

United Nations Development Program

برنامج الأمم المتحدة الإنمائي



EGYPTIAN-ITALIAN
ENVIRONMENTAL COOPERATION PROGRAM
PHASE II

HAND-OVER CERTIFICATE

**Systemic approach to Solid Waste Management.
Pilot scheme for El Minya Governorate**

December 2010



Government of the
Arab Republic of
Egypt



Egyptian
Environmental Affairs
Agency



Governorate of
Minya



Italian Ministry of Foreign
Affairs – Directorate
General of Co-operation
for Development



Embassy of Italy
in Egypt

THE UNITED NATIONS DEVELOPMENT PROGRAM

WHEREAS a Memorandum of Understanding (hereinafter referred to as the “MoU”) for the implementation of the Egyptian Italian Environmental Cooperation Program – Phase II (hereinafter referred to as the “Program”) was signed in Cairo on November 5, 2003, between the Government of Italy (GOI) - acting through the Ministry of Foreign Affairs, Directorate General of Co-operation for Development - as the first Party, and the Government of Egypt (GOE) - acting through the Ministry of State for Environmental Affairs - as the second Party;

WHEREAS the Management Committee of the Italian-Egyptian Debt-for-Development Swap Program approved to co-finance the Program and a specific Project Implementing Agreement, was signed on January 21, 2004, between the abovementioned Management Committee and the Egyptian Ministry of Environmental Affairs / Egyptian Environmental Affairs Agency;

WHEREAS a Third-Party Cost Sharing Agreement was signed on February 18, 2004, between the Government of Italy - acting through the Ministry of Foreign Affairs, Directorate General of Co-operation for Development - as the Donor, and the United Nations Development Program (UNDP), for the provision of support services by the UNDP Egypt Country Office, in the execution and implementation of the Program within the framework of UNDP National Execution arrangement;

WHEREAS a cooperation program in the field of Environment between the GOE and the GOI has been undertaken from 1998 to 2003 through the initiative “Institutional Support to the EEAA to improve planning capabilities for rehabilitation and protection of natural and cultural environmental resources and implementation of pilot projects within the framework of Egypt’s National Environmental Action Plan (NEAP) activities”;

WHEREAS the GOE and the GOI – considering the lack of comprehensive, detailed and effective reference schemes for the Solid Waste Management throughout rural governorates of Egypt, which is leading to a generalized inadequacy of practices and standards, resulted in public health hazards, depression of social living conditions and restriction of economic development. Considering, in particular, the lack of practical instruments to support an objective and systemic development of an effective and sustainable management scheme for solid waste; the weakness of the Governorate sector planning and monitoring system, as well as decision making process for the derivation, through an objective assessment of the current and future forecast of the relevant framework, of both policies and specific ground initiatives; the lack of both practical (technical references, hardware, software) and organizational tools for the continuous monitoring, follow-up and updating, as well as upgrading, of the Solid Waste Management reference framework for El Minya Governorate;

the lack of a viable environment to incept and sustain an endogenous process of translating theoretical exercises into implementation of physical sector development projects.

WHEREAS the project “*Systemic approach to Solid Waste Management. Pilot scheme for Minya Governorate*” (hereinafter referred to as “The Project”), has been implemented from January 2005 to December 2007 in the framework of the MoU, with the aim of supporting the development of the Egyptian institutional capacity of managing solid waste in Rural Governorates, through a pilot application in El Minya Governorate. In particular the project aimed at enhancing the capability of the relevant national as well as local institutions and organizations such as EEAA, Minya Governorate, Districts, Social Units and private sector, to properly, cost effectively and environmentally soundly deal with the management of the solid waste.

**NOW THEREFORE,
UNDP DECLARES THAT**

The Project has been substantially completed in accordance with the MoU and with the Project Document originally approved by the Parties and later amended by the Project Executive Committee (PEC), as per Annex 1 “Declaration of Achievement of Expected Results”;

APPROVES

To transfer the ownership of the project to the Ministry of State for Environmental Affairs, which in turn definitely assign the ownership of all physical assets purchased, as well as intellectual assets delivered through the Project - as per Annex 2 “Inventory List”, to the Governorate of Minya. Conditions and responsibilities of the recipient party are listed in the Annex 3 “*Declaration on Handing over*”;

REQUESTS

The recipient party, which by undersigning this Certificate accepts, to guarantee scientific/technical and institutional sustainability and further development to the results achieved by the project as well as to enhance their dissemination and use among the main stakeholders as per Annex 4 “*Declaration of commitment towards sustainability of Achieved Results and Deliverables*”.

...

The Parties herewith agree to establish, within 15 days from the signature of the present Hand-Over Certificate, a Quadripartite Committee (*Program Follow-Up and Monitoring Committee, PFUMC*) composed by two Egyptian Members (nominated by EEAA and by UNDP) and two Italian members (nominated by Italian Embassy and DGCD-Rome) with the mandate of monitoring the results

achieved by the Project as well as the implementation of the strategy for their sustainability

PFUMC shall meet regularly for its ordinary tasks or ad-hoc meetings may be called, upon request of any of the Parties and shall issue decisions and resolutions by consensus.

The following Annexes constitutes integral part of this document

Annex 1: Declaration of Achievement of Expected Results

Annex 2: Declaration on Handing over / Inventory List

Annex 3: Declaration of commitment towards sustainability of Achieved Results

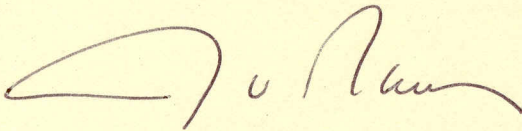
In witness whereof, the parties hereto have agreed the present document in four originals in the English language.

Cairo, 16th December 2010

(Place and date)

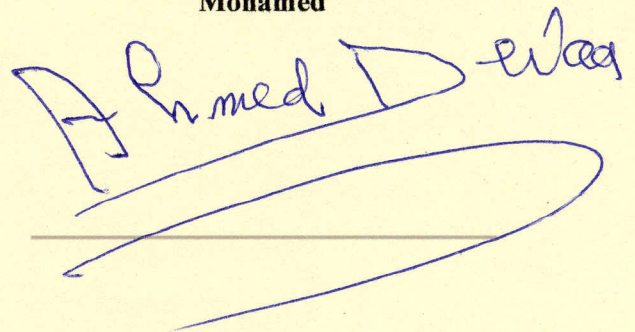
United Nations Development Program
Resident Representative

Dr. James W. Rawley



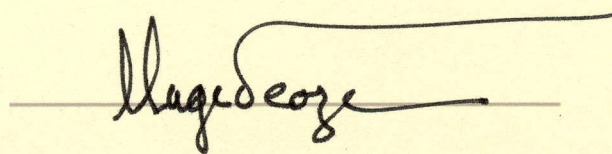
The Governor of Minya

**H.E. Gen. Ahmed Diaa el Din
Mohamed**



The Minister of State for
Environmental Affairs

H.E. Maged George Elias



Annex 1

Declaration of Achievement of Expected Results

The UNDP and the Executive Agencies declare that the Project has been substantially completed in accordance with the Project Document originally approved by the Parties and later amended by the Project Executive Committee (PEC), and as agreed in the Overall Working Plan (OWP), the Project Operations Plan (POP), and the Annual Working Plans (AWP).

