1. Country and Sector Background

**Country Context**

*Rapid population increase poses significant burden on the Government of Egypt and especially on cities:* Egypt’s population has been growing rapidly over the past few decades, doubling from 36 million in 1976 to an estimated 70 million in 2006. The average annual growth rate was 2.8% during the period 1976-1986, dropped to 2.1% during the period 1986-1996, and has now stabilized at 1.94%. At this rate, an additional 26 million inhabitants are expected by 2021, a population increase that clearly poses a major challenge to the Government of Egypt (GOE) in terms of the significant investments needed to enable the requisite job creation and enabling of housing and infrastructure services. To give an order of magnitude, the GOE estimates that 5.3 million housing units will need to be built during this period, of which 3.7 million affordable units for low and moderate income households, and that at least 560,000 new jobs will need to be created each year for the new entrants to the labor market. Much of this pressure to accommodate the population increase (as well as migration) and enable job creation and land development is expected to fall on large cities. Over the past few decades, Egypt’s cities experienced very rapid population growth that has far outpaced central and local government’s ability to deliver services and plan for development.

**Key Sector Issues**

*Key urban sector issues and challenges:*

(i) *Inadequate infrastructure and municipal services,* as delivery and management mechanisms have not managed to cope with the increased pressure on cities due to rapid population growth and limited funding available for investment both from central and local authorities;
(ii) Inadequate capacity within Governorates for participatory strategic planning, urban management and service delivery, as a result of local authorities’ limited decision-making powers and fiscal autonomy, and civil servants’ limited capacity;

(iii) Inadequate public-private-partnership (PPP) framework for land development and service delivery, characterized by poor and often non-competitive practices at the local level;

(iv) Inadequate land policies, which over the years resulted in several deficiencies including: (a) an inadequate deed registration system for land and real estate in urban areas; (b) weak land and property taxation system; and (c) complex institutional and regulatory framework governing public land management;

(v) Inefficient affordable housing system, that focuses on public supply of housing and is characterized by poor targeting, a plethora of off- and on-budget subsidies that add up to about 70% of the total development cost per unit, and consequently has limited coverage (20-30% of the estimated need, with the rest absorbed by the informal sector); and

(vi) Increasing number of squatter settlements, as a result of issues above, there are in Egypt as many as 1105 squatter settlements, housing at least 15.7 million inhabitants (22% of the total population), where government interventions have so far only focused on the provision of some basic infrastructure without consideration of the overall socioeconomic development and integration of the poor.

Key government policies in the urban sector: The Government’s current urban sector priorities are structured along two pillars. The first is to create enabling conditions to accommodate the 26 million anticipated population increase by 2021, with a focus on improving delivery mechanisms of affordable housing and upgrading/extending infrastructure services and facilitating job creation with the private sector. Specific targets for the FY06-11 period include enabling the delivery of 500,000 affordable housing units and upgrading urban infrastructure. The second pillar is to upgrade squatter settlements and improve urban infrastructure and environmental conditions in cities. To meet such long-term priorities, the GOE is emphasizing the acceleration of the decentralization process by enabling Governorates to play a more proactive role in planning for development and service delivery, and expanding private sector participation in the delivery of infrastructure, urban services and affordable housing under public-private-partnership arrangements.

Key reforms underway or planned by the GOE: The GOE started since July 2004 several reforms aimed at improving the investment climate and reforming several aspects of the urban sector, working in close collaboration with the World Bank and donor community. The first set of reforms aimed at activating the mortgage finance market, including enacting a new Law governing real estate mortgage finance, and establishing a Mortgage Finance Authority, two well capitalized specialized housing lending institutions, and a liquidity facility to capitalize lenders. The second set of reforms focuses on reforming the land sector and covers three areas- namely, a) improving the urban land and property registration system through reducing the service cost and increasing automation among other measures; b) reform the complex and fragmented institutional and regulatory framework governing the management and disposition of public land assets; and c) reform land and property taxation system. The third set of reforms focuses on designing and implementing an efficient and well targeted national affordable housing strategy, supported by the World Bank and USAID. The last set of reforms focuses on supporting participatory strategic planning at Governorates level and decentralizing the setting of urban
upgrading regulations to the local level, implemented by the Ministry of Housing, acting through the General Organization for Physical Planning (GOPP), with World Bank support.

