

CLASSIFICATION  
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-44

1. PROJECT TITLE  Vehicle Maintenance Training			2. PROJECT NUMBER 263-0114	3. MISSION/AID/W OFFICE USAID/Cairo
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>84-14</u>	
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
6. ESTIMATED PROJECT FUNDING			7. PERIOD COVERED BY EVALUATION	
A. Total \$ _____			From (month/yr.) <u>July 1980</u>	
B. U.S. \$ _____			To (month/yr.) <u>July 1984</u>	
			Date of Evaluation Review <u>September 1984</u>	

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	E. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. PACD was extended from September 15, 1984 to May 15, 1985 to allow project funds left to procure some of the spare parts requested by GSLT.	Project Officer	August 1984
2. The Mission should incorporate lessons learned from this project into other activities.	N/A	N/A

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P	A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission AID/W Office Director Approval
SShigetomi, HRDC/ET <i>Shigetomi</i> AWilburn, HRDC/ET <i>Wilburn</i> BWilder, AD/HRDC <i>William B. Wilder III</i> GLaudato, AD/DPPE <i>Laudato</i>	Signature: <i>Arthur Handly</i> Typed Name: Arthur Handly Date:

PROJECT TITLE(S) AND NUMBER(S)  Vehicle Maintenance Training (263-0114)	MISSION/AID/TH OFFICE  USAID/Cairo
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**PROJECT DESCRIPTION**  
 This project was designed to upgrade the skills of vehicle maintenance workers through the establishment of a training center under the General Syndicate for Land Transport to serve the needs of ten large Egyptian public sector bus and truck transport companies.

AUTHORIZATION DATE AND U.S. LDP FUNDING AMOUNT July 1980 \$4.5 M	PES NUMBER 84-16	PES DATE Start August 1984	PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input type="checkbox"/> Special <input checked="" type="checkbox"/> Terminal
ABSTRACT PREPARED BY, DATE N. Shafik, DPPE/PAAD August 1984	ABSTRACT CLEARED BY, DATE Samson Shigetomi, HRDC/ET		

This end-of-project review was conducted by an in-house team to review progress since the mid-term evaluation performed in July-August 1983 and to determine the future of the Vehicle Maintenance Training Center. The team reviewed Project documents, visited the site, interviewed the contractor and participating GOE entities.

Project performance at the time of the mid-term evaluation had been poor and it was considered unlikely that the ambitious target of 740 trained workers would be attained by the PACD. The causes of this poor performance were: (1) a lack of complete agreement among USAID, the technical assistance contractor, and the General Syndicate for Land Transport (GSLT) as to who was responsible for various project components and what the project was expected to accomplish; (2) the expectation by the GSLT that the project would be a turn-key activity requiring no GSLT Support; and (3) external factors such as custom clearance and construction delays. The mid-term report made several recommendations including a change in the training center leadership and a review of instructor capabilities and curricula. The original political motivation for the activity was not an issue during the day to day management of the project, but may have been the source of some of the problems that arose in the course of implementation, such as the lack of GSLT commitment. The project was not initiated in response to a perceived development problem, but rather to address a political issue resulting from problems associated with CIP-financed U.S. buses.

Since the mid-term evaluation, the center was made significant progress in developing curricula and training workers. Administrators and instructors have been trained, a curriculum has been established, equipment was cleared through customs, shops and classrooms have been equipped, and administrative and instructional procedures have been developed. Eighty-five workers have been trained in twelve different trades. The bus companies report that the quality of the training is good, although they sought more training and at different levels. However, the Vehicle Maintenance Training Center is operating significantly under capacity. Much of the equipment appeared underutilized and the number of trainees remains well below the Center's capacity of approximately 200 trainees at any one time. The Center has the potential for teaching and surpassing its original training targets. Ultimately, the achievement of the original Project purpose will depend on whether this potential training capacity is utilized effectively by the GSLT. The report recommends that the Project not be extended since continued GSLT support is suspect. A potentially viable training center has been established and increased USAID funding cannot address the major constraint to project goal achievement - that of an active GSLT commitment to the Vehicle Maintenance Training Center.