In particular, the above Parties declare that the results described in the table reported in the following pages were achieved through the project.

Project Outcome:		Indicator	2006	2007	Targets met (Impacts of the project with respect to its Outcome can only be seen on the mid-long term; hence, selected indicators are to be evaluated after three years from project completion)
The ability of relevant national and local institutions and organisations (e.g. EEAA, Minya Governorate, Markazes, Social Units, private sector) to manage solid waste according to a cost effective and systemic-integrated approach strengthened through the execution of a pilot initiative in the governorate of El Minya	Number and size (i.e. budget and targeted population) of SWM service/infrastructure development initiatives implemented in Minya Governorate.			Covering at least Minya city and 30 % of the governorate's total population.	Yes
	Number and size (i.e. population) of Rural Governorates making reference to the established reference framework to develop their SWM scheme.			At least half of the Governorates.	Yes / Partially? (tangible evidence was found of a strong institutional commitment from the Egyptian central Government; anyhow, no info could be gathered due to the mission time constraints on other rural governorates making reference to the Minya SWM scheme)

Project Outputs:		Indicator	2006	2007	Targets met
1	An executive, ready-for-implementation plan for the establishment of a comprehensive, sustainable and integrated SWM scheme for the entire Governorate of El Minya	Comprehensive sets of data and/or sector technical reports on current SWM framework in Minya Governorate: number of items (sets of data or reports)	10 Data sets / sector reports available		Yes (10 "Sector Reports" available)
		Availability of an integrated SWM plan for Minya governorate: Concept Plan / Final plan	Concept plan for an integrated and sustainable SWM scheme in Minya Governorate	Final plan for an integrated and sustainable SWM scheme in Minya Governorate	Yes (Plan available and "in use")
		Exhaustiveness and consistency of the above SWM plan's prescriptions with internationally accepted standards for SWM practices in developing countries: insufficient / sufficient / good / optimal		Good (to be assessed by an ad-hoc pool of external experts)	Yes (optimal)
		Availability of a comprehensive document defining clear, reliable and applicable engineering standards for the design, implementation and operation of adequate SWM schemes in Rural Governorates: Yes / No		Yes	Yes (document available)
		Exhaustiveness and consistency of the above documents with internationally accepted standards for SWM practices in developing countries: insufficient / sufficient / good / optimal		Good (to be assessed by the same pool of external experts as for Output 1)	Yes (good)

Project Outputs:		Indicator	2006	2007	Targets met
2	A Solid Waste Management Unit (SWMU) established -and consolidated- within the Governorate institutional structure, devoted to the planning and monitoring of SWM within the Governorate territorial domain, as well as to the provision of technical and managerial support to the decentralised authorities	SWMU established: Yes / No	Yes		Yes (SWMU established and operational after two years from Project closure)
		Support interventions and/or monitoring visit to decentralised authorities (e.g. Markazes, City councils, NGOs): number and frequency		At least quarterly for each Markaz	Yes (visits to Markazes executed according to needs; approx with a monthly frequency)
		Technical meetings/workshops to deliver technical and methodological support to SWM managers of decentralised authorities: total number	9 workshops for the training of SWM staff in all Markazes		Yes (9 workshops executed)
		SWM schemes jointly developed with decentralised authorities: number and size (i.e. targeted population)		Covering at least Minya city and 30 % of the governorate's total population	Yes (44% of total population)
		Efficacy of a <u>base</u> training program on SWM: number and skills (insufficient / sufficient / good / optimal) of trainees	two SWM officers in each Markaz (average skill level: good)		Yes (2 staff; optimal: SWMU is satisfactory undertaking all its institutional tasks)
		Efficacy of an advanced training program on SWM: number and skills (insufficient / sufficient / good / optimal) of trainees		two SWM officers in each Markaz (average skill level: good)	Yes (2 staff; good: no sanitary landfill plant was there during Project implementation. Hence, on-the-job training could not cover also waste disposal, for which only theoretical classes and visits to plants could be executed)
		GIS, Database and DSS for SWM implemented and functional: Yes / No		Yes	Yes
		Consistency and exhaustiveness of the above GIS and tabular databases coverage, as well as of the DSS capabilities: insufficient / sufficient / good / optimal		Good (to be assessed by the same pool of external experts as for Output 1)	Yes (good: speed of the DSS model could be improved, but modelling approach is quite innovative and DB-GIS coverage is optimal)

Annex 2

Declaration of Handing over

UNDP certifies that all physical assets purchased and used during project implementation, as well as all intellectual assets delivered by the above project - as per the Inventory List here below - have been delivered to the National Execution Agency, the Governorate of Minya through the Ministry of State for Environmental Affairs.

The recipient Parties commits, at their own expense, to keep and maintain in good condition and repair the assets listed here below, as well as to make use of them for the same objectives, target area and target beneficiaries of the project and in accordance to the *Declaration of commitment towards sustainability of Achieved Results and Deliverables* (Annex 3).

Physical assets:

<i>Asset description</i>	<i>Entity in charge</i>	<i>Location / Office</i>
Desk 140X80 cm	SWMU	PMU
Desk 140X60 cm	SWMU	PMU
Desk 140X50 cm	SWMU	PMU
Desk Side	SWMU	PMU
Big Chair with reels	SWMU	PMU
Small Chair with reels	SWMU	PMU
Small Blue Chair with reels	SWMU	PMU
Small Blue Chair	SWMU	PMU
Sofa with 2 chairs	SWMU	PMU
Table 60X60 cm	SWMU	PMU
Partition 180X180 cm	SWMU	PMU
Photo copier Panasonic FP-7830	SWMU	PMU
AC Split 2.25 HP	SWMU	PMU
Carpet 4X3 m	SWMU	PMU
Carpet 4X1.2 m	SWMU	PMU
Carpet 120X10 cm	SWMU	PMU
Floor carpet 100 cm w	SWMU	PMU
Toshiba Ceiling fan	SWMU	PMU
Water Cooler	SWMU	PMU
Fax KX - FL 612	SWMU	PMU
Digital Camera SONY DSC .W5	SWMU	PMU
Digital Video Camera DSR- TRV - 285 SONY	SWMU	PMU
Telephone lines	SWMU	PMU