Alexandria Governorate Context

*Alexandria is a city with rich heritage and many competitive advantages that make it well poised to serve as a Growth Pole in Egypt:* Alexandria Governorate, located on the Mediterranean Sea 210km north of Cairo, has a population of 3.9 million inhabitants, of which more than 95% lives in Alexandria city and the rest lives in Burg Al Arab new town and its surrounding. Alexandria acquired a unique place in history as a cosmopolitan city and a cultural landmark. Today, many aspects give Alexandria an important competitive advantage over other cities in Egypt and the MENA region including: (i) unique archeological and cultural heritage assets that are spanning various eras and constitute rich urban fabric and modern landmarks, e.g. Bibliotheca Alexandrina, which attracts alone one million visitors every year; (ii) important transportation infrastructure, with two of Egypt’s leading seaports that handle some 60% of the country’s imports and 47% of exports, two international airports, good highway and rail links to the rest of Egypt and neighboring countries; (iii) a well established, fast growing and diverse manufacturing sector that employs about 30% of the local labor force- petrochemicals (40% of Egypt’s investments), textiles and garments (slated to expand as a result of the recently signed Qualified Industrial Zone agreement that allows duty-free quota-free access to the US market subject to meeting certain conditions), food processing, oil refineries, steel and iron, and pharmaceuticals, most of which have been growing at rates ranging from 5-8% over the past three years; and (iv) the ability to further diversify its economic base in sectors with great but yet untapped potential, such as tourism (Alexandria remains the main local tourism destination, but only receives 3% of Egypt’s international visitors each year), information and communications technology, research and development, and the services sector on account of a better-than-average educated labor force and more competitive wages (Alexandria Local Economy Assessment, June 2005). Finally, for the past decade, Alexandria has enjoyed a very dynamic executive leadership that emphasizes the importance of long-term participatory strategic planning, under the framework of Alexandria City Development Strategy (2004-date), partnership building with the city’s vibrant private sector and civil society organizations, and enabling private sector participation in service delivery and housing supply.

*The challenges:* Alexandria Governorate faces the challenge of creating more jobs to meet a rapidly increasing demand. The estimated number of jobs that needs to be created each year at minimum is 40,000 jobs to absorb new entrants in the labor market; 51% of the population is under the age of 20, whereas population is expected to reach 4.95 million inhabitants by 2021. A relatively low official rate of unemployment, 7.1% in 2004, compared with a national average of 10.3%, can thus be misleading if the great need for job creation is not considered. In addition, Alexandria experiences a large influx of workers commuting daily from Beheira and Matrooh Governorates, which have higher unemployment rates. The second challenge manifests itself in the existence of 30 squatter settlements where one-third of the population lives (1.2 million) with limited access to infrastructure and municipal service and high rate of unemployment, 15-20%. The last challenge is the extensive pollution of Lake Marriout due to the discharge of untreated and primary treated sewage and industrial waste. Lack of strategy, resources and institutional capacity in the Governorate to efficiently manage the Lake and its surrounding land as a valuable development element has resulted in its transformation from a key asset to a major liability.
**Alexandria City Development Strategy:** Such endowments and challenges formed the backdrop of the Alexandria City Development Strategy (CDS), which was initiated in 2004 with support from the Cities Alliance Program, World Bank, GTZ, UN-Habitat, AUDI, CIDA and IFC. The process consisted of formulating a long-term vision and action plan for sustainable development, constructed through a broad-based participation of key public, private and civil society stakeholders. The emerging long-term vision is: “Alexandria takes advantage of its competitive endowments, better manages its local assets, removes constraints to private sector-led growth, while ensuring the socio-economic integration of the poor”.

The three CDS pillars identified by stakeholders are: (i) *local economic development (LED)* that builds on the city’s endowments, comparative advantages and makes the local business environment more favorable to investors; (ii) *participatory urban upgrading of squatter settlements* that makes the poor both contributors and beneficiaries of local economic development; and (iii) *environmental rehabilitation of Lake Marriout zone and development of surrounding land*, which addresses the key challenges of environmental degradation, ineffective management, and the overall under-utilization of this key asset to Alexandria. The CDS acknowledged the need to *strengthen the urban management capacity* in the city by establishing an efficient and adequately staffed and resourced City Development Agency to sustain the CDS processes and monitor the implementation of its action plan.