Lessons Learned: (1) The commitment of direct and indirect GOE implementing agencies is critical to project success. (2) The establishment of new institution is a time-consuming process. Project design should consider this when establishing targets. (3) Given the importance of good host country management to project success, USAID should do everything possible to attract and retain good managers. (4) Projects that are politically motivated often experience problems during implementation. (5) A mid-term evaluation can be a successful tool for improving project implementation.

Review of Vehicle Maintenance Training Project (263-0114)  
USAID/CAIRO, July 25, 1984

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### 13. Background

This project was designed during the summer of 1979 in response to a request from the General Syndicate for Land Transport (GSLT) for assistance in the development of a heavy vehicle maintenance training center. USAID's involvement was also related to the negative publicity associated with the "Ward buses" imported under the commodity Import Program. The USAID-financed buses quickly fell into a state of disrepair and became a negative symbol of U.S.-Egyptian relations. The Project Paper was signed in March 1980 and a contract was awarded to RCA to provide technical assistance.

This Project was evaluated in August 1983 by a two person team. However, the report was not considered by the USAID to be either complete or entirely objective. Because the USAID did not feel that another evaluation would be of benefit at this late stage in the project, the USAID's evaluation officer combined the substance of the original report and rebuttals to the report (by the project officer and the GSLT counterpart) into as thorough, objective, and complete a report as was possible. The original report and rebuttals are treated as annexes to the synthesized report.

The evaluation concluded that the following outputs in the original log frame could reasonably be achieved by the PACD: completed curricula, trained instructors and administrators, established administrative and instructional procedures, and classrooms. The total number of workshops to be completed and the number of trained mechanics to have passed through the Vehicle Maintenance Training Center by the PACD were not estimated because of possible unanticipated delays. Project performance at the time of the mid-term evaluation had been poor, and it was considered unlikely that the purpose (i.e., 740 trained workers) would be attained. The causes of this poor performance were; (1) a lack of complete agreement among USAID, GSLT, and RCA (the TA contractor), as to who was responsible for what project components and what the project was expected to accomplish; (2) the expectation by the GSLT that the project would be a turn-key project and an accompanying lack of initiative to guide or supervise the contractor; (3) external factors, both foreseen (salaries and incentives) and unforeseen (customs clearance and construction delays), that were allowed to work against project progress.

The report recommended a number of changes to improve project performance in the remaining life of the project. It stated that "The lack of GSLT leadership has been the most damaging problem for project achievement. It is hoped that the new leadership will take a more active role to change the Center for the better. Toward this end, the USAID must maintain constant communication with the new Director to resolve the following problems: (1) commodities' release from customs and proper installation in the Center; (2) adequate salary and incentives for instructors; (3) assessment of instructors' capabilities; (4) completion of all training for instructors; (5) assessment of the adequacy and utility of the curricula; and (6) assessment of bus and truck company willingness to participate in the Center."

#### 14. EVALUATION METHODOLOGY

This end-of-project review was conducted by an in-house team to (1) review progress since the mid term evaluation conducted in July-August 1983, and (2) determine the future of the Vehicle Maintenance Training Center. The evaluation team was composed of the Project Officer, Evaluation Officer, and a PSC currently managing the U.S. Embassy motorpool. The team reviewed Project documents, visited the Project site, interviewed the contractor (RCA) and participating GOE entities. A meeting held on June 27 brought together representatives from USAID, RCA, the General Syndicate for Land Transport, and the major bus companies to discuss the performance and the future of the Vehicle Maintenance Training Center.

#### 15. External Factors

Several external factors served to delay and negatively affect project implementation. The construction of buildings to house equipment and classrooms was behind schedule. The last building (H) was added after the initial floor plans were drawn up during Phase I and has yet to be completed. Long delays also resulted from problems in clearance of shipments through customs. Personnel changes, on both the contractor and GOE side, also caused problems. The original U.S. chief of party with a technical background was replaced by an individual with experience in administration and finance. The

replacement of the first GOE center director as recommended in the mid-term evaluation, was a positive move. The original director served on a part-time basis and had no experience in vehicle maintenance or training. The current center director, with the help of active HRDC/ET efforts, is responsible for many of the Project's recent achievements.

#### 16. Inputs

The USAID grant provided for long and short term technical assistance, participant training in the U.S. and Egypt, and commodities (see Annex A). The GSLT contribution consisted of construction of buildings and the provision of utilities. Financial support was provided from one-time contributions from the bus and truck companies and the Ministries of Transportation and Manpower.