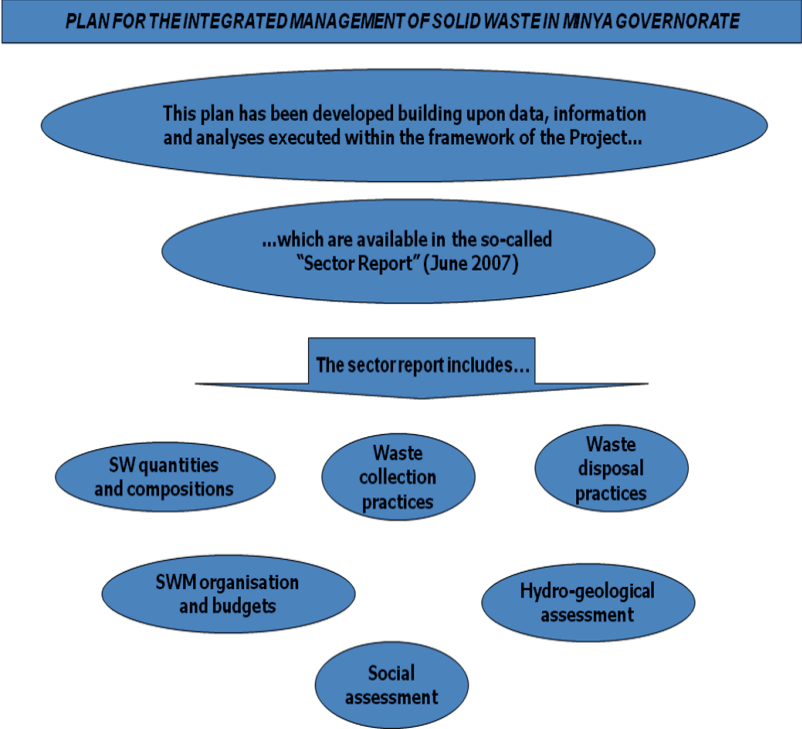
System unit hp Computer P4	SWMU	PMU
Monitor hp 17 CRT Color Monitor	SWMU	PMU
Monitor hp 17 TFT Color	SWMU	PMU
Sony CD writer 5/32/52 internal	SWMU	PMU
Micro Soft office 2003	SWMU	PMU
Printer hp 1320laser jet	SWMU	PMU
hp Scanner 3970	SWMU	PMU
Toshiba vacuum cleaner 1200 W	SWMU	PMU
Cell phone6600 with lines (card)	SWMU	PMU
Wardrobe	SWMU	PMU
Meeting table	SWMU	PMU
Wardrobe	SWMU	PMU
Document Box	SWMU	PMU
Wardrobe	SWMU	PMU
Desk	SWMU	PMU
Wood Chair	SWMU	PMU
Leather Chair	SWMU	PMU
Toyota Double Cabin High lux 4×4 - 2500 cc model 2006 motor No 7001600 Chaises No 400500881	SWMU	PMU
Toyota Prado cc3000 model 2006 – motor no5629501 Chaises No900017613 Tax free	SWMU	PMU
Assembled PC System unit Mother board asus2.9 RAM512, 80Gaga, Modem56K, CD-Writer + Monitor Samsung 15 inch	SWMU	SWMU
Assembled PC System unit Mother board asus2.9 RAM512, 80Gaga, Modem56K, CD-Writer + Monitor Samsung 17 inch	SWMU	SWMU
Printer Laser HP 1020	SWMU	SWMU
Computer Laptop NX6110 Pentium-M 750 (1.86G) 60GB 1x512MB 15" XGA DVD+/-RW, LS 802.11b/g, BT XP + Carrying Case	SWMU	PMU
Microsoft office 2003 PRO (OEM)	SWMU	PMU
Desk Side	SWMU	PMU
Safe box OGEIDA	SWMU	PMU
Toshiba vacuum fan25×25 cm	SWMU	PMU
Telephone	SWMU	PMU
Telephone	SWMU	PMU
Telephone Panasonic	SWMU	PMU
Leather chair	SWMU	PMU
Meeting table	SWMU	PMU
Data Show Panasonic PT- D3500 E	SWMU	PMU
Screen for a data show	SWMU	PMU
AC tables	SWMU	SWMU
Ceiling Fan	SWMU	SWMU
Weighing balance	SWMU	SWMU

Assembled PC	SWMU	SWMU
Printer Laser HP 1020	SWMU	SWMU
Laptop Compaq nx 6110 Intel Pentium M750	SWMU	SWMU
GPS. Garmin Etrex Legend	SWMU	SWMU
Wardrobe	SWMU	SWMU
Carpet	SWMU	PMU
Table 80X30 cm Formica	SWMU	SWMU
Table 60X25 cm Formica	SWMU	DSS/GIS
Plotter HP 800 Jet	SWMU	PMU
AC 3 HP	SWMU	CP
Tractor Belarus 90 HP	SWMU	CP
Tipper Truck Mitsubishi 4 m3, 130 HP	SWMU	CP
Chain Caterpillar, type 236, 71HP	SWMU	CP
Tipper Trailer	SWMU	PMU
Laser Printer Hp desk jet 1280	SWMU	PMU
Connecting the main office of the SWM Unit and its branches with the internet	SWMU	PMU/SWMMU /Gov.
GIS original maps	SWMU	DSS/GIS
GIS/DB/DSS Component	SWMU	DSS/GIS
Improved efficiency composting plant of Minya city	SWMU	Minya City

All abovementioned physical assets in good working conditions.