The Alexandria CDS vision and action plan form the foundation of the Alexandria Growth Pole Project. As such, the project is structured to respond to locally-defined needs, and contribute to the cost of high investment priorities. Given the broad-based stakeholder participation since the early stages of the CDS, the project enjoys from the onset a great deal of local ownership and political commitment.

### 2. Objectives

The project development objective is to support economic development of Alexandria Governorate by removing key infrastructural constraints, reducing barriers to investment and ensuring the socio-economic integration of the poor.

The project aims to (i) support Alexandria Governorate’s economic development and utilization of local assets through investments in land development and improved accessibility between centers of economic activities ad major transport hubs; (ii) support private sector development through removing key infrastructural and administrative constraints hindering its operation and growth; and (iii) improve access of residents in squatter settlements to infrastructure, basic services and income-enhancing opportunities.

### 3. Rationale for Bank Involvement

The project is consistent with, and of direct relevance to, two strategic objectives of the CAS—namely, facilitating private sector development and enhancing the provision of public services. The project’s intervention to upgrade squatter settlements and integrate the poor in the socioeconomic fabric of the city is aligned with the third CAS objective of promoting equity. The project is also consistent with the GOE’s national policies, especially the three key objectives of improving living standards for citizens and public service delivered, promoting investment with the private sector, and job creation.
The project undertakes strategic investments in both “hard infrastructure” to improve the living conditions of people and tackle key constraints to private sector development and economic growth (providing off-site infrastructure to enable land development with the private sector, and road networks); and “soft infrastructure” to address key barriers to investment identified in the ICA study and build the local capacity (streamlining business start-up procedures, enabling the registration of property informally held by investors, enhancing private sector participation in the management of industrial estates, and strengthening city capacity in managing local assets and sustaining strategic planning process).

The World Bank brings significant comparative advantages under the project’s framework in terms of (a) working simultaneously with local and central government institutions, and scaling up successful pilot activities at the national level; (b) supporting the multidimensionality of development at the city level and advising on means of harmonization; (c) making an impact through complementarities of investments in Alexandria, i.e. Environment Pollution Abatement Project II, Social Fund for Development, Global Environment Facility (GEF) and the Cities Alliance-funded CDS; and (d) bringing global knowledge on similar integrated projects, and building partnerships with the donor community, including the leveraging of addition financial resources.

4. Description
The overarching aim of the project is to strengthen Alexandria’s position as a growth pole in Egypt through strategic investments in hard and soft infrastructure that support its competitive advantages and which would contribute to removing constraints to private sector-led growth and improving the management and utilization of local assets, while ensuring the socio-economic integration of the poor.

Specifically, the project has four components:

Component 1: Priority Infrastructure in Support of Local Economic Development
1.1. Providing off-site infrastructure needed to support private development of land bordering Lake Marriout’s main basin through the carrying out of works.

1.2. Rehabilitating critical access roads linking major centers of economic activity in Alexandria through the carrying out of works.

Component 2: Improvement of the Local Investment Climate
2.1. Streamlining key business start-up licensing procedures at the Alexandria Investor Services Complex through the provision of goods.

2.2. Preparing the regulatory framework for the registration of existing land and real property at the North Merghem enterprise park through the provision of goods.
2.3. Designing the regulatory, technical and financial framework for private sector expanded role in managing and developing industrial areas in Alexandria, through the provision of technical advisory services.

Component 3: Urban Upgrading of Squatter Settlements

3. Providing support to basic infrastructure, community facilities and services, including the construction of water, wastewater networks, surface water drains, rehabilitation of access roads, establishment of community facilities through the carrying out of works and provision of community services.

Component 4: Institutional Development and Technical Support to Project Operation

4.1. Updating Alexandria’s Master Plan including an urban structure plan for Alexandria Governorate, a land use plan for Alexandria City and detailed local area plans for selected strategic areas through the provision of technical advisory services.

4.2. Establishing the Alexandria Development Agency through the provision of goods and technical advisory services.

4.3. Supporting the operational capacity of the PMU for the implementation of the Project activities, the EMP, the Resettlement Policy Framework, the monitoring and evaluation of the Project, and the engineering design and construction supervision of component 1 of the Project, through the provision of goods and technical advisory services.

