

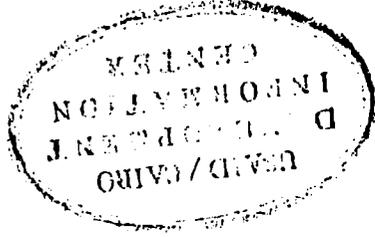
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Academy for Educational Development, Inc.

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*VEHICLE MAINTENANCE TRAINING;  
Feasibility Study Progress Reports*

TECHNICAL AND FEASIBILITY STUDIES IV

FINAL REPORT

by

John Sinkovic

and

Joseph Stuart

December 31, 1979

This report has been completed under Contract No. AID/NE-C-1667 between the Academy for Educational Development and the U.S. Agency for International Development.

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CONFERENCE/FIELD TRIP  
SUMMARY

SUNDAY / NOVEMBER 4, 1979 @ Cairo Transport Authority Headquarters,  
Nasr City, Cairo, Egypt.

Conference attended by Engineer Hamed A. Ramadan, Technical Director; Engineer Hassien Soloman, Training Director; Engineer Sayed Moursi, Director of Planning Affairs; Engineer Galal Mansour, with the Planning Department; Mr. Dale DeButts, Educational Officer/USAID; Dr. Borollosy, General Development Constructor, USAID/HSTD; and Training Consultants Mr. Joseph Stuart and Mr. John Sinkovic, VMTT/AED. Training concepts and requirements discussed.

SUNDAY / NOVEMBER 4, 1979 @ Cairo Transport Authority Training  
Center, Giza, Cairo, Egypt.

Field trip to the Training Center with Engineer Hassien Soloman, Training Director and the two Training Consultants on the Vehicle Maintenance Training Team. General inspection of building construction completed to date.

TUESDAY / NOVEMBER 6, 1979 @ Cairo Transport Authority Training  
Center, Giza, Cairo, Egypt.

Field trip to the Training Center by the Vehicle Maintenance Training Team. Purpose to secure building measurements.

WEDNESDAY / NOVEMBER 7, 1979 @ Cairo Transport Authority Headquar-  
ters, Nasr, Cairo, Egypt.

Conference attended by Engineer Sayed Moursi, Director of Planning Affairs; Engineer Galal Mansour, with the Planning Department; and the Vehicle Maintenance Training Team. Discussed Questionnaire, information needed for C.T.A. program inputs.

WEDNESDAY / NOVEMBER 7, 1979 @ Cairo Transport Authority Training  
Center, Giza, Cairo, Egypt.

Field trip to the Training Center by the Vehicle Maintenance Training Team for additional building measurements.

SUNDAY / NOVEMBER 11, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Sayed Moursi, Director of Planning Affairs and the Vehicle Maintenance Training Team. Discussed return of questionnaire for C.T.A. program inputs.

MONDAY / NOVEMBER 12, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Sayed Moursi, Director of Planning Affairs; Engineer Galal Mansour, with the Planning Department; and the Vehicle Maintenance Training Team. Discussed return of questionnaire for C.T.A. program inputs.

THURSDAY / NOVEMBER 15, 1979 @ General Syndicate for Land Transport Workers Training Center, Mataria, Cairo, Egypt.

Field trip to the Training Center with Mr. Mounir Sheta, Treasurer of the General Syndicate for Land Transport Workers; Engineer Saad El Din Sabet, Chairman of the General Nile Company of Upper Egypt; Mr. Dale DeButts, Educational Officer, USAID/Cairo; Dr. Michael Lukomski, Educational Project Design Officer, USAID/Wash.; and the Vehicle Maintenance Training Team. Inspection of building construction completed to date.

SATURDAY / NOVEMBER 17, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Hassien Soloman, Training Director; Engineer Galal Mansour, with the Planning Department; Engineer Mohamad Ramadan Mahran, Director for Training Affairs; and the Vehicle Maintenance Training Team. Discussed return of questionnaire for C.T.A. program inputs.

TUESDAY / NOVEMBER 20, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Hassien Soloman, Training Director; and the Vehicle Maintenance Training Team. Discussed the return of questionnaire concerning C.T.A. program inputs.

THURSDAY / NOVEMBER 22, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Hassien Soloman, Training Director; Engineer Mohamad Ramadan Mahran, Director for Training Affairs; and the Vehicle Maintenance Training Team. Discussed information on questionnaire for C.T.A. program inputs.