Intellectual Assets

<i>Asset description</i>	<i>Entity in charge</i>
<p><u>Non physical Asset 1 - A set of updated data, specific on Solid Waste Management in El Minya Governorate.</u></p> <p>The project has generated a huge amount of information and data concerning the management of municipal solid waste in Minya Governorate, covering both geographically and thematically the entire scope of solid waste management in Minya Governorate. Such data and information are summarised in the list below:</p> <ol style="list-style-type: none"> 1. Relevant studies and literature; 2. Population data along with waste generation rates and characterization (from a set of representative samples of urban and rural areas in Minya Governorate); 3. Waste Generation Rates and Waste Characterization; 4. Waste collection and transportation, in terms of both equipment and human resources; 5. Waste treatment and composting, in terms of both equipment and human resources; 6. Waste final disposal, in terms of dumpsite locations, capacities, user 	SWMU

<p>basin, age, needs for remediation;</p> <ol style="list-style-type: none"> Hydro-geological detailed investigations assessing the risks related to the current SWM practices, as well as the best locations for the construction of new sanitary landfills; Organizational and financial assessment of the current SWM practices in the various Markazes of Minya Governorate; Social assessment on a sample of rural and urban areas in Minya Governorate. This in order to assess: the level of public awareness on the current service, weak points from the social perspectives, the willingness to accept, and be part of, a new improved service and, finally, the willingness to pay for the said new service; Database, GIS and DSS needs assessment (including a set of recent maps with SWM and other relevant layers for the urban areas of Minya Governorate). 	
<p><u>Non physical Asset 2 - An executive, ready-for-implementation plan for the establishment of a comprehensive, sustainable and integrated SWM scheme for the entire Governorate of El Minya.</u></p> <p>An integrated organisational, technical, economic and financial plan for the management of solid waste in Minya Governorate (see Ref. 1 Part C) has been elaborated building upon the base of information briefly described above (see Fig. 1).</p>  <p>Fig. 1 - Base of information for the elaboration of a comprehensive plan for the integrated management of solid waste in Minya Governorate</p>	<p>SWMU</p>

The said plan puts down in detail the approach, technologies and methodologies to tackle and solve all critical issues of the current SWM practices in Minya, the most important of which are outlined in Figure 2 below.

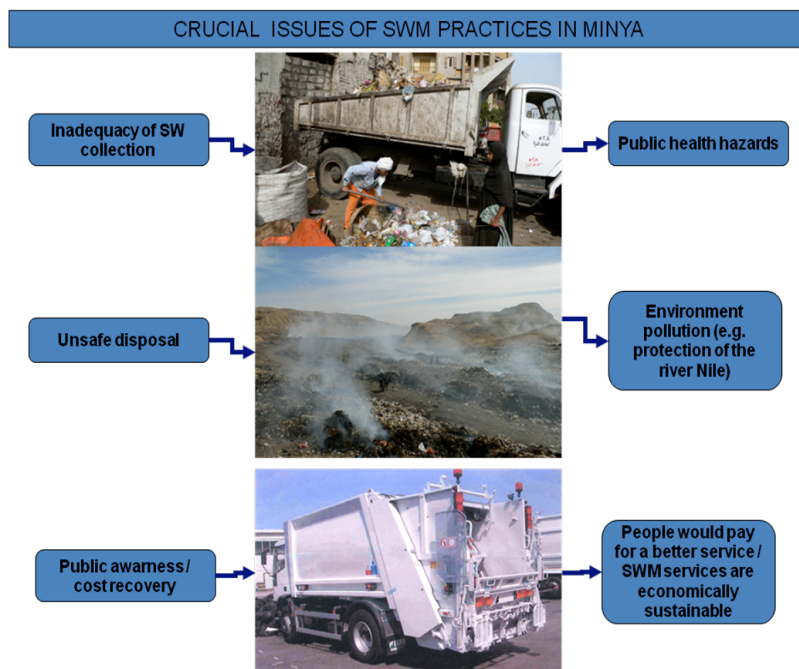
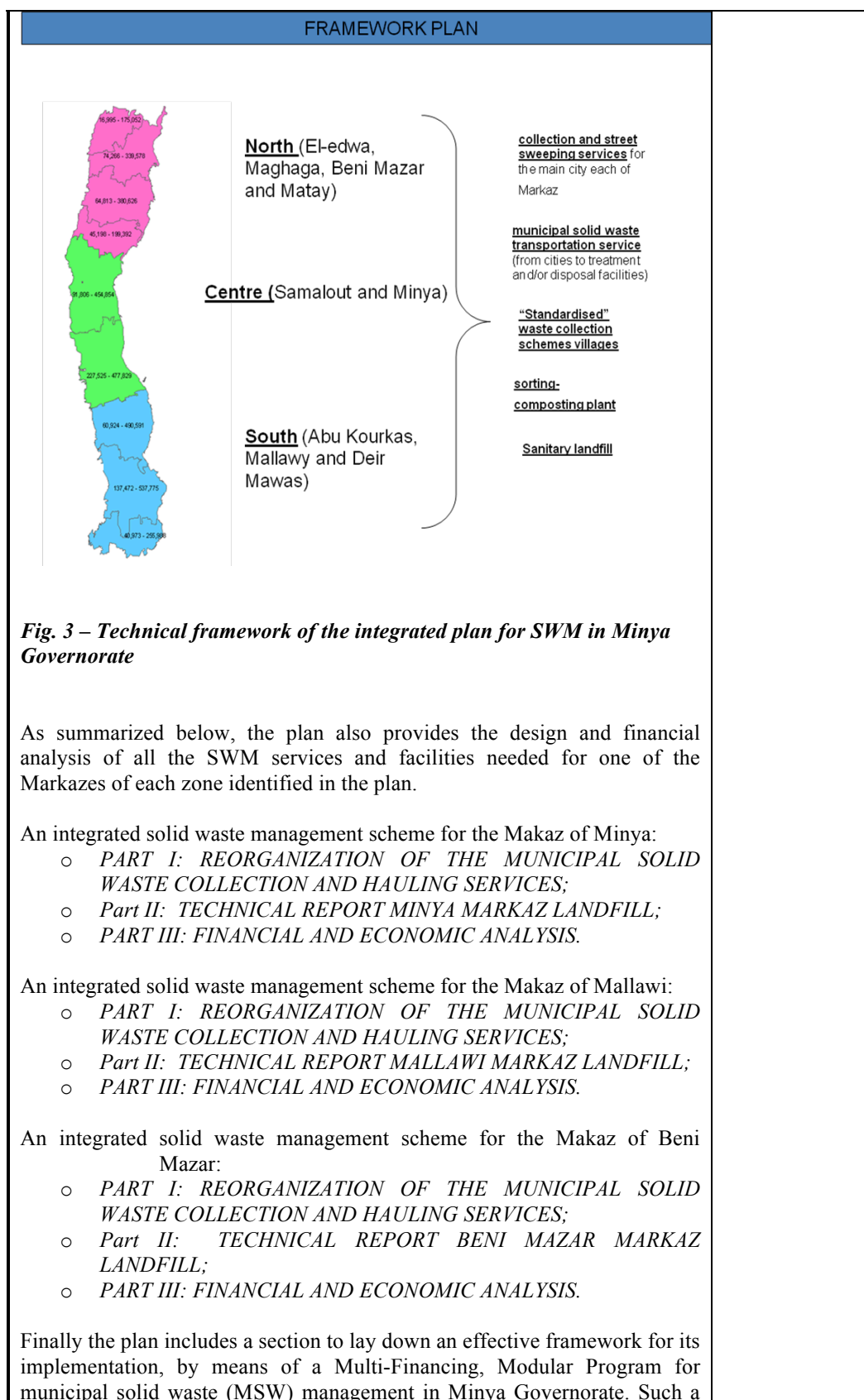


Fig. 2 – Critical issues of SWM in Minya Governorate

Consistently with the selected approach, the Plan divides Minya in three main zones: the North (Markazes of Matai, Beni Mazar and Maghagha), Center (Markazes of Minya and Samalout) and South (Markazes of Abu Korkas, Mallawy and Dir Mawas). As illustrated in figure three below, each area implements an integrated, independent and sustainable SWM scheme.