The following are the key performance indicators, listed according to the relevant project development objective:

i. Increased private sector investment in the project area adjacent to Lake Marriout as a result of servicing lands and improved ambient conditions.

ii. Improved accessibility and reduced travel time to the main centers of economic activity (industrial estates, enterprise parks, and Alexandria ports), through rehabilitation/reconstruction of selected arterial roads.

iii. Improved living conditions of the population living in selected underserviced squatter settlements as a result of increased access to basic infrastructure and economic services.

iv. Improved local business environment as a result of streamlining key business start-up procedures and regularizing land ownership.

5. Financing

Source: ($m.)
BORROWER 10
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT 100
Total 110
**Project’s Estimated Cost:** The Project’s estimated cost is $110.00 million. Of this amount, the World Bank would finance $100.00 million, and the GOE would finance the balance of $10.00 million. The SFD would also provide $10.00 million equivalent parallel financing for micro-credit in squatter settlements.

### 6. Implementation

**A. Partnership arrangements**

The AGPP project was conceived in close cooperation with a number of partners including the Cities Alliance Program, the International Finance Corporation (IFC)’s Private Enterprise Program for the Middle East and North Africa (PEP-MENA) and Foreign Investment Advisory Service (FIAS) programs, the Global Partnership for Outputs-Based Aid (GPOBA), the Global Environment Facility (GEF), the Government of Japan, the German Cooperation (GTZ and KfW), the Canadian CIDA, the Swiss Fund, the Danish Government (CTF), USAID (Technical Assistance for Policy Reform- TAPRII), UNICEF, UN-Habitat, the Social Fund for Development, and the Arab Urban Development Institute (AUDI). These partnerships provide additional technical assistance, capacity building or support infrastructure development.

**B. Implementation arrangements:**

**Alexandria Governorate:** The project will operate under the overall supervision of the Governor of Alexandria, who heads the Governorate Executive Council and who will chair the project’s High Level Steering Committee. The Secretary General of Alexandria Governorate will be responsible for overall project implementation oversight. Project implementation will be the responsibility of a *Project Management Unit (PMU)*, which has been established by Alexandria Governor Decree No. 671 on August 2, 2005. The PMU is currently staffed by a Project Director, a procurement officer, an accountant and a secretary; all come from within the administrative structure of, and paid by, Alexandria Governorate.

The PMU is supported by technical evaluation committee, established by a Governor’s decree, responsible for drafting ToRs, bid evaluations and acting as technical counterparts of hired consultants. The committee has already been established and currently supervises the work of all consultants hired under the PHRD grant.

To assist Alexandria Governorate in project implementation, a *Technical Assistance Secretariat (TAS)* will be constituted through the recruitment of consulting firm(s) under the project to provide on-the-job operation capacity building in the following activities: a) implementation of the fiduciary responsibilities of the project, including financial management, procurement and contracts management; and b) monitoring of the environmental and social safeguards, including implementation supervision of the Environmental Management Plan (EMP).

**The Social Fund for Development:** The Governorate of Alexandria shall put in place arrangements satisfactory to the Bank pursuant to which the Social Fund for Development shall carry out Component 3 of the Project in accordance with the Operations Manual, the Environmental Management Plan and Resettlement Policy Framework. The SFD will be responsible for the implementation of the Component through its Project Implementation Unit.
(PIU) in Alexandria. For that purpose, a Memorandum of Understanding (MoU) was signed between the SFD and Alexandria Governorate, stipulating the institutional responsibility of each party during component preparation and implementation, financial arrangement, reporting mechanisms to Alexandria Governorate, and the SFD commitment to fully finance the micro-credit activities up to $10.00 million, equivalent. The SFD’s project-related responsibilities include: preparation of socio-economic studies in project settlements; identification of priority needs; preparation of feasibility studies, engineering designs (including securing their review and endorsement by concerned government agencies), and bid documents; tendering and contract management; construction supervision and asset handover arrangements; design and implementation of all community development activities in conjunction with community development associations (CDAs), and managing the micro-credit scheme through a selected number of “mother NGOs” acting as financial intermediaries.