WEDNESDAY / NOVEMBER 28, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Mohamad Ramadan Mahran, Director of Training Affairs; and the Vehicle Maintenance Training Team. Discussed Training Center Organizational Chart.

Conference attended by Engineer Hamed A. Ramadan, Technical Director; Engineer Sayed Moursi, Director for Planning Affairs; Engineer Galal Mansour, with the planning Department; Mr. Dale DeButts, Educational Officer, USAID/Cairo; and the Vehicle Maintenance Training Team. Discussed information still needed.

Conference attended by Engineer Mohamad Ramadan Mahran, Director of Training Affairs; and the Vehicle Maintenance Training Team. Discussed organizational plan, duties and responsibilities of Training Center personnel.

SUNDAY / DECEMBER 2, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Mohamad Ramadan Mahran,

Director of Training Affairs;and the Vehicle Maintenance Training Team.Discussed Organizational Chart.

Conference with Engineer Samir Cherief, General Director for Organizational Affairs; Engineer Gamil Mechaiel, Translator; Engineer Galal Mansour, Director of Planning Affairs; Engineer Mohamad Ramadan Mahran, Director of Training Affairs; and the Vehicle Maintenance Training Team. Discussed the need for the organizational chart, duties and responsibilities of the Training Center personnel.

THURSDAY / DECEMBER 6, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Mohamad Ramadan Mahran, Director of Training Affairs; and the Vehicle Maintenance Training Team. Discussed duties and responsibilities needed for Training Center personnel.

THURSDAY / DECEMBER 6, 1979 @ USAID Office, American Embassy, Cairo, Egypt.

Meeting with Mr. Dale DeButts, Educational Officer, USAID/ Cairo; and Mr. Joseph Stuart and Mr. John Sinkovic, Training Consultants, VMTT/AED. Discussed what information was still lacking to complete the assignment.

TUESDAY / DECEMBER 11, 1979 @ Cairo Transport Authority Headquarters, Nasr City, Cairo, Egypt.

Conference attended by Engineer Mohamad Ramadan Mahran, Director of Training Affairs; and the Vehicle Maintenance Training Team. Discussed Training Center personnel duties and responsibilities.

**BIWEEKLY REPORTS**

## memorandum

page 1 of 2

DATE: November 10, 1979

REPLY TO  
ATTN OF: Vehicle Maintenance Training Team

SUBJECT: Bi-Weekly report of activities No. 1

TO: Mr. Dale DeButts

Due to the Egyptian holiday of Bairan there was a four-day delay in making contact with the CTA to arrange a meeting. During the holiday period we reviewed a draft of the Project Paper for the GSLT training center and reports on the truck and bus maintenance shops prepared by the Harris company team. On November 4th Mr. DeButts, Dr. Borrollosy and the team drove to the CTA'S headquarters. We met with the Technical Director Eng. Ramadan, Training Director Eng. Soloman, Planning Director Eng. Sayed and Eng. Mansour of the planning department. Eng. Ramadan stated he was very anxious to get the equipment on order that would be required at the training center in Giza. We gave Eng Ramadan a questionnaire concerning CTA'S inputs for the training center. Eng. Ramadan gave the questionnaire to Eng. Sayed and he said it would be completed on Sunday the 11th of November. The team then drove to the Training center with Eng. Soloman to see what progress had been made since our last visit in late June of this year. The construction is to be completed in June of 1980 by the latest according to Eng. Ramadan. We returned to the center on November 5th to measure the shop areas that are to be used for training. There are a few recommendations we will make in regard to location of the facilities to be used for training and are preparing these at the present

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## memorandum

page 2 of 2

DATE:

REPLY TO  
ATTN OF:

SUBJECT:

TO: On November 6th we had a conference with Eng. Sayed and Eng. Mansour concerning the subjects to be taught at the center, and of the locations of the training facilities. Eng. Sayed said he would have more information for us on Sunday, November the 11th.