The technical assistance was constrained by the lack of rapport and poor communications between the contractor and the host country agency. Contractor performance was weak in the selection and supervision of consultants and of the procurement process. For example, one equipment procurement was purchased that was inappropriate to Egypt. The bus companies did not provide training aids (equipment, etc.) and trainees in sufficient quantity or quality. In general, there was an ongoing problem of unclear responsibilities and a lack of commitment by the contractor and the GOE throughout the life of the Project.

The commodities purchased under the contract are listed in Annex A. Two items are still in the process of being delivered. Clearance through customs has continued to be a problem. Spare parts have only been procured for items that are not available on the local market and items that require frequent replacement. Due to financial constraints, project funds were used to purchase other new equipment instead of spare parts.

## 17. Outputs

The following represents expected and actual Project outputs:

	<u>Expected</u>	<u>Actual</u>	<u>Percentage</u>
1. Trained Administrators	3	2	67%
2. Trained Instructors	22	16	73%
3. Curriculum Established	20	16	80%
4. Shops Equipped	8	8	100%
5. Classrooms Equipped	9	9	100%
6. Administrative Procedures	1 Plan	1 Plan	100%
7. Instructional procedures	1 Plan	1 Plan	100%
8. Workers trained	740	85	11%

The project experienced protracted delays. U.S. participant training was about 6 months behind schedule and only 9 instructors and 2 administrators were recruited to go to the United States. The numbers of instructors and curricula were reduced because programs were combined. Seven instructors were trained in Egypt as a result of a recommendation of the mid-term evaluation and lack of language proficiency. Construction was about 18 months behind schedule. Classes began about 15 months behind schedule, only 9 months before the PACD. The curriculum has been reviewed as was suggested in the mid-term evaluation, but many issues remain unresolved. The GSLT has expressed some dissatisfaction with the curricula - largely due to a poor Arabic translation. This remains an unresolved issue.

There is evidence that the Center is operating significantly under capacity. Much of the equipment appeared underutilized. The number of trainees remains well below the Center's capacity of approximately 200 trainees at any one time. This would seem to indicate that either the Center is not producing what the bus companies want or it will take time before the Center will be used at full capacity. These delays and problems explain the large difference between the expected and actual numbers of workers trained.

## 18. Purpose

The Project was designed to upgrade the skills of vehicle maintenance workers through the establishment of a training center to serve the General Syndicate for Land Transport. At least 200 vehicle maintenance workers were to be trained during project year 2 and 540 each year thereafter. The midterm evaluation noted that this stated purpose was unrealistic given the total absence of any of the required inputs, such as buildings and commodities, at the start of the Project. Since that evaluation, the center has made significant progress in developing a curriculum and training workers. Some of this success can be attributed to the employment of a full-time center director—one of the recommendations of the earlier evaluation. Eighty five workers have been trained in 12 different trades. The bus companies report that the quality of the training is good, although they sought more training and at different levels. The Vehicle Maintenance Training Center seems to have the potential for reaching and surpassing its original training targets. Ultimately, the achievement of the original Project purpose will depend on whether this potential training capacity is effectively utilized by the GSLT.

## 19. Goal/Subgoal

The stated subgoal is "to increase the efficiency of the vehicle maintenance system." The project goal is "to improve the quality of bus and truck transport services provided to the public." Due to the implementation problems identified in the mid-term evaluation and the overly ambitious targets in the original project design, the achievement of the project goal and subgoal will not occur within the life of the Project. The Project has not trained a sufficient number of workers to be able to identify a significant impact on the efficiency of the vehicle maintenance system or on the quality of transport services. However, the Project has contributed to establishing an institution that has the potential for achieving the originally stated goal. The remaining constraints to goal achievement are ones that additional USAID financing cannot solve in the long run such as support from the bus companies in the form of trainees and training aids.

## 20. Beneficiaries

It is too early to ascertain the impact on the ultimate beneficiaries—the Egyptian public. As of now, bus and truck companies have had 85 mechanics and 16 instructors trained in the center and the potential to train more is there.

## 21. Lessons Learned

- a. The commitment of direct and indirect