7. Sustainability
To ensure sustainability of the project impacts and the continuity of the Alexandria CDS’ efforts in strategic planning and local economic development (launched in 2004), the project supports institutional development of Alexandria Governorate by putting in place the institutional and regulatory framework governing urban development/management and service delivery. The project will support Alexandria Governorate’s plan to set up Alexandria Development Agency (ADA)—which would be given significant decision-making powers, resources and financial resources to undertake strategic planning and implementation follow up mandate. Bibliotheca Alexandrina and GOPP have signed MoUs with Alexandria Governorate to provide technical support in the establishment of ADA. The project (Sub-Component 4.2) will finance the necessary equipment that would enable ADA to efficiently perform its mandate, including a Geographic Information System (GIS) and the hiring of experts to provide on-the-job training in key relevant issues such as land management, urban upgrading, city marketing and branding, LED, etc. The project (Sub-Component 4.1) will also finance the update of a structure plan for Alexandria Governorate, a land use plan for the city and detailed planning of action areas, which would serve as the regulatory framework for urban development and service delivery.

Finally, the project finances strategic pilot interventions that are structured to strengthen the Governorate’s capacity in urban management and service delivery: (i) land development through a public-private-partnership framework in which land disposition takes places in a competitive and transparent process that emphasizes both the quality of development and anticipated revenues; (ii) increased private sector participation in industrial estates’ management and development; (iii) participatory urban upgrading responding to the local communities’ needs and priorities and leveraging donor and stakeholders’ resources in commonly defined interventions.

---

1 The Alexandria CDS process relied on two principles to increase the likelihood of sustainability of the strategic planning and local economic development effort: (i) a broad-based public, private and civil society stakeholder participation in formulating the CDS, which was institutionalized in the form of a “Partnership Forum” that convenes regularly for consultation and follow up; and (ii) relying on the CDS as the overarching umbrella to organize and leverage donor support, with the current commitments and prospective support from donors.

2 The ADA would be structured along the lines of similar agencies in Alexandria’s European partner cities: Lyon, Barcelona, Seville, Turin and Lisbon. Alexandria Governorate, in collaboration with Bibliotheca Alexandrina, the Cities Alliance Program and the World Bank, held a two-day international workshop for knowledge exchange on LED and strategic planning in March 2006 where partner cities presented their LED strategies and strategic planning and implementation frameworks, and where participants prepared a strategy and recommendations for ADA set up.
Strategic planning with broad stakeholder participation guided by a long-term vision is critical for city development. In an overall context of limited decentralization and constrained resources, local authorities cannot afford to pursue fragmented service delivery investments without fit into an overall development strategy that leverages key public, private and civil society resources. Alexandria is one of the first cities in the MENA region to have come to this realization and to have embarked on formulating a CDS, an experience that is viewed as positive both in terms of process and follow-up investment planning. Other cities in the MENA region that are preparing or will be initiating a CDS including Amman (Jordan), Aden, Hodeidah, Mukalla and Sana’a (Yemen), Sfax (Tunisia), and Tripoli (Lebanon), many of which have closely examined the case of Alexandria.

Regional approach to development based on private sector involvement and assessment of competitiveness. In line with the approach adopted in the Madagascar Growth Pole Project and similar operations, AGPP is conceived around a regional approach to development based on an in-depth assessment of the local economy, understanding of its competitive sectors, and responding to private sector needs and priorities in order to improve the effect on growth. AGPP is also designed to address the critique of some prior Bank urban projects of concentrating solely on service delivery without linking such investments to strengthening the city’s capacity and economic growth potential.

Public-Private Partnerships for infrastructure and service delivery are critical ingredients for growth and development: Private sector participation in infrastructure and service delivery is a prerequisite for efficient service delivery, with a direct effect on growth. Recognizing the private sector’s important role, Alexandria Governorate has initiated in the past few years several PPP arrangements, including the hiring of a private operator for the solid waste management and land development under concession agreements. Not all PPPs, however, yielded the desired outcomes; often as a result of poorly structured transaction. The project will strengthen the Governorate’s capacity to structure PPP transactions with adequate incentives and accountability frameworks, as well as transparent competitive process. It is important to note that the private sector has insofar been actively involved in the CDS process and AGPP preparation, thus laying the foundation for a strong partnership between the local authorities and the private sector.