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## memorandum

DATE: November 25, 1979  
REPLY TO  
ATTN OF: V.M.T.T.  
SUBJECT: BI-WEEKLY REPORT NO.2  
TO: Mr. Dale DeButts

Visited the offices of the Cairo Transport Authority on November 11, 1979 to pick up the questionnaires which had been left there at our last meeting on November 4. Meeting was held with Engineer Sayid Moursi, Director of Planning. He stated the questionnaires had been completed, but were locked in Engineer Galal Monsour's desk and he was not at work today. Engineer Moursi assured us that he would have them delivered the following morning to Dr. Borollosy at the Embassy.

We did not receive them as promised and tried to reach Engineer Moursi by telephone without success. We went to Cairo Transport Authority's offices and met with Engineer Sayid Moursi, Director of Planning and Engineer Galal Monsour, Planning Department. They stated that the questionnaires have not been completed and had been turned over to the Department of Training Affairs to be completed. We then went to see Engineer Mohamad Ramadan Mohran, Director of Training Affairs and he assured us that they would be completed by November 17. Unable to formulate any training plans for the C.T.A., we began reorganizing the technical data to be used in the G.S.L.T. project paper annexes.



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## memorandum

DATE: November 25, 1979  
REPLY TO  
ATTN OF: V.M.T.T.  
SUBJECT: BI-WEEKLY REPORT NO.2  
TO: Mr. Dale DeButts

Reviewed the technical material and placed in correct sequence. Some material had to be rewritten and a new building section of plans redone.

Returned to the Cairo Transport Authority's office on November 17 and met with Engineer Sayid Moursi, Director of Planning, Engineer Hassien Solomon, Training Director, and Engineer Mohamad Ramadan Mohran, Director of Training Affairs. Questionnaires still have not been completed and we were asked to return November 21. We later discovered that this was an Egyptian holiday and tried to confirm this date by telephone. We were unable to make contact with anyone, so on November 20 we drove out to their office. Met with Engineer Hossien Solomon and he said he was going to call us later on that day to postpone the meeting until November 22. On Thursday, November 22 we met with Engineer Hossien Solomon, Engineer Sayid Moursi and Engineer Mohamad Ramadan Mohran. We were given several programs developed by them to review. They are in Arabic and will require translation. Report of meeting has been submitted along with this report. Another meeting has been scheduled for November 28 with the Technical Director, Engineer Hamod A. Ramadan. We now have some data and will begin designing their program.

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## memorandum

DATE: November 22, 1979

REPLY TO  
ATTN OF: Vehicle Maintenance Training Team

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

Attached questionnaires given to the Cairo Transport Authority on November 4, 1979 were received today at a meeting held at the C.T.A. offices. Present at this meeting were Eng. Hassain Solemon, TRAINING DIRECTOR; Eng. Sayid Moursi, DIRECTOR, PLANNING DEPARTMENT; Eng. Mohamed Ramadan, Monsour, TECHNICAL DIRECTOR OF TRAINING AFFAIRS; Mr. Joseph Stuart and Mr. John Sinkovic with the VEHICLE MAINTENANCE TRAINING TEAM. We were successful in obtaining some of the necessary information which is required, and will be outlined in this report.

REFERENCE (A):

No organizational chart has been furnished as yet. A chart was presented containing the following information and is as follows;

1. There will be one Training Center Director with the following qualifications: Degree in Engineering plus 16 years' experience, have at least 8 years of working experience and be 40 years old, salary of LE.125 per month or LE.1500 per year, plus bonuses and incentives up to 40 % of their base salary.



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REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

2. There will be two VICE or ASSISTANT DIRECTORS and they will need the following qualifications; Degree in Engineering plus 12 years of experience, have at least 4 years of working experience and be 35 years old, salary of LE.100 per month or LE.1200 per year, plus bonuses and incentives up to 40 % of their base salary.
3. There will be one TECHNICAL SPECIALIST who will need the following qualifications; Degree in Engineering plus 10 years' experience, have at least 4 years' working experience and be 30 years old, salary of LE.80 per month or LE.960 per year.
4. There will be six SHOP TECHNICAL ADVISORS who will require the following qualifications; have a Technical School Graduate Certificate plus 10 years experience, have at least 8 years' working experience and be 40 years old, salary of LE.80 per month or LE.960 per year.
5. There will be three SOCIAL SPECIALISTS who will require the following qualifications; Secondary School Graduate Certificate plus 8 years' experience, have at least 8 years of working experience and be 30 years old, salary of LE.60 per month or LE.720 per year, plus