<p>Program is built up by a number of “stand-alone” components (sub-programs), which can be financed and implemented independently from the other components of the same Program. This is because each sub-program is conceived so as to guarantee its full environmental and financial sustainability, regardless of the actual implementation of the other components (e.g. the improvement of SWM services in Minya city finds its justification also if the same improvement is not paralleled also in the small villages of Minya Markaz). On the other hand, all the components of the Program are consistent with the overall program objectives and, if successfully implemented, will lead to the raising of SWM standards throughout the entire Governorate to an adequate level.</p> <p>The above “stand-alone” characteristic of the Program components applies to all sub-programs but not to Component 1 of sub-program A, which is meant to establish the operational setup for an effective deployment of other program components.</p>	
<p><u>Non physical Asset 3 - A Solid Waste Management Unit (SWMU) established -and consolidated- within the Governorate institutional structure.</u></p> <p>A Solid Waste Management Unit (SWMU) has been established and consolidated within the Governorate institutional structure; such SWMU includes a central office and nine peripheral branches in each of the Minya Markazes. The establishment of such a SWMU is consistent with the SWM National Strategy issued by the Egyptian Environmental Affairs Authority (EEAA) on June 2000, which has been the key reference for the formulation of the Project. The establishment of the SWMU have been formalised by a decree of the Governor of Minya, and it is likely to be the first among the rural Governorates of Egypt. The SWMU is now part of Minya Governorate’s Organizational Structure, reports directly to the Secretary General of the Governorate or his deputy and is currently satisfactory fulfilling its task and duties (see under ToRs item 3).</p>	SWMU
<p><u>Non physical Asset 4 - A Geographical Information System (GIS) and a database integrated in a Decision Support System (DSS).</u></p> <p>A Geographical Information System (GIS) and a database, both integrated in a Decision Support System (DSS) have been developed and delivered by the Project. The SWMU and Governorate’s staff have been extensively trained on how to operate the system, while some of them have also been trained on updating the data stored into the system. The system allows the differentiation of users’ profiles and rights (e.g. data retrieval, data entry, full access); this in order to secure the consistency and avoid possible misuse of data stored into in the GIS-DSS system. An independent office room has been dedicated in Minya Governorate to host the system; such a room has been equipped with computers, colour printer, and plotter.</p> <p>Technical details on the GIS-DSS system are given in Section 11 of Part A of the Final Technical Report (see Ref. 1 – Part A)</p>	SWMU

<p><u>Non physical Asset 5 - A comprehensive document defining clear, reliable and applicable engineering standards for the design, implementation and operation of adequate SWM schemes in Egyptian Rural Governorates.</u></p> <p>On the basis of the analysis of data and information generated during the Project, a set of clear, reliable and applicable standards for the design, implementation and operation of adequate SWM schemes in Egyptian Rural Governorates have been elaborated and delivered by the Project (see Ref. 1 - Part B). Such standards cover the following issues:</p> <ol style="list-style-type: none"> 1. public health and environmental risks related to solid waste; 2. reduction of waste production; 3. integrated and holistic approach for effective SWM; 4. methodological framework for strategic planning of SWM in rural Governorates of Egypt; 5. standards for sampling and classification analysis of Municipal Solid Waste; 6. parameters for the designing and sizing of the collection services; 7. criteria for a correct design and organization of the collection service; 8. design and operation of sanitary landfill; 9. composting and Incinerators. 	EEAA
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Acknowledgments and awards

- The Project has been considered as a best practice by the *Ministry of Local Development* which has issued a circular letter to other rural Governorates of Egypt to acknowledge the success of the project and indicate it as a model of development to be replicated (see *Appendix 2 of the Declaration of commitment towards sustainability of Project Results and Deliverables*).
- The Governorate of Minya has already disbursed 55 million EGP and allocated additional 15 Million EGP for the implementation of the *Integrated solid waste management scheme* (see *Declaration of Handing over, Non-physical asset 2*);
- The Management Committee of the Italian-Egyptian Debt for Development Swap Program, phase II (IEDS 2) has approved to fund a new project submitted by the Egyptian Environmental Affairs Agency and the Governorate of Minya for a total amount of 32 Million EGP to be added to the above-mentioned investment of 55+15 million EGP
- DANIDA has invested 2 million EGP in the framework of the implementation of the above-mentioned *Integrated solid waste management scheme for Minya Governorate*.

Annex 3

Declaration of commitment towards sustainability of Project Results and Deliverables

1 - Formal declaration of commitment

The Governorate of Minya and the Ministry of State for Environmental Affairs / Egyptian Environmental Affairs Agency confirm their institutional commitment to sustain and further develop the outcomes achieved by the EIECP Solid Waste Management project in Minya (EIECP-SWMM). This consistently with the conclusions of the sustainability assessment executed in the institutional and technical meetings held at Cairo House on May 31st, and in Minya Governorate on June 2nd 2010. In these meetings, the understanding, commitments and relevant actions -both already executed and planned- of the Egyptian institutional counterparts to achieve the sustainability of project outcomes have been reviewed and discussed.

The findings of the said assessment are summarised the next sections 2, 3 and 4 of this document.

2 - Institutional and technical Meetings

After a meeting to present and discuss key outcomes of the EIECP-II held at Cairo House on May 31st 2010, an institutional and a technical meeting have been held in Minya on June 2nd 2010, focusing specifically the Solid Waste Management (SWM) component of EIECP-II.

The first institutional meeting was attended by:

- H.E the Governor of Minya, Dr. Ahmed Dia'a El Din Mohamed Khalil;
- the Secretary General of the Minya Governorate, General. Ala'a Hasan El Harras;
- the Deputy Secretary General of the Minya Governorate, General Medhat Mohammed Salah el Din;
- the Special Advisor to the Governor of Minya, General Sayed Abdel Monem;
- the former International Co-Manager of the SWM Minya EIECP-II Project Component, Mr Mounir Bushra;
- the Director of the EIECP-II Program Coordination Unit, Mr Luca Montaccini;
- the Assistant to the Director of the EIECP-II Program Coordination Unit, Mr Andrea Sogno;
- the Advisor of the Program Coordination Unit, Mr Marco Falcetta.