Urban investments that enable the creation of sustainable economic opportunities and integration of the poor are successful in alleviating poverty. The project makes a deliberate focus on removing constraints to private-sector-led growth and enabling the creation of sustainable economic opportunities to all city residents, including the urban poor. In response to the argument that the trickle-down effect of growth-focused interventions may be somewhat limited, at least relative to expectations, this project includes direct poverty alleviation interventions targeted at the city’s poorest areas—squatter settlements, which would constitute a critical complement to the project’s growth focus and greatly improve the likelihood of an effective poverty alleviation impact. This approach is supported by an increasing body of research which argues that lack socioeconomic inclusion of the poor can have damaging effects on overall growth due to increased social and urban unrest.

A holistic demand-driven approach enhances the sustainability of urban upgrading interventions. Urban upgrading in Egypt has hitherto focused on a supply-driven approach to basic service delivery without understanding of local priorities and investing in “people”
(through socioeconomic development and enabling income-generating opportunities) as much as in “bricks-and-mortars.” Public investments in urban upgrading in Egypt have been criticized for limited impact, non-responsiveness to demand, lack of an overall strategy that leverages development partners and resources and prioritizes interventions in a transparent decision-making process. This project is based on a citywide upgrading strategy that involved all relevant stakeholders and community in identifying needs (Participatory Rapid Appraisal in 20 squatter settlements were followed by a detailed baseline survey in the targeted settlements and establishing a stakeholders council for each area).

9. Safeguard Policies (including public consultation)

<table>
<thead>
<tr>
<th>Safeguard Policies Triggered by the Project</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Assessment (OP/BP/GP 4.01)</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Natural Habitats (OP/BP 4.04)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Pest Management (OP 4.09)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Cultural Property (OPN 11.03, being revised as OP 4.11)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Involuntary Resettlement (OP/BP 4.12)</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Indigenous Peoples (OD 4.20, being revised as OP 4.10)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Forests (OP/BP 4.36)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Safety of Dams (OP/BP 4.37)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Projects in Disputed Areas (OP/BP/GP 7.60)*</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
<tr>
<td>Projects on International Waterways (OP/BP/GP 7.50)</td>
<td>[ ]</td>
<td>[X]</td>
</tr>
</tbody>
</table>

10. List of Factual Technical Documents

**I. Project Implementation Plan**

(1) Initial Project Implementation Plan
(2) AGPP Operations Manual

**II. Technical Reports and Assessments**

(2) Wastewater Treatment Report
(3) Land Development Report
(4) Baseline Survey in the Three Squatter Settlements
(5) Area-Specific Urban Upgrading Documents
(6) Terms of Reference for the Update of the Alexandria Master Plan
(7) Alexandria Model Industrial Estates Program Report
(8) Traffic Management and Roads Design Report
(9) Proposed Institutional Structure for Alexandria Development Agency
(10) Integrated Environmental and Social Impact Assessment Report
(11) Resettlement Policy Framework
(12) Social Assessment

**III. CDS Reports**

(13) Alexandria Local Economic Assessment and SWOT Analysis
(14) Alexandria Municipal Finance and Local Budget Assessment
(15) Alexandria Tourism Development Strategy

* By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties’ claims on the disputed areas
(16) Lake Marriout Development Strategy
(17) Participatory Rapid Appraisal- Executive Summary in English
(18) Comprehensive Land Development Strategy Around Lake Marriout

IV. Implementation Agreements
(19) Memorandum of Understanding between PEP-MENA, Alexandria Governorate and GAFI
(20) Memorandum of Understanding between Alexandria Governorate and the Social Fund for Development
(21) Memorandum of Understanding between Alexandria Governorate, UNICEF and AUDI
(22) Memorandum of Understanding between Alexandria Governorate and Bibliotheca Alexandrina
(23) Memorandum of Understanding between Alexandria Governorate and GOPP (in Arabic)

11. Contact point
Contact: Ahmed A. R. Eiweida
Title: Senior Urban Mgmt. Spec.
Tel: (1-202) 458-9046
Fax: (1-202) 522 2151
Email: aeiweida@worldbank.org

12. For more information contact:
   The InfoShop
   The World Bank
   1818 H Street, NW
   Washington, D.C. 20433
   Telephone: (202) 458-4500
   Fax: (202) 522-1500
   Email: infoshop@worldbank.org
   Web: http://www.worldbank.org/infoshop