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## memorandum

DATE: November 22, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

- bonuses and incentives up to 40 % of their base salary.
6. There will be twelve CHIEF TRAINERS who will require the following qualifications; Technical School Graduate Certificate plus 16 years of experience, have at least 10 years of working experience and be 40 years old, salary of LE.80 per month or LE.960 per year, plus bonuses and incentives up to 40 % of their base salary.
7. There will be forty ASSISTANT TRAINERS who will require Primary School Certificate plus 20 years of experience, at least 15 years of working experience and be 40 years old, salary of LE.60 per month or LE.720 per year, plus bonuses and incentives to 40 % of their base salary.
8. There will be thirty CLERKS who will require the following qualifications; a Secretarial Certificate, no experience qualifications listed, will be utilized by the management staff of the Training Center, salary of LE.41.67 per month or LE.500 per year, plus bonuses and incentives up to 40 % of their base salary.
9. There will be thirty SUPPORT STAFF who include utility, maintenance personnel and etc., no qualifications or work



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DATE: November 22, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

experience required, salary of LE.30 per month or LE.360 per year, plus bonuses and incentives up to 40 % of their base salary.

10. There will be twenty-five DRIVER TRAINERS who will require qualifications of 25 years of driving experience and 45 years old, salary of LE.70 per month or LE.840 per year, plus bonuses and incentives up to 40 % of their base salary.
11. There will be ten CONDUCTOR TRAINERS who will require qualifications of 20 years' experience as a Conductor and 40 years old, salary of LE.70 per month or LE.840 per year, plus bonuses and incentives up to 40 % of their base salary.
12. There will be four CHIEF DRIVER TRAINERS who will require qualifications of 10 years' experience in Training Affairs, no educational requirements or work experience listed, should be 50 years old, salary of LE.83.33 per month or LE.1000 per year, plus bonuses and incentives up to 40 % of base salary.
13. There will be four SUPERVISOR DRIVER TRAINERS who will require the following qualifications; Technical School



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DATE: November 22, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

Graduate Certificate, 10 years' experience in Training Affairs, 50 years old with a salary of LE.100 per month or LE.1200 per year, plus bonuses and incentives up to 40 % of base salary. (no requirement for driving experience listed).

- 14. All of the personnel required to fill the previously described positions will be obtained from the Cairo Transport Authority offices and shops.
- 15. Cairo Transport Authority Training Center staffing requirements in brief:

NUMBER	POSITIONS	YEARLY SALARY	B & I
1 - -	-TRAINING CENTER DIRECTOR -	-LE.1500.	- - LE.600.
2 - -	-ASSISTANT DIRECTORS - - - -	LE.1200.	- - LE.480.
1 - -	-TECHNICAL SPECIALIST - - -	LE.960.	- - LE.384.
6 - -	-SHOP TECHNICAL ADVISORS - -	LE.960.	- - LE.384.
3 - -	-SOCIAL SPECIALIST - - - - -	LE.720.	- - LE.288.
12 - -	-CHIEF TRAINERS - - - - -	LE.960.	- - LE.384.
40 - -	-ASSISTANT TRAINERS - - - -	LE.720.	- - LE.288.
30 - -	-CLERKS - - - - 4 - - - - -	LE.500.	- - LE.200.
30 - -	-SUPPORT STAFF - - - - -	LE.360.	- - LE.144.
25 - -	-DRIVER TRAINERS - - - - -	LE.840	- - LE.336.



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 SUBJECT: C.T.A. Training Center  
 TO: Mr. Dale DeButts

NUMBER	POSITIONS	YEARLY SALARY	B & I
10 - -	-CONDUCTOR TRAINERS - - - -	LE.840.	- - -LE.336.
4 - +	-CHIEF DRIVER TRAINERS - -	LE.1000	- - -LE.400.
4 - -	-SUPERVISOR DRIVER TRAINERS	LE.1200.	- - -LE.480.

- 16. The total number of personnel required for staffing the training center is 168.
- 17. The total yearly salary for 168 personnel is LE.116,000.
- 18. The total bonuses and incentives for 168 personnel are LE.46,843 or a grand total of LE.163,140 payroll per year for the training center.

