian Environmental Affairs Agency**

**Task 1: Prepare, Reproduce, and Disseminate SWM Privatization Procedural Manual--**

**Subtask 1.1: Prepare SWM Privatization Procedural Manual.**

The following chapters of the SWM Privatization Procedural Manual were previously completed:

- Solid Waste Management Planning
- Privatization Pre-Feasibility Analyses
- Service Cost Accounting/Recovery
- Pre-Qualification and Tender Document Preparation and Presentation
- Tendering/Contracting Best Practices
- Public Awareness Communications
- Developing Contract Monitoring Departments
- Residential and Commercial Waste Collection

This subtask is 100 percent complete.

**Subtask 1.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.**

This subtask is 100 percent complete.

**Subtask 1.3: Conduct Dissemination Workshops—(Under DT2 Contract).**

This subtask is 100 percent complete.

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**Task 2: Environmental Law and Regulation Harmonization Study--**

The EEAA requested that a study of the existing composting facilities be completed to satisfy this task. The evaluation form was submitted to and approved by the EEAA. The approval process took longer than anticipated and it may result in some of the facilities not being included in the study. The facility visits has begun and the final report will be produced by the end of October 2003.

This subtask is estimated to be 60 percent complete.

**Task 3: Cross Cutting Issues and Coordination--**

This subtask is 100 percent complete.

**Task 4: Chapters 9 – 16 of the Solid Waste Privatization Procedural Manual--**

**Subtask 4.1: Prepare SWM Privatization Procedural Manual (Chapters 9-16).**

The following chapters of the SWM Privatization Procedural Manual were completed during the quarter:

- Industrial Waste Collection and Disposal
- Medical Waste Collection, Treatment and Disposal
- Waste Transfer and Containment
- Waste Reduction and Recycling
- Composting
- Street Sweeping and Cleaning
- Construction and Demolition Debris Collection and Disposal
- Sanitary Landfill Development and Open Dump Closure

This subtask is 100 percent complete.

**Subtask 4.2: Finalize and Reproduce Procedural Manual for Dissemination to Governorates.** The final 8 chapters of the manual and the CD's for all 16 chapters in both English and Arabic have been completed.

This subtask is 100 percent complete.

**Subtask 4.3: Conduct Dissemination Workshops.** Through discussions with EEAA, it was recommended that the workshops take place in October 2003. The purpose in the delay of the workshops was to allow for vacations to be completed so we could get the appropriate governorate staff to attend. There are two workshops planned for October 2003. The first workshop will be from October 7 through 10 and the second from October 13 through 16.

This subtask is estimated to be 20 percent complete.

**OPERATIONAL PROBLEMS AND POLICY CONSTRAINTS**

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**Governorate of Alexandria**

There are no concerns with the GOA during this reporting period.

**Governorate of Cairo**

There are no concerns in the GOC during this reporting period.

**Governorate of Qalvoubia**

There are no concerns with the GOQ during this reporting period.

**Egyptian Environmental Affairs Agency**

- The EEAA took more than two weeks to approve the composting facility evaluation forms. This could cause some of the governorate composting facilities to not be included in the final report.
- The EEAA does not have an accurate list of the composting facilities in the governorates.

**DRAFT AND FINAL DELIVERABLES**

**Governorate of Alexandria**

- None.

**Governorate of Cairo**

- Contract Monitoring Report

**Governorate of Qalvoubia**

- Contract Monitoring Report

**EEAA**

- Chapters 9 through 16 of the Solid Waste Privatization Procedural Manual

**UPCOMING ACTIVITIES – NEXT QUARTER**

**Governorate of Alexandria**

- None.

**Governorate of Cairo**

- None

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**Governorate of Qalvoubia**

- None

**EEAA**

- Solid Waste Privatization Procedural Manual Workshop (Chapters 9 through 16)
- Composting Facility Evaluation Report