Key outcomes of this meeting are outlined here below:

- the Governor of Minya confirms the institutional commitment to develop municipal SWM in Minya consistently with the outcomes of the EIECP-SWMM, with particular reference to the *Integrated solid waste management scheme for the Governorate of Minya* (see *Declaration of Handing over*, Non-physical asset 2);
- the tangible evidence of such institutional commitment is the 55 Million EGP spent by the Minya Governorate in the past two years to purchase municipal SWM equipment and hire 500 SWM personnel consistently with the above mentioned SWM scheme;
- the above mentioned investment in SWM has significantly improved SWM standards in 6 out of the 9 Markazes of Minya;
- another evidence of the Minya Governorate commitment to ensure adequate sustainability and follow-up to the Project is the request for 32 Million EGP submitted to the Egyptian Italian Debt Swap (EIDS) fund to finance the completion of the first phase of the SWM plan. This in order to improve SWM also in the last 3 of the 9 Markazes of Minya Governorate;
- the Governor confirms the interest of its Governorate to continue the technical cooperation with DGCD toward the further improvement of SWM practices in Minya;
- DGCD team takes note of the above fundamental steps to improve SWM in Minya consistently with Project outcomes, and emphasizes the importance of moving forward with the construction of a sanitary landfill for the disposal of both the reject of the composting plants as well as possible untreated wastes;
- the Governor of Minya invites DGCD team to discuss the above issues in more details with its technical staff.

The above institutional meeting was followed by an in-depth technical session attended by:

- the Director of the SWMU of the Minya Governorate (established within the framework of EIECP-SWMM), Mr Hesham Ahmed Moawad;
- the Assistant Director of the SWMU, Mrs Magda Sayed Hashem;
- the Director of the Minya Markaz SWMU office, Mr Atef Tawfik Dos;
- The former International Co-Manager of the SWM Minya EIECP-II Project Component, Mr Mounir Bushra;
- The Director of the EIECP-II Program coordination Unit, Mr Luca Montaccini;
- The Assistant to the Director of the EIECP-II Program Coordination Unit, Mr Andrea Sogno;
- The Author of this report.

Key outcomes of this technical session are outlined here below.

- Both the equipment purchased and the actions taken (see Appendix 1) by the Governorate through the 55 Million EGP investment mentioned by the

Governor in the previous institutional meeting are in line with the SWM plan resulted from the EIECP-SWMM. This mainly in that:

- the bulk of the equipment purchased is of the type and kind of that included in the SWM plan to target its first priority, which is the increase of the municipal solid waste (MSW) collection rate;
 - the removal of accumulated waste in urban areas has been extensively undertaken (e.g. 350,000 m³ and 40,000 m³ in Malawy and Abu Kourkas respectively; as a term of comparison the waste yearly generated in the entire Markazes of Mallawy, Abu Kourkas and Deir Mawas is estimated at 352,238 m³ approx);
 - the collection rate of SWM fees has been raised to 100 % throughout the entire Governorate, thus raising the total revenue to approx 9.3 Million of EGP per year. This has been achieved through the following two measures: (i) recalculate the population of Minya Governorate, (ii) increase the number of tax collectors and (iii) increase also the salaries of tax collectors and establish a system of incentives or disincentives to enhance their performance;
 - 500 SWM workers have been hired, and salary of street sweepers has increased (120 to 300 EGP per month);
 - the “ban” against random dumping of MSW has been effectively enforced.
- The execution of the above actions has been supported also by a 2 Million EGP grant from DANIDA used to purchase SWM equipment.
 - The Governorate plans to complete the first round of actions toward the enhancement of SWM standard, focusing the Markazes of Samalout, Matay and Beni Mazar; this through the 32 Million EGP SWM project already submitted to the EIDS. The proposed project document makes reference to three results as follows: (i) “upgrading the waste collection in Samalout, Matai and Beni Mazar cities (“mobile transfer stations or *Intermediate Collection Points* in each city”); (ii) “establishing a modern and innovative waste recycling plant in Matai Markaz”; (iii) “upgrading the current dumpsite in the three cities” (“technical assistance to the SWM Unit branch offices” to “to remediate the open dumps” and “turn them to secure dumps, where waste will be compacted and covered with layers of dust”). The proposed project document makes also reference to “co-sponsoring building the first cell of Minya city sanitary landfill”.
 - With reference to the implementation of the above mentioned EIDS SWM project, the Governorate of Minya is interested to cooperate with DGCD to have it piloting a second round of actions toward the implementation of the technical SWM master plan resulting from the Project. This with particular focus to enhance the integration of key SWM components (i.e. collection, hauling, treatment / composting / recycling and final disposal of rejects). In this respect 50 Feddan (instead of the 20 strictly needed) have been made available for the Matay composting plant. This in the light of its possible development to a multi-purpose waste treatment (e.g. sorting / recycling /

composting) and final disposal (sanitary landfill with biogas energy recovery) plant. In this respect, the Governorate could make available additional funds (e.g. 15 Million EGP) to co-finance a possible DGCD initiative to build the first cell of the sanitary landfill component of the above mentioned multi-purpose waste treatment and disposal plant.

- A “Supreme Committee” for the monitoring of SWM service standards throughout the Governorate have been established.
- Contracts for the establishment of three composting plants in Maghaga, Deir Mawas and Abu Kourkas have been signed, assigning an area of 20 Feddan to each of them.

3 - Sustainability Analysis

The above outline of the SWM actions executed in Minya in the last two years after the project closure, represents a clear evidence that key sustainability factors had been duly taken into account in the Project formulation phase, and then correctly managed during the Project implementation path. Indeed, the improvements of SWM practices described above are consistent with the Project technical outcomes, and have been executed by the Governorate without any further technical and financial assistance by DGCD. It is also to be noted that:

- the availability of the Project technical outcomes (e.g. the SWM Master Plan) has played a key role in the allocation of 55 Million EGP for SWM in Minya by the Egyptian government (as it is witnessed by the Letter of the Ministry of Local Administration in Appendix 2);
- the SWMU established by the Project has been able to effectively undertake the technical management of the above 55 Million EGP;
- the institutional commitment and the technical capacity available in Minya after the Project may also be a factor to catalyse additional donor investments for SWM in Minya (as already happened for the 2 Million EGP by DANIDA).

In conclusion, the above dissertation shows that the Project sustainability factors are already undergoing an endogenous development, also thanks to their clear understating by -and the related institutional commitment of- the Egyptian counterparts.