REFERENCE (B)

- 1. Detailed estimates of construction costs on the training portion of buildings in the complex are not available. The cost of all buildings being constructed in the complex to date is LE.1,500,000. and at least LE.1,850,000. will be spent to complete construction and install tooling and equipment in the areas that will not be used for training.
- 2. The approximate cost to C.T.A. to operate the Center for the duration of the contract (3 years) is listed



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REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

as follows;

- a. Salaries, bonuses and incentives - - - - - LE.500,000.
  - b. Building depreciation - - - - - LE.240,000.
- LE: 740,000.

NOTE: There are no costs concerning utilities, building maintenance, office supplies, general supplies or miscellaneous expense included in their estimates.

3. Upon completion of contract it is estimated that C.T.A will spend LE.250,000 yearly to operate the training portion of the complex.

REFERENCE (C)

1. The Cairo Transport Authority will supply all monies needed to staff, operate and maintain the Training Center and do not anticipate working through and of the Ministries at this time.

NOTE: If it is necessary to work through one of the Ministries to consummate a contract between the Cairo Transport Authority and USAID, they would prefer the Ministry of Finance be used.

REFERENCE (D)

1. There will be 20 full-time instructors and they will



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DATE: November 22, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

require the following qualifications;

- a. 35 to 45 years of age.
- b. Secondary or Technical Graduate Certificate.
- c. 10 years of working experience.
- d. Current wages between LE.600 to LE.800 per year plus bonuses and incentives.
- e. Speak good English.
- f. Recruitment from C.T.A. shops, advertise outside if needed.
- g. Selection Committee will be C.T.A. management personnel.
- h. Instructors will be paid a salary of LE.600 to LE.800 per year plus bonuses and incentives of LE.550 yearly.

NOTE: Question 6 regarding instructors signing some sort of contract to ensure they would remain with the company after their training has been completed, has not been answered.

REFERENCE (E)

1. The worker/trainee will come from the C.T.A. shops.
2. As needs arise students graduating from technical



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DATE: November 22, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: C.T.A. Training Center

TO: Mr. Dale DeButts

- schools will be employed by C.T.A. and immediately sent to the training center for additional training,
3. Students qualifying for entrance to the Training Center will have the following requirements;
- a. 18 to 20 years of age.
  - b. Secondary or Technical Graduation Certificate.
  - c. No work experience necessary.
4. Salaries to be paid to the student worker trainee will be LE.400. to LE.500. per year plus bonuses and incentives up to 40 % of their base salary.
5. Worker/Trainee will be paid his working salary with all bonuses and incentives normally earned while in the shop.

## TRAINING CENTER

1. The center will be open 11 months per year
2. The trainees will attend 6 hours per day/6 days per week.
3. The following occupations are to be taught at the center;
 

a. Mechanics	e. Welders
b. Electrical/Power & Lighting	f. Sheetmetal
c. Electrical/Wiring for Buses	g. Machinist
d. Blacksmith	h. Drivers

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## memorandum

DATE: November 22, 1979  
REPLY TO: V.M.T.T.  
ATTN OF:  
SUBJECT: C.T.A. Training Center  
TO: Mr. Dale DeButts

i. Conductors

j. Transmission Mechanic

k. Fuel Injection

4. There was discussion about having Management training, accountants training and Medical training so that they can conduct their own physicals for the workers.
5. It is their intention to train C.T.A. workers from all of their branches. This will be the main training center.



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vmitt/jts/jhs 11/22/79

## memorandum

DATE: December 9, 1979  
REPLY TO: V.M.T.T.  
ATTN OF:  
SUBJECT: BI-WEEKLY REPORT NO. 3  
TO: Mr. Dale DeButts

A meeting was requested on November 28, 1979 with Engineer Hamed A. Ramadan, Technical Director of Cairo Transport Authority, to clarify some of the information received and to obtain information which had not been answered on the questionnaire. Present at the meeting were Engineer Hamed A. Ramadan, Engineer Sayed Moursi, Director of Planning Affairs; Engineer Galal Mansour, with the Planning Department; Mr. Dale DeButts, Educational Officer, USAID/Cairo; and the Vehicle Maintenance Training Team, Mr. Joseph Stuart and Mr. John Sinkovic, Training Consultants, AED/Wash. Discussed information which was still needed and had not been answered on the 2 questionnaires given to C.T.A. at the November 4<sup>th</sup> meeting. Information still needed as of this meeting, Training Center Personnel Organizational Chart, Personnel duties and responsibilities, building construction costs, Training Centers operating costs, instructors to be trained.

