



USAID | **EGYPT**
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PERFORMANCE MONITORING PLAN

EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROGRAM

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PERFORMANCE MONITORING PLAN

EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROGRAM

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ACRONYMS AND ABBREVIATIONS

HCWW	Holding Company for Water and Wastewater
M&E	Monitoring and Evaluation
MARS	Monitoring and Analysis Reporting System
O&M	Operations and Maintenance
PIR	Program Intermediate Result
PMP	Performance Monitoring Plan
PO	Program Objective
PRiSM	Project Management Information System
WWSS	Water and Wastewater Sector Support

WWSS PROGRAM PERFORMANCE MONITORING PLAN

Introduction

What follows is a revised performance monitoring plan (PMP) for the Water and Wastewater Sector Support (WWSS) Program. This version is intended to replace all previous versions, and includes only minor changes to the last version, submitted in February, 2011. The February, 2011 plan was submitted at the request of USAID and was intended to take into account changes in the project over the course of years 1 and 2, and replace the joint WWSS/WPRR PMP, approved in 2010. In particular, the revision took into account the “ring-fencing” of the WWSS Program in January of 2010 around certain key areas of project activity. While the contract objectives and scope of work remain the same, the program focus was clarified along with its measureable outputs and impacts. The changes included in both updates (this one and that of February, 2011) are summarized in Exhibit III below. The purpose of the PMP is to guide the WWSS team in collecting and presenting high-quality performance information for use in managing program activities and communicating results.

Overview of WWSS Program and Approach

The USAID-funded WWSS Program (2008 – 2012), implemented by Chemonics International, is strengthening the capacity of national and regional water and wastewater companies to deliver quality services in a cost-effective fashion. By providing technical support in utility management, the project team is assisting water and wastewater companies to implement recent Government of Egypt reforms aimed at improving operational performance and attracting private investments to the sector.

The WWSS strategy to achieve these goals is built on the following four pillars:

- Business planning as a central management and accountability tool
- Flexibility and prioritization of interventions: customer-driven, flexible, and responsive ability to address urgent priorities as the sector evolves
- Leveraging partners’ expertise and the resources of other technical assistance providers
- Elevating human resource development and organizational change to strategic levels

To reach the thirteen subsidiaries¹, beginning in early 2010, we refined our technical assistance approach to focus on high impact/high return activities, suspending unpromising and/or unsustainable initiatives. As noted in the WWSS Board of Directors meeting held on January 11, 2010, we refocused program activities to concentrate on HCWW and subsidiary priorities in the following key areas:

1. Business planning
2. Human resources management and development
3. Financial administration
4. Capital investment planning and program management
5. Unaccounted for water
6. Operations and maintenance
7. Communications and public outreach

¹ The original WWSS contract scope of work included 12 subsidiaries: Assiut, Aswan, Beni Suef, Cairo, Daqahliya, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, and Sohag. The 13th subsidiary, Sinai Water and Wastewater Company, was added through a contract amendment in November, 2010.

Although this new approach compelled us to wrap-up certain low-impact and/or unsustainable activities, it also made a clear case for expanding more promising initiatives. As outlined in our Year 2 and Year 3 work plans, program activities are organized along three components:

Central activities -- assistance to the Holding Company for Water and Wastewater

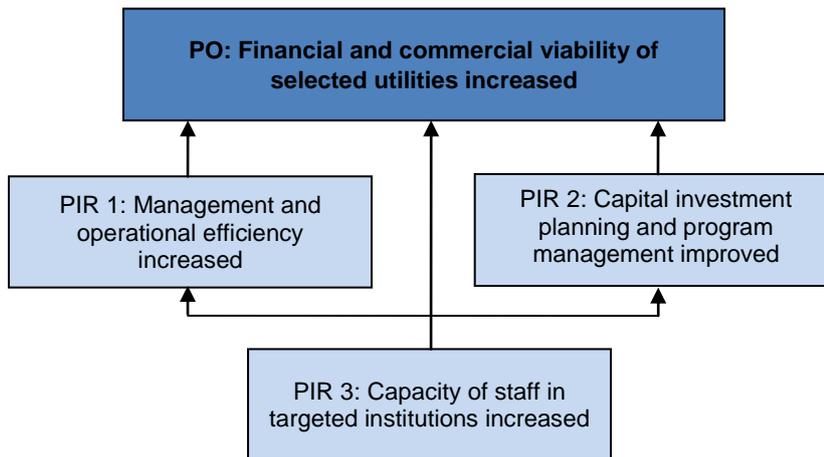
Cross-cutting activities -- targeting two or more subsidiary companies in a particular functional area of operations

Subsidiary-specific activities -- relating to tasks undertaken with a particular utility, among the 13 mandated in our scope of work. Activities in Daqahliya are confined to select tasks in the area of Capital Investment Planning and Program Management.

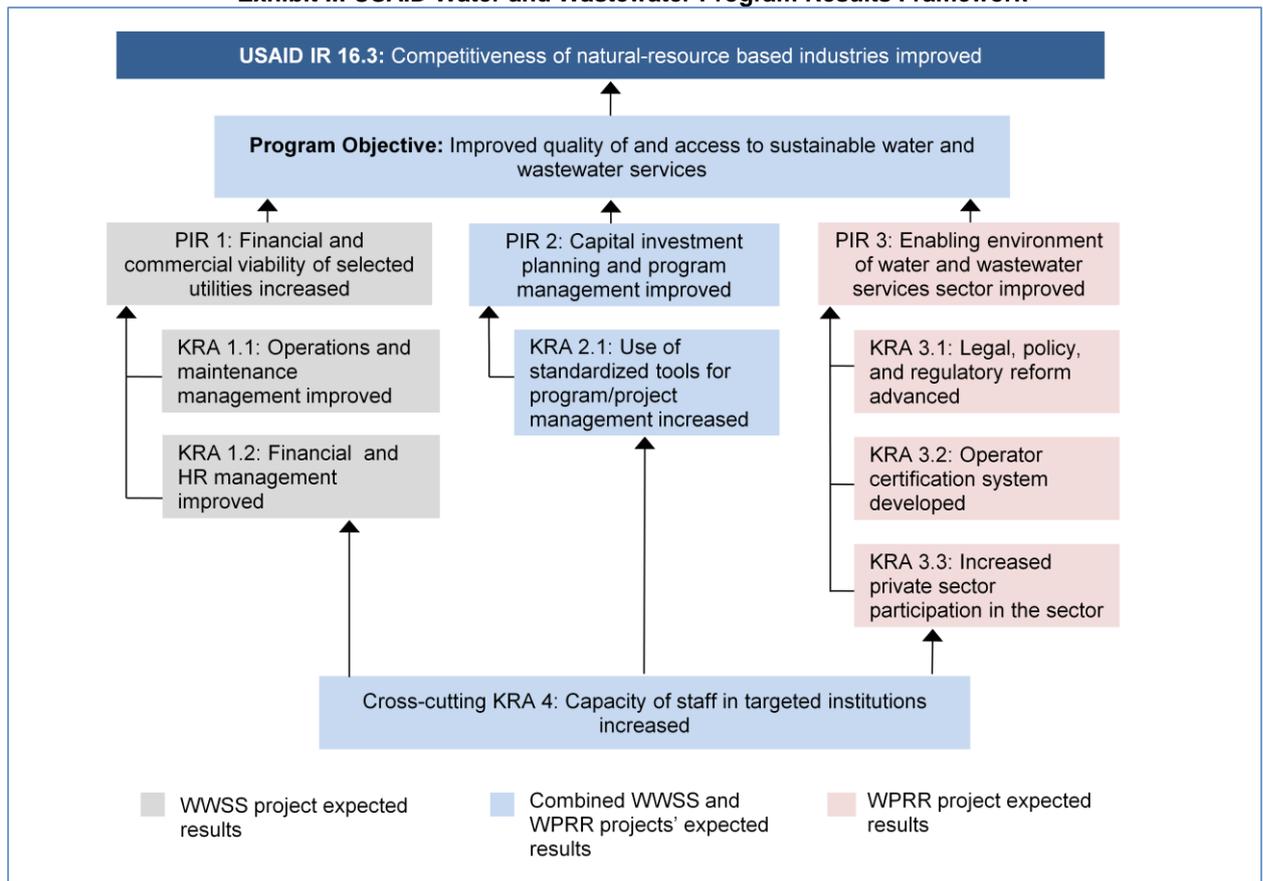
Program Expected Results

The WWSS Program results framework, presented in Exhibit I, represents the strategy to achieve the Program Objective (PO), “Financial and commercial viability of selected utilities increased.” The framework encompasses all objectives and activities in the WWSS scope of work and annual work plans to date. Further, it conveys the development hypothesis implicit in the design of the WWSS Program. It shows that, in order to increase the viability of targeted water and wastewater utilities, we must work simultaneously on three fronts, corresponding to three program intermediate results (PIRs): 1) management and operations, 2) capital investment planning and program management, and 3) staff capacity building. PIR 3, “Capacity of staff in targeted institutions increased,” is positioned as a cross-cutting result due to the importance of increased human capacity in all program activities.

Exhibit I: Water and Wastewater Sector Support Program Results Framework



The WWSS Program expected results are drawn from the USAID Water Sector Results framework (see Exhibit II below), which shows how the WWSS program works jointly with the WPRR program to achieve the Agency’s objectives.

Exhibit II: USAID Water and Wastewater Program Results Framework

Approach to Performance Monitoring

Performance monitoring will continue to play a critical role in understanding, demonstrating, and communicating the results of the program. We will use our performance monitoring system as a management tool to monitor progress of activities and to guide program decision-making and resource allocation.

Monitoring and evaluation (M&E) activities will be both qualitative and quantitative in nature. Increased efficiencies in water company management and service delivery – our primary objective – can be measured with quantitative indicators. However, behavior change on the part of the water company staff and management is a necessary condition to achieving this objective, and such change can only be assessed qualitatively.

Qualitative assessments will focus on: 1) monitoring of progress of program activities against the work plan, 2) application of program tools, approaches, and training courses, and 3) impact of such interventions. In other words, using our work plan as a guide, we will routinely assess actual activities on the ground against planned timelines. Then, for each activity (system, tool, or training course), we will observe *whether* and *how* the tools/skills are being used, and what *results* or *impacts* are generated. This is a continuation of the assessment process initiated with the Year 2 Annual Assessment and continued throughout Year 3, which proved useful to ongoing planning and management of program activities.

To complement this information, we will also collect and report *quantitative data* to capture program activity outputs as well as utility-level changes over time. Using a combination of tools

and methods, we aim to capture, analyze, and present robust information on the outputs and outcomes of WWSS activities with the targeted water companies.

Overview of Indicators

We have identified life-of-program indicators for each result in the WWSS Program results framework, and they are listed on page 6. To enable both short- and medium/long-term program progress review, we will track two main types of performance indicators: output and outcome. *Output* indicators, such as “number of people trained,” track the immediate products of program activities and provide short-term feedback to the WWSS team on where implementation strategies or resources may need to be adjusted. *Outcome* indicators, such as “percent change in the volume of leakage,” measure the effects of program activities over the medium- and long-term. They are indicators of utility performance and aim to show health of the company in the areas that WWSS is targeting.

Disaggregation. All indicators will be disaggregated by subsidiary, and program training data will be disaggregated by gender. This will allow us to analyze and report program results within and across various groups.

The detailed plan for quantitative indicator monitoring is laid out in the indicator reference sheets in Annex A. These forms spell out the precise definition of each indicator, management utility of tracking the information, as well as the plan for data collection, review, and reporting.

The following table records the changes proposed in this PMP to those indicators listed in the joint WWSS/WPRR PMP of 2010. As mentioned previously, changes were made to: align the PMP with the project’s focus beginning in Year 2; eliminate redundancy with the WPRR Program’s indicators; and align the WWSS Program’s measurement methods with those sources available, primarily in the utilities with which we work.

Exhibit III: Summary of Changes to PMP

No.*	Performance Indicator	Action	Justification
1	Progress in developing, implementing, and assessing performance against service standards (milestone indicator)	Removed	This indicator is included in the WPRR Program PMP
2	Percent of total costs recovered by targeted subsidiaries	Removed	This indicator is far outside the manageable interest of the WWSS program. A related indicator, for “Percent of O&M costs recovered,” is included.
4	Percent change in volume of unaccounted for water Revised indicator: Percent increase/decrease in water loss	Adjusted	Revised to align with subsidiary measurement methods and tracking systems.
5	Days sales in accounts receivable (aging)	Removed	WWSS work does not directly impact this indicator. Financial management activities are sufficiently covered by other indicators.
6	Percent of collection from period’s bills Revised indicator: Percent of collection	Merged with 7	Collections are included as a whole, as subsidiaries do not consistently separate arrears from current collections.
7	Percent of collection from arrears Revised indicator: Percent of collection	Merged with 6	See previous.
9	Percent change in the volume of leakage	Removed	Redundant with #4, above.
10	Percent change in chemical costs	Removed	Though WWSS is working in chemical optimization, our goal is not to reduce costs. Rather, it is to improve water quality while containing costs.

13	Percent of samples meeting Egyptian effluent wastewater quality standards	Removed	WWSS activities do not significantly impact the wastewater treatment process.
16	Percent of customers billed in targeted areas	Removed	WWSS activities do not directly affect this indicator.
18	Number of project-targeted subsidiaries producing quarterly MARS reports	Removed	This activity area is more robustly covered by the quarterly qualitative assessments of each targeted subsidiary.
19	Quality of information generated by MARS	Removed	This activity area is more robustly covered by the quarterly qualitative assessments of each targeted subsidiary.
20	Quality of information generated by PRISM	Removed	This activity area is more robustly covered by the quarterly qualitative assessments of each targeted subsidiary.
22	Percent of active projects entered into PRISM	Removed	This indicator is included in the WPRR Program PMP
23	Percent of projects updated in PRISM on a monthly basis	Removed	This indicator is included in the WPRR Program PMP
25	Number of standard documents completed	Removed	This indicator is included in the WPRR Program PMP
36	Number of subsidiaries developing or updating HRD plans Revised indicator: Number of subsidiary HRD plans developed	Adjusted	This indicator has been revised to isolate the WWSS-supported subsidiary achievement of developing their first-ever HR plan.

*Corresponds to indicators in joint WPRR/WWSS performance monitoring plan

Data Sources

Primary data collection. A number of program indicators directly measure outputs of program activities (training, generation of plans/statements, etc.), so this data can be easily obtained from the program records. We will also assess, through standardized forms and observation, the application of knowledge and skills gained in program capacity building activities. Such assessments will generate information for ongoing program planning and management as well as stories and anecdotes for program communications.

Secondary data from program partners. Data collection of the utility-level outcome indicators requires collaboration with counterparts at HCWW and its subsidiaries. The main sources within the companies will be annual audited financial statements and quarterly submissions to the MARS database.

Data Collection and Quality Control

Program performance data will be collected on a quarterly basis for all indicators by WWSS regional M&E coordinators using standardized program forms. M&E coordinators are technical advisors and members of the regional technical assistance teams, who will integrate data collection efforts into their field visits. Data will be compiled, reviewed and analyzed at the Cairo office before reporting to USAID.

Quality control. To ensure quality data from the utilities, we will require Company Chairmen to review and verify quarterly data forms. Regional M&E coordinators will then perform first-level quality control by reviewing the data collected and addressing any questions or anomalies with utility staff. The WWSS M&E assistant will perform second-level quality control while compiling data in Cairo. She will identify any anomalies and compare against MARS figures. Before submission to USAID, we will validate the collected data with HCWW.

Reporting

We will report results either annually or quarterly according to the type of indicator. Some program activity outputs will be reported on a quarterly basis, while the remaining indicators, including company-level outcomes, will be reported annually in coordination with the companies' fiscal year reporting and auditing cycle.

Indicators

The table below includes the proposed performance indicators for the WWSS Program, and their corresponding results from the results framework. There are no indicators listed for PIR 2, "Capital Investment Planning and Program Management Improved," as this result is shared with the Water Policy and Regulatory Reform (WPRR) Program, which is reporting on its respective indicators. The detailed description and data collection plan for each indicator follows in Annex A, Indicator Reference Sheets.

#	Result	Indicator
Company-level outcomes		
1	PO	Percent of collection
2	PIR 1	Percent increase/decrease in water loss
3	PIR 1	Percent of volume of water produced that is billed
4	PIR 1	Percent increase/decrease in energy cost per cubic meter
5	PIR 1	Percent of samples meeting Egyptian water quality standards
6	PIR 1	Percent of meters functioning in targeted areas
Program activity outputs		
7	PIR 1	Progress in developing and implementing subsidiary business plans (milestone indicator)
8	PIR 1	Number of program-targeted subsidiaries producing quarterly financial and accounting statements
9	PIR 1	Number of subsidiary HR plans developed
10	PIR 1	Number of subsidiaries using an automated HR management system
11	PIR 3	Number of people trained

ANNEX A: INDICATOR REFERENCE SHEETS

Program Objective: Financial and Commercial Viability of Selected Utilities Increased

Performance Indicator 1: Percent of collection	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Percent of collections is the proportion of the total outstanding billed amount that is collected during the reporting period. Numerator: Total value collected during the reporting period. Denominator: (Value of all bills issued during the reporting period) plus (Value of arrears or outstanding balances).			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary audited financial statements (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: Increased collection efficiency is a measure of commercial viability, a critical area of utility management and focus of the WWSS project.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.							
Comments & Assumptions: This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in collections or other commercial activities.							
Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.							

1- Percent of collection					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	26%	50%	60%
Aswan	34%	50%	51%	41%	53%
Beni Suef	88%	87%	87%	90%	93%
Giza	N/A	60%	20%	45%	65%
Luxor	N/A	54%	59%	62%	70%
Matrouh	N/A	32%	30%	35%	60%
Menufiya	50%	75%	75%	88%	91%
Minya	55%	64%	74%	80%	90%
Qena	53%	44%	50%	65%	80%
Sinai	N/A	N/A	N/A	50%	55%
Sohag	N/A	N/A	65%	60%	65%
Baseline Average*	52%			N/A	
Annual Averages*	56%	58%	54%	61%	71%
Baseline					
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 2: Percent increase/decrease in water loss	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Percent increase/ decrease in water loss is the percent of water loss in the current period minus the percent of water loss in the previous period. To compute the percent of water loss, the numerator is (volume of water produced minus volume of water sold), and the denominator is (volume of water produced), where volume of water is measured by cubic meters.			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary audited financial statements (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: Reducing water losses has a direct impact on cost recovery and thus financial viability of the utilities. It also indicates better stewardship of water resources.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.							
Comments & Assumptions: This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in loss reduction.							
Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.							

2- Percent increase/decrease in water loss					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	25%	-1%	-2%
Aswan	28%	-2%	-0.24%	-2%	-1%
Beni Suef	29%	1%	1%	-6%	-2%
Giza	N/A	28%	1%	0%	0%
Luxor	N/A	45%	-3%	-2%	-2%
Matrouh	N/A	27%	9%	4%	-5%
Menufiya	38%	-5%	-3%	-3%	-2%
Minya	29%	0.3%	-2%	-3%	0%
Qena	51%	-9%	-4%	-9%	-2%
Sinai	N/A	N/A	42%	-8%	-2%
Sohag	N/A	N/A	36%	-6%	-5%
Baseline Average*	34%			N/A	
Annual Averages*	N/A	-3%	-0.20%	-3%	-2%
Baseline	Baseline figures in this table represent "Percent of water loss", and all subsequent figures represent "Percent of increase/decrease in water loss"				
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages do not include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 3: Percent of volume of water produced that is billed	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Numerator: Total volume, in cubic meters, billed to customers during the reporting period; Denominator: Total volume, in cubic meters, of water produced during the reporting period.			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary audited financial statements (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: This indicator measures improvements in the utilities' commercial operations, which are critical to improving cost recovery.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
<p>Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.</p> <p>Comments & Assumptions: This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in billing and commercial operations.</p> <p>Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.</p>							

3- Percent of volume of water produced that is billed					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	75%	76%	78%
Aswan	72%	72%	72%	73%	75%
Beni Suef	71%	70%	69%	75%	77%
Giza	N/A	72%	71%	71%	72%
Luxor	N/A	55%	58%	60%	62%
Matrouh	N/A	73%	64%	60%	65%
Menufiya	62%	67%	70%	73%	75%
Minya	71%	71%	72%	75%	75%
Qena	49%	58%	61%	70%	72%
Sinai	N/A	N/A	58%	66%	68%
Sohag	N/A	N/A	64%	70%	75%
Baseline Average*	66%		N/A		
Annual Averages*	65%	67%	67%	70%	72%
Baseline					
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 4: Percent increase/decrease in energy cost per cubic meter	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Energy costs are a portion of O&M costs. The percent increase/decrease is computed using a numerator of: (current period energy costs per cubic meter minus previous period energy costs per cubic meter), and a denominator of: (previous period energy costs per cubic meter).			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary audited financial statements (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: Energy costs per cubic meter is a measure of efficiency of operations, a key result of the program. This is also a direct measure of project outcomes from energy use rationalization programs. This indicator will be presented as change in <i>rea</i> /cost, not adjusted for inflation. Though such inflation is likely, WWSS' interest in this indicator is in the context of utility cost recovery, or real costs compared with real revenues.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
<p>Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.</p> <p>Comments & Assumptions: The indicator will be monitored and reported as a change in <i>rea</i>/costs, not adjusted for inflation, to accurately present cost figures in the context of overall cost recovery. However, anecdotal information may also be presented to provide context related to electricity or fuel costs. Additionally, for further context, case studies of individual treatment plants receiving WWSS assistance may be presented.</p> <p>This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in energy use rationalization.</p> <p>Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.</p>							

4- Percent increase/decrease in energy cost per cubic meter					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	N/A	N/A	N/A
Aswan	0.10	4%	6%	1%	5%
Beni Suef	0.08	1%	-7%	0%	0%
Giza	N/A	0.08	2%	10%	10%
Luxor	N/A	0.53	-71%	-10%	-5%
Matrouh	N/A	0.22	-4%	-33%	-15%
Menufiya	0.07	-0.10%	30%	27%	26%
Minya	0.10	0%	5%	0%	0%
Qena	0.12	-16%	0.07%	19%	21%
Sinai	N/A	N/A	0.38	29%	-37%
Sohag	N/A	N/A	0.10	19%	21%
Baseline Average*	0.18		N/A		
Annual Averages*	N/A	-2%	-5%	6%	3%
Baseline	Baseline figures in this table represent "Percent of Energy Cost per cubic meter", and all subsequent figures represent "Percent of increase/decrease in Energy Cost per cubic meter"				
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages do not include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 5: Percent of samples meeting Egyptian water quality standards	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
	See next page.						
Indicator Definition: Numerator: total number of samples conforming to applicable laws and rules of the Egyptian ministry of health and the environmental affairs agency during the reporting period. Denominator: total number of water samples tested by the subsidiary during the reporting period.			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary central laboratories (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: It provides a direct measure of the quality of water provided to customers, and a measure of efficiency of water treatment operations.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.							
Comments & Assumptions: This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in chemical use optimization or other laboratory procedures.							
Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.							

5- Percent of samples meeting Egyptian water quality standards					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	30%	35%	40%
Aswan	92%	100%	99%	99%	99%
Beni Suef	96%	95%	95%	96%	97%
Giza	N/A	100%	97%	98%	98%
Luxor	N/A	100%	100%	99%	99%
Matrouh	N/A	99%	95%	96%	97%
Menufiya	93%	74%	95%	96%	96%
Minya	94%	93%	95%	96%	97%
Qena	90%	93%	100%	99%	99%
Sinai	N/A	N/A	100%	99%	99%
Sohag	N/A	N/A	94%	96%	97%
Baseline Average*	90%		N/A		
Annual Averages*	93%	94%	91%	92%	93%
Baseline					
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 6: Percent of meters functioning in targeted areas	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Numerator: number of functioning meters at the end of the reporting period. Denominator: total number of metered connections at the end of the reporting period. In the MARS system, this indicator is named, "Percent of functioning meters."			Unit of Measurement: Percent				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary commercial sectors (secondary) MARS (secondary) HCWW (secondary)			Rationale for Indicator: This is an indicator of a company's ability to maintain its meters, which are critical to commercial operations. A higher proportion of functioning meters also facilitates accurate billing and, often, reduced unaccounted-for water.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Annual collection according to GOE fiscal year (July – June), and reporting in the following December to allow for auditing and publication of annual figures, with other outcome indicators.							
<p>Data Limitation and Quality Assessment: Data quality and completeness are inconsistent at subsidiaries. To address this, we will utilize multiple layers of data review and verification, including: 1) Chairmen will be asked to sign off on all data reported; 2) WWSS regional coordinators will review data and address anomalies with subsidiary representatives; 3) WWSS M&E staff will compare data against MARS and HCWW figures.</p> <p>Comments & Assumptions: This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in meter repair or other commercial functions.</p> <p>Note on Baseline Period: The baseline period for Aswan, Beni Suef, Menufiya, Minya, and Qena utilities is 2007/2008, which is the period directly before the WWSS project started. For Giza, Luxor, and Matrouh, which were established as companies in FY 2007/2008, the first complete year of data available is 2008/2009 and therefore, this is their baseline year. Assiut and Sohag were established as companies in FY 2008/2009, and thus have incomplete data for that fiscal year; the baseline for those companies is accordingly 2009/2010. Sinai was added to the contract in November, 2010, so its baseline will also be the 2009/2010 fiscal year.</p>							

6- Percent of meters functioning in targeted areas					
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	N/A	N/A	87%	88%	89%
Aswan	85%	84%	91%	93%	93%
Beni Suef	95%	96%	96%	98%	98%
Giza	N/A	56%	64%	64%	64%
Luxor	N/A	94%	95%	96%	96%
Matrouh	N/A	45%	93%	94%	95%
Menufiya	90%	96%	97%	98%	98%
Minya	91%	97%	95%	96%	96%
Qena	55%	60%	71%	82%	90%
Sinai	N/A	N/A	85%	88%	88%
Sohag	N/A	N/A	97%	80%	82%
Baseline Average*	80%		N/A		
Average Averages*	83%	79%	88%	89%	90%
Baseline					
* All averages are included for reporting purposes only. They are not meant to represent the sector as a whole. Annual averages include shaded baseline figures for the respective year.					

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 7: Progress in developing and implementing subsidiary business plans (milestone indicator)	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: This qualitative indicator is a series of milestones to measure progress of subsidiaries in developing, implementing, and maintaining their company business plans, a key project pillar and deliverable. Milestones are included for three phases: development, implementation, institutionalization, and include: training conducted; plan drafted; review workshop held; final draft completed; annual update completed; # programs in plan; # of programs initiated; # of programs completed; equipment delivered. See also Annex B for milestone tracking matrix.				Unit of Measurement: Percent			
Data Source(s) – note if primary (p) or secondary (s): Targeted subsidiaries and WWSS business planning team (primary)				Rationale for Indicator: The subsidiary business plan is the central WWSS tool for empowering water/wastewater companies to improve management, accountability, and performance. This indicator will monitor the extent to which the utilities are utilizing the business plan and achieving the objectives within it.			
Team Member Responsible for Collecting Data: WWSS business planning team				Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.			
Data Collection Frequency/Schedule: Quarterly collection and annual reporting, according to GOE fiscal year (July – June). Reporting will take place in December following the end of the fiscal year, with other WWSS indicators.							
Data Limitation and Quality Assessment: To support data reported by the WWSS business planning team, we will collect first-hand data from the subsidiaries using standardized forms on a quarterly basis.							
Comments & Assumptions: Business plans are developed for a three-to-five year period, and updated annually. Thus, the milestone tracking matrix includes an “annual update” to monitor whether companies are updating them on an annual basis. This indicator will be monitored and reported for 11 of the 13 WWSS-targeted utilities: Assiut, Aswan, Beni Suef, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component. Cairo is excluded because, due to its size and advanced state of development, our activities there are limited to those requested specifically by the Chairman, which to date have not involved assistance in business planning.							

7- Progress in developing and implementing subsidiary business plans (milestone indicator)

ACTUAL

Subsidiary	Development					Implementation			Institutionalization
	Training Conducted	Plan Drafted	Review Workshop Held	Final Draft Completed	Annual Update Completed	# of Prgrams in Plan	# of Programs Initiated	# of Program Completed	Equipment Delivered
Assiut	X	X	X	X		36	33	0	X
Aswan	X	X	X	X		165	51	41	X
Beni Suef	X	X	X	X	X	64	41	11	X
Giza	X	X	X	X	X	76	76	65	X
Luxor	X	X	X	X		74	74	56	X
Matrouh	X	X	X	X		68	14	0	X
Menufiya	X	X	X	X		62	46	16	X
Minya	X	X	X	X	X	60	22	16	X
Qena	X	X	X	X		56	52	40	X
Sinai	X	X	X						
Sohag	X	X	X	X		30	28	14	X

TARGET

Subsidiary	Development					Implementation		Institutionalization
	Training Conducted	Plan Drafted	Review Workshop held	Final Draft Completed	Annual update Completed	# of Prgrams in Plan	# of Plans Completed	Equipment Delivered
Assiut	X	X	X	X	X	36	18	X
Aswan	X	X	X	X	X	165	83	X
Beni Suef	X	X	X	X	X	64	32	X
Giza	X	X	X	X	X	76	38	X
Luxor	X	X	X	X	X	74	37	X
Matrouh	X	X	X	X	X	68	34	X
Menufiya	X	X	X	X	X	62	31	X
Minya	X	X	X	X	X	60	30	X
Qena	X	X	X	X	X	56	28	X
Sinai	X	X	X	X	X			X
Sohag	X	X	X	X	X	30	15	X

Last updated: October, 2011

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 8: Number of program-targeted subsidiaries producing quarterly financial and accounting statements	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Financial and accounting statements targeted by the project include quarterly financial statements, cost accounting statements, and cash management statements.			Unit of Measurement: Number				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary finance divisions (primary), and WWSS finance team members.			Rationale for Indicator: Production of regular financial statements is critical to improving financial management and is an indicator of project-strengthened capacity through ADVAC installation and related technical assistance.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Quarterly collection and annual reporting, according to GOE fiscal year (July – June). Reporting will take place in December following the end of the fiscal year, with other WWSS indicators.							
Data Limitation and Quality Assessment: To support data reported by the WWSS finance team, we will collect first-hand data from the subsidiaries using standardized forms on a quarterly basis.							
Comments & Assumptions: This indicator will be monitored and reported for those six subsidiaries receiving WWSS assistance in automating financial management; namely, Assiut, Giza, Luxor, Matrouh, Sinai, and Sohag. The other subsidiaries are not included because they already have automated financial management systems.							

8- Number of program-targeted subsidiaries producing quarterly financial and accounting statements

	Q4 2008/2009 (Baseline)	Q1 2009/2010 (Actual)	Q2 2009/2010 (Actual)	Q3 2009/2010 (Actual)	Q4 2009/2010 (Actual)	Q1 2010/2011 (Actual)	Q2 2010/2011 (Actual)	Q3 2010/2011 (Actual)	Q4 2010/2011 (Actual)	FY 2010/2011 (Target)	FY 2011/2012 (Target)
Assiut	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Giza	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Luxor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Matrouh	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sinai	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	Yes	Yes	Yes
Sohag	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Subtotals (Number of subsidiaries):	5	5	5	5	5	5	5	6	6	6	6

This indicator is monitored only for the companies receiving WWSS ADVAC financial assistance

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 9: Number of subsidiary HRD plans developed	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: The number of HRD/M plans completed by WWSS-targeted subsidiaries with WWSS support during the reporting period.			Unit of Measurement: Number				
Data Source(s) – note if primary (p) or secondary (s): Subsidiary HR Divisions, and WWSS HR staff			Rationale for Indicator: Presence of HR plans indicates a strategic approach to human resource development on the part of the subsidiaries, most of which have recently established their first-ever HR divisions. It is also an indicator of project capacity building activities as the WWSS team is working with subsidiaries on HRD planning.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Quarterly collection and annual reporting, according to GOE fiscal year (July – June). Reporting will take place in December following the end of the fiscal year, with other WWSS indicators.							
Data Limitation and Quality Assessment: To support data reported by the WWSS HR team, we will collect first-hand data from the subsidiaries using standardized forms on a quarterly basis.							
Comments & Assumptions: This indicator will be monitored and reported for all 12 subsidiaries targeted by the HR component in our scope of work; namely, Assiut, Aswan, Beni Suef, Cairo, Giza, Luxor, Matrouh, Menufiya, Minya, Qena, Sinai, and Sohag. Daqahliya is excluded because, per the WWSS contract scope of work, activities there are limited to the Capital Investment Planning and Program Management component.							

9- Number of Subsidiary HR Plans Developed						
	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2010/2011 (Actual)	FY 2011/2012 (Target)
Assiut	NA			X		
Aswan	NA			X	X	
Beni Suef	NA		X			
Giza	NA			X	X	
Luxor	NA			X	X	
Matrouh	NA		X			
Menufiya	NA		X			
Minya	NA			X	X	
Qena	NA		X			
Sinai	NA					X
Sohag	NA		X			
Number of Plans Developed			5	5	4	1

Program Intermediate Result 1: Management and Operational Efficiency Increased

Performance Indicator 10: Number of subsidiaries using an automated HR management system	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: Number of project-targeted subsidiaries using a computer-based HR management system provided with WWSS assistance during the reporting period. Use is defined as presence of an installed system and at-least quarterly updates to data within the system.			Unit of Measurement: Number				
Data Source(s): Subsidiary HR Divisions or Payroll Departments, and WWSS HR staff			Rationale for Indicator: Presence of automated HR management systems indicates subsidiary capacity in HR management. It is also an indicator of project capacity building activities as the WWSS team will be working with subsidiaries on installing and utilizing HR management systems.				
Team Member Responsible for Collecting Data: Regional M&E Coordinators			Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.				
Data Collection Frequency/Schedule: Quarterly collection and annual reporting, according to GOE fiscal year (July – June). Reporting will take place in December following the end of the fiscal year, with other WWSS indicators.							
Data Limitation and Quality Assessment: To support data reported by the WWSS HR team, we will collect first-hand data from the subsidiaries using standardized forms on a quarterly basis.							
Comments & Assumptions: This indicator will be monitored and reported for those nine subsidiaries receiving WWSS assistance in automating HR management; namely, Assiut, Aswan, Cairo, Giza, Luxor, Matrouh, Qena, Sinai, and Sohag. The other subsidiaries are not included because they already had automated HR management systems and were not supported by WWSS in this area.							

10- Number of subsidiaries using an automated HR management system

	FY 2007/2008 (Baseline)	FY 2008/2009 (Actual)	FY 2009/2010 (Actual)	FY 2010/2011 (Target)	FY 2010/2011 (Actual)	FY 2011/2012 (Target)
Assiut			X			
Aswan				X		X
Beni Suef						
Cairo				X		
Giza			X			
Luxor			X			
Matrouh			X			
Menufiya						
Minya						
Qena				X	X	
Sinai						X
Sohag				X	X	
Number of subs using automated HR system			4	4	2	2

Program Intermediate Result 3: Capacity of Staff in Targeted Institutions Increased

Performance Indicator 11: Number of people trained	Baseline		2008	2009	2010	2011	2012
	Year	Value	Target	Target	Target	Target	Target
See next page.							
Indicator Definition: The total number of attendees at program-supported training events. Training refers to classroom training, workshops, and participation in study tours. Only participants who complete the full training course will be counted. We will disaggregate by course, gender of trainees, subsidiary, and technical area.				Unit of Measurement: Number			
Data Source(s) – note if primary (p) or secondary (s): Attendance sheets from each training event and WWSS training database (primary).				Rationale for Indicator: This is a direct measure of water sector professionals' capacity being strengthened.			
Team Member Responsible for Collecting Data: WWSS HR/Training team				Data Collection Method and Approach: Collection by WWSS regional M&E coordinators from subsidiaries using standardized project forms.			
Data Collection Frequency/Schedule: Ongoing collection, as events occur. Quarterly reporting.							
Data Limitation and Quality Assessment: A WWSS HR/Training team member attends each training event and verifies the attendance sheet against the actual attendees. Attendance sheets are then entered into the training database, where quality control is provided upon data entry. Since this is a measure of attendance, one individual completing two training courses will be counted twice.							
Comments & Assumptions: This indicator will be monitored and reported for all 13 subsidiaries in the WWSS scope of work.							

11- Number of people trained													
	Q3 2008/2009 (Actual)	Q4 2008/2009 (Actual)	Q1 2009/2010 (Actual)	Q2 2009/2010 (Actual)	Q3 2009/2010 (Actual)	Q4 2009/2010 (Actual)	Q1 2010/2011 (Actual)	Q2 2010/2011 (Actual)	Q3 2010/2011 (Actual)	Q4 2010/2011 (Actual)	WWSS Y3 2010/2011 (Targets)	WWSS Y3 2010/2011 (Actuals)	WWSS Y4 2011/2012 (Targets)
Assiut	16	123	30	25	56	48	26	20	123	48	100	217	80
Aswan	–	–	–	2	0	5	66	57	41	32	100	196	80
Beni Suef	–	–	–	7	11	8	53	59	77	6	100	195	80
Cairo	–	–	–	3	0	5	1	5	15	5	30	26	25
Daqahliya	–	–	–	3	2	61	–	5	9	10	30	24	25
Giza	–	73	0	30	20	62	8	64	20	2	100	94	80
Luxor	–	80	16	6	85	34	2	43	46	6	100	97	80
Matrouh	–	–	–	3	121	68	7	4	87	12	75	110	60
Menufiya	–	49	46	19	54	10	6	60	80	6	100	152	80
Minya	–	–	–	5	25	6	2	63	45	22	100	132	80
Qena	–	–	–	4	47	6	8	0	64	16	75	88	60
Sinai	–	–	–	–	–	–	–	29	191	10	120	230	80
Sohag	–	52	99	10	5	72	60	26	146	8	100	240	80
<i>Subtotal</i>	<i>16</i>	<i>377</i>	<i>191</i>	<i>117</i>	<i>426</i>	<i>385</i>	<i>239</i>	<i>435</i>	<i>944</i>	<i>183</i>	<i>1130</i>	<i>1801</i>	<i>890</i>

ANNEX B: BUSINESS PLANNING MILESTONE TRACKING MATRIX

Performance Indicator 7: Progress in developing and implementing subsidiary business plans (milestone indicator)

Subsidiary	Development					Implementation			Institutionalization
	Training conducted	Plan drafted	Review workshop held	Final draft completed	Annual update completed	# of programs in plan	# of programs initiated	# of programs completed	Equipment delivered
Giza									
Menufiya									
Assiut									
Sohag									
Luxor									
Qena									
Aswan									
Minya									
Beni Suef									
Cairo	Not applicable								
Matrouh									
Daqahliya	Not applicable								