4 - Strategic guidelines for the valorisation of Project outcomes

4.1 – Background

EIECP-SWMM was conceived as a first step (*Project Task I*: capacity building, technical analysis and SWM master plan) of a wider development initiative including two additional project tasks, as outlined here below:

- *Project Task II*: execution of a pilot action to trigger the development of SWM infrastructures in Minya;

- *Project Task III*: periodical monitoring toward:
 - The definition of ways and methods to enhance sustainability and effectiveness of Project outcomes,
 - Definition of new -and/or enhancement of ongoing- physical infrastructure development initiatives to be launched in the framework of the SWM master plan developed in *Project Task I*.

Nonetheless, it is important to highlight that sustainability factors are already showing tangible signs of endogenous development, even in the absence of the triggering effect of the pilot action included in *Project Task II* (which formulation is currently being finalised within the framework of the EIDS program). This, not only is an evident sign of Project success, but it is also an encouraging reason to pursue the valorisation of Project outcomes consistently with the approach of the three-task development initiative outlined above.

Strategic guidelines towards further valorisation of Project outcomes are described here below with reference to key Project components.

4.2 - Support the implementation of the SWM Integrated Plan for the Minya Governorate

The Governorate of Minya has demonstrated both a strong institutional commitment and an adequate technical capacity to manage SWM infrastructural development projects. Hence, a possible DGCD investment to correspond the interest of the Minya Governorate for the development of a multi-purpose waste treatment and final disposal plant in Matay would have a leverage effect toward the further improvement of SWM standards in Minya and, most probably, also an indirect positive effect on other rural governorates. In order to accomplish this task, additional funds could be provided to the above mentioned EIDS 32 Million EGP project. Such funds could come from:

- DGCD Commodity Aid Program which, as suggested by the Director of DGCD Local Technical Unit in Cairo, could be accessed to purchase SWM equipment (in-kind support to the EIDS 32 Million EGP project);
- Additional governmental funds that Minya Governorate could make available, consistently¹ to what has been said in the second of the meetings held in Minya on June 2nd;
- Any other donor (e.g. DANIDA, which have already invested 2 Million EGP for SWM in Minya, and has committed for half million EGP to support EIDS 32 Million EGP project as well);
- A possible additional financing by DGCD² which, building upon the sustainability factors that the Project has already evidenced, could trigger the setup and launching of a multi-donor (e.g. European Union - EU) *Rural*

¹ That is to co-finance a possible DGCD initiative to build the first cell of the sanitary landfill component of the said multi-purpose waste treatment and disposal plant.

² E.g. through the so-called Article 15 of DGCD reference law / by law.

Governorates Sector Policy Support Programme. This would be consistent with the EU - EuropeAid strategic approach³ pursuing the “ownership by partner Governments” by moving from a “project approach” characterised by “donor direct management” to e.g. “Budgetary Aid” for “sector policy support programmes”.

4.3 - Further development and consolidation of the SWMU

The Governorate of Minya has already achieved positive results in terms of SWM cost recovery by raising to 100% the tax collection rate. In order to build upon this result, the SWMU could be assisted to continue its path toward the implementation of full cost recovery. This e.g. by further developing its capacity of economic and financial planning and management.

Organisational and technical assistance could also be provided to the SWMU to further consolidate its capacity; this with particular reference to the formulation and management of the new components of the multi-purpose waste treatment and final disposal plant (e.g. recycling and sanitary landfill).

Technical assistance could also be provided to the SWMU to build its capacity to manage also special wastes (e.g. agricultural, medical and hazardous); this new assistance would also be consistent with the recommendations of the EIECP-SWMM midterm evaluation.

4.4 - Technical and methodological Reference framework for strategic planning of Solid Waste Management in Minya and other rural Governorates of Egypt

The actual impact of the institutional commitment toward the replication of the Minya SWM experience could be boosted with little financial investment. In fact, consistently with the suggestion by the Director of DGCD Local Technical Unit in Cairo, organisational and cost recovery support could be provided to the Minya SWMU staff for the organisation of a set of on-the-job training workshops to transfer the capacity they have acquired to the SWM staff of other rural Governorates.

Also, the Project Final Technical Report, which includes the reference framework for strategic planning of Solid Waste Management in rural governorates of Egypt could be translated into Arabic.

³ See Aid Delivery Method (2004):
http://ec.europa.eu/europeaid/infopoint/publications/europeaid/49a_en.htm.

Appendix 1: *Minya Governorate Solid Waste Management Unit – Key improvements of SWM practices (November 31st 2007 to June 2nd 2010): Technical Report, June 2nd 2010*



محضر اجتماع

طريقة تنظيمية لإدارة المخلفات الصلبة بمحافظات مصر الريفية
تقديم خطة تجريبية شاملة لمحافظة المنيا

ندوة عن خطة استدامة إدارة المخلفات الصلبة والمنعقدة بديوان عام المحافظة
في الثاني من يونيو ٢٠١٠ ..

وقد عقدت الندوة في اجتماعين مختلفين منفصلين :

الاجتماع الاول

بدأ الساعة الواحدة بمشاركة الاشخاص الاتى ذكرهم :

محافظة المنيا

- معالي السيد المحافظ دكتور/ احمد ضياء الدين محمد خليل
 - السكرتير العام لواء / مدحت محمد صلاح الدين
 - السكرتير العام المساعد لواء/ علاء حسن الهراس
 - المستشار الخاص للسيد المحافظ لواء/ سيد عبد المنعم
- مشروع ادارة المخلفات الصلبة

المدير المساعد الدولي السابق لإدارة المخلفات الصلبة السيد / منير بشرى
*** برنامج التعاون البيئي المصرى - الايطالى (وحدة تنسيق البرنامج)
منسق وحدة تنسيق البرنامج الدكتور / لوكا مونتاشيني
مدير عام التعاون التنموى المستشار الخارجى الدكتور / ماركو فالشيتا
خبير وحدة تنسيق البرنامج الدكتور / اندريا سوجنو

من جانبه شكر السيد المحافظ الجانب الايطالى على تعاونه وما قاموا به من عمل
خلال فترة المشروع قائلا ان التعاون بين مصر وايطاليا قد ساعد فى زيادة تنمية
المحافظة .

ومن جانبه شكر السيد الدكتور / لوكا مونتاشيني السيد المحافظ على تقديره واكد
على صاتم القيام به من عمل وعلى ضرورة تنمية ادارة المخلفات الصلبة بالمنيا

واكد السيد / هشام احمد معوض على ان ازالة المخلفات المتراكمة فى المناطق الحضرية قد تم بالفعل بشكل مكثف ففى ملوى وصل معدل التجميع الى ٣٥٠٠٠٠ م٣ و ٦٠٠٠٠٠ م٣ فى مغاغة .

وقد تمت زيادة معدل تجميع رسوم ادارة المخلفات الصلبة الى ١٠٠% فى مختلف انحاء المحافظة ومن ثم زاد معدل اجمالى العائدات الى أكثر من ٩ مليون جنية مصرى كل عام وقد تم تحقيق ذلك من الخطوات التالية :

- اعادة حساب تعداد سكان محافظة المنيا
- زيادة عدد جلمعى الرسوم وزيادة رواتبهم
- وضع نظام للتحفيز والعقاب من اجل رفع مستوى أدائهم
- تم زيادة رواتب عمال النظافة بالشوارع من ١٢٠ الى ٣٧٠ جنية شهريا
- وتمثل خطة المحافظة فى استكمال اعمال الجولة الاولى من اجل زيادة ورفع مستوى معايير ادارة المخلفات الصلبة مع التركيز على مراكز سمالوط ومطاي وبنى مزار وذلك بقيمة ٣٢ مليون جنية من مشروع مقابل الديون المصرى الايطالى لادارة المخلفات الصلبة بالمنيا وبالنسبة للوثيقة المقترحة للمشروع فقد اشارت الى ثلاث نتائج كما يلى :

- الارتقاء بمستوى تجميع المخلفات بمراكز سمالوط ومطاي وبنى مزار
- انشاء مصنع حديث ومبتكر لتدوير المخلفات بمركز مطاي
- تطوير المقالب الحالية فى المدن الثلاثة (الدعم الفنى لمكتب فروع وحدة ادارة المخلفات الصلبة) من اجل علاج مشكلة المقالب المفتوحة وتحويلها لمقالب آمنة جيدة سيتم كبس المخلفات وتغطيتها بطبقة من الاتريه (اضافته لذلك فان الوثيقة المقترحة للمشروع تشير ايضا الى المسئولية المشتركة لبناء الخلية الاولى للمدفن الصحى بالمنيا .
- سوف يوجه المشروع الجولة الثانية من العمل نحو الادارة المتكاملة للمخلفات الصلبة ببرنامج التعاون البينى المصرى الايطالى وفى هذا الصدد تم توفير ٥٠ فدان (بدلا من الـ ٢٠ فدان التى تم تقديرها) لإنشاء مصنع سجاد مطاي .
- تم تشكيل لجنة عليا لمراقبة معايير خدمة ادارة المخلفات الصلبة فى جميع أنحاء المحافظة .
- تم توقيع عقود لإنشاء ثلاث مصانع سجاد بمراكز مغاغة وأبوقرقاص وديرمواس مساحة كل مصنع منها ٥ فدان كحد أدنى .

وقد أطلع السيد / هشام فريق وحدة تنسيق البرنامج على المكاتب التى تتواجد بها الموجودات التى تم تركها بعد إجراءات التسليم (حاسبات آلية ، وطابعات ، ومكتب) كما هو موضح بالصور .

وفى نهاية الإجتماع قدم السيد / هشام أحمد معوض لوحدة تنسيق البرنامج الوثائق التالية :

- وثيقة من وزارة الإدارة المحلية توصي فيها رسميا كل المحافظات الريفية باتباع الخطة المتبعة بمحافظة المنيا من أجل تحسين معايير إدارة المخلفات الصلبة الخاصة بهم .
- تقرير موقع من السيد اللواء / سيد عبد المنعم بشأن النتائج التي تم تحقيقها .

وانتهى الاجتماع حيث كانت الساعة السابعة والنصف مساءً .


والله الموفق

مدير إدارة المخلفات الصلبة



م / هشام أحمد معوض

مستشار السيد المحافظ



سيد عبد المنعم عوان

Appendix 2: *Letter of Ministry for Local Administration (February 20th 2008).*

TO: 0862374020

20-FEB-2008 09:44 0862374020

MR / Antonio

إدارة التنمية المحلية
الأمم المتحدة للإدارة المحلية
الأمين العام

السيد / سكرتير عام المحافظة

تحية طيبة .. وبعد ،

- في إطار تفعيل منظومة إدارة المخلفات الصلبة بالمحافظات ووصولاً لإزالة
المخلفات التي تحول دون إكمال تلك المنظومة

- ومن منطلق البحث عن التجارب الناجحة في المحافظات والتي إكتملت فيها
منظومة إدارة المخلفات الصلبة ، فقد تمكنت محافظة المنيا من الوصول إلى هذا الهدف
بتجربة ناجحة في هذا المجال وهي إحدى ثمار برنامج التعاون البيئي المصري الإيطالي.

- ولتحقيق الاستفادة من هذه التجربة في باقي المحافظات فنضع هذه التجربة بين
أيديكم لنطلع على المراحل التي تمت بها هذه التجربة حتى وصلت إلى تحقيق الهدف
المستهدف وهو حل مشكلة النظافة وتراكمات المخلفات بالمحافظة ، مع مراعاة أنه في حالة
الرجوع إلى هذه التجربة في المحافظة نرجو مواءمتها بها لتعظيم الاستفادة منها في باقي
المحافظات .

- نأمل التكرم بالتنبيه على مندوب من قبل المحافظة للحضور إلى مقر الأمانة العامة
لإدارة المحلية (قطاع الخطة والمتابعة) لاستلام (C . D) بتجربة محافظة المنيا لمحاولة
تطبيقها في المحافظة أو الاستفادة منها في الوصول إلى إدارة ناجحة للمخلفات الصلبة .

وتفضلوا بقبول وافر تحياتي ...

السيد / سكرتير عام المحافظة

الأمين العام

لواء / هجر العسوي

عمره السيد / وزير البيئة
ي. ح. / إنكم بالمرحمة
ح. قلع بخار

2008/2/20
ل. ح. /

English Translation

Mr. General Secretary Governorate

Greetings

In the frame of activation system of solid waste management in the governorates and access to remove obstacles that prevent the completion of that system.

Through research on successful experiments in the provinces, which was completed the system of solid waste management has been able to Minya Governorate to reach this goal successfully Experiment in this field is one of the achievements of the Egyptian Italian Environmental program Cooperation.

To benefit from this experience in other governorates we put this experience in your hands to get acquainted with the stages which were carried out and benefit from this experience in order to solve the problem of hygiene and waste accumulation in the Governorate, taking into account that in cases where this experiment in the Governorate and take advantage in other Governorates.

We hope kindly reminding the Governorate to attend to the headquarters of the General Secretariat for Local Administration (Sector Plan and follow-up) to receive a CD of experimenting Minya Governorate and try to apply in other Governorates and benefit from the experience.

Please accept my best regards

Secretary-General

Gen Omar Desouky