Another meeting was held immediately after this with Engineer Mohamad Mahran, Director of Training Affairs, and the Vehicle Maintenance Training Team. Items discussed at the previous meeting were rediscussed. We were told that

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5010-112

## memorandum

DATE: December 9, 1979  
REPLY TO  
ATTN OF: V.M.T.T.  
SUBJECT: BI-WEEKLY REPORT NO.3  
TO: Mr. Dale DeButts

all of the information would be ready for our next meeting on December 2, 1979.

Drove to the Cairo Transport Authority Headquarters on December 2, 1979 for our meeting with Engineer Mohamad Mahran, Director of Training Affairs; purpose of this meeting was to pick up organizational chart, duties and responsibilities of the Training Center personnel, and to pick up the 1980/1981 overall training plan for C.T.A. (is in Arabic and will have to be translated) Engineer Mahran stated that it was very important to the current program design. When we arrived we were told that the General Director for Organizational Affairs wished to meet with us to discuss the organizational chart and the duties and responsibilities of the Training Center personnel.

We were escorted to Engineer Samir Cherief's office, General Director for Organizational Affairs. Discussion was started regarding the chart, duties and responsibilities of the personnel at the Training Center, but he didn't seem to know why we were in his office or what information we needed. Engineer Cherief looked at our copy of occupation and course descriptions we had developed for the training program and appeared confused and called for a translator, Engineer Gamil

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## memorandum

DATE: December 9, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: BI-WEEKLY REPORT NO.3

TO: MR. Dale DeButts

Michael. His English was not that good and he was having trouble translating. Engineer Cherief then called for Engineer Galal Mansour to assist. Meanwhile Engineer Mohamad Mahran arrived and following discussion over the Course Outline, Occupation Descriptions things were clarified. Engineer Mahran requested a copy of the material we had be translated into Arabic for them. We told them we would try to have it done by the Embassy, but very doubtful that it could be accomplished. We explained that the information was urgently needed and we were running out of time to complete the program design. They indicated that they would agree to whatever is proposed because we are the "experts". They also requested a list of the equipment which will be proposed for the training, also send more people to the United States for training. We did not get the chart, duties or responsibilities again, but promised to have them by the 6th of December. Another meeting was set for this date.

Engineer Galal Mansour reviewed the copies of Course and Occupation Descriptions and wanted to know why the courses for Drivers, Conductors, Electrician for Trams and Medical was not included. We explained that our function was to provide Training for Vehicle Maintenance on buses.

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# memorandum

DATE: December 9, 1979

REPLY TO  
ATTN OF: V.M.T.T.

SUBJECT: BI-WEEKLY REPORT NO. 3

TO: MR. Dale DeButts

Engineer Mansour said that they would like to have the other training and we suggested they contact the Embassy for the additional types of training required.

Meeting December 6, 1979 with Engineer Mohamad Mahran, Director of Training Affairs, and the Vehicle Maintenance Training Team. We received an organizational chart in Arabic which will have to be translated, also the duties and responsibilities for the Director and Vice Directors in Arabic which will need translation. Explained again the importance of the information needed and that we were running out of time. He stated he would have the other personnel duties and responsibilities on December 10, 1979. We have compiled our information to date and are designing the program accordingly. As of this writing we have not received the translated material back.



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## memorandum

DATE: DECEMBER, 16, 1979  
REPLY TO  
ATTN OF: V.M.T.T.  
SUBJECT: BI-WEEKLY REPORT / FINAL  
TO: Mr. Dale DeButts

Final progress report on the Cairo Transport Authority Training Program. Most of the needed material and information has been gathered. Some difficulties were encountered while obtaining this information. Two questionnaires were submitted to the Cairo Transport Authority on our first available meeting date of November 4, 1979. At this time urgency on the return of the questionnaires was stressed due to the limited time the Vehicle Maintenance Team would be here in Cairo. It was pointed out that the information requested was necessary to formulate a program design.

In the many meetings that followed during our stay, we were able to extract most of the information being sought, but it was in Arabic and required translation and additional time. Assessment of the information received from the Cairo Transport Authority certainly indicates their awareness of the need for training and their positive approach towards correcting this problem is reflected in their overall training plan for 1980. The eagerness to participate with USAID became more apparent as each meeting was adjourned.



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## memorandum

DATE: DECEMBER, 16, 1979  
REPLY TO  
ATTN OF: V.M.T.T.  
SUBJECT: BI-WEEKLY REPORT / FINAL  
TO: Mr. Dale DeButts

We can foresee the possibility of several problems which could arise at the Training Center. The fact that the training will be conducted at a major garage facility, the training concept could become lost if repair and maintenance needs became too great. This of course could be averted by the controlled supervision of USAID at the Training Center. Policy or decision making could also be a problem. In our efforts to compile information from the Cairo Transport Authority personnel, it appeared that nobody had or wanted the responsibility of the authority to make decisions or assimilate the needed information. It usually would take two or three meetings to accomplish a given task at any one particular time. Training at the center will be effective only if a massive clean-up project is instituted by the Cairo Transport Authority in all of their workshops and garages prior to signing of any contracts with USAID. Enclosure includes all of the Technical Data gathered by the Vehicle Maintenance Training Team for the Cairo Transport Authority Training Program.

We would like to extend our personal thanks to Mr. Dale DeButts and all of the Embassy staff for their cooperation and assistance in the completion of our contract.

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V.M.T.T. submitted by Joseph Stuart/John Sinkovic

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## RECOMMENDATIONS

## memorandum

DATE: December 18, 1979

REPLY TO  
ATTN OF: Vehicle Maintenance Training Team

SUBJECT: Cairo Transit Authority Training Center

TO: EHS/EM, Mr. Dale DeButts

As per our meeting on Monday, December 17, 1979, these are our opinions on the feasibility of USAID's funding a training center for the Cairo Transit Authority. At present we recommend against any funding of a training program for the following reasons:

1. There is a general lack of interest in training skilled workers for the CTA. Not once was there any mention of the poor quality of work being performed by the maintenance workers now employed by CTA, or the conditions they are working under. The shops are a disgrace and no effort is being made to do anything about the conditions. It's our feeling that they think just having trained people, which they do need, will solve all their maintenance problems. When we mentioned that the conditions of the shops need improving (to Eng. Morsi of the Planning Department), someone in the background said this was a good point and that's the last we have heard of it.
2. We feel that maintenance training and management training are in great need at CTA and both must be part of any program. We have heard no mention of management training or plans to start a program for managers.
3. It is our impression that Eng. Ramadan, the Technical Director for CTA, actually felt that he was being imposed upon when we requested a meeting with him to discuss the company's training needs. He did not show much enthusiasm in the project as far as we are concerned.
4. Eng. Ramadan stated more than once that any information we would require concerning their plans for the center would be given to us in the shortest amount of time by himself or his staff, and this was not the case. Everything we asked for, we had to go back two and three times to get the proper information. Most of the items we requested could have been provided on request. These items would have already been prepared had they any desire to operate an efficient training center.
5. If there is no support or desire from the manager of the company to have a training program to improve the skills of the employess and the conditions of the workshops then any training would be a waste of time and money as it would not be effective.

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6. At one of our meetings Eng. Soloman, the Director of Training, was reading the newspaper and talking to other people while we were trying to acquire information from Mr. Mahran, the Director of Training Affairs. There surely was not much interest on Eng. Solomans part; and, as we understand, he is to be one of the Directors of the center.

7. When we asked for the job duties of the people who were to be employed at the center, they were surprised we asked such a question. They have not given any thought to this in the past at all. How can a training program be worthwhile if the people operating the center do not know their specific jobs. They wrote the job duties for us, for everyone at the center in just one day's time. Not much planning there.

8. For USAID to get involved in a program of training with the CTA we feel there should be more precise information provided by the CTA and more of an interest in working out the details of the program. The training planners for CTA stated more than once that they would agree to any training we felt necessary for maintenance workers. Their prime interest seems to be in how much equipment USAID would provide for the center, and how many men could they send to the USA for training.

9. The training center that is under construction at present is a huge complex and is to be used as a major repair terminal along with training. This could lead to a drifting away from actual training of people as we feel the equipment supplied for training would eventually be used as the major source of repairs for the buses and the people who are to be trained on the equipment would be used as regular workers instead of trainees in the proper training atmosphere. Any type of training that USAID were to fund would have to be very closely monitored if any meaningful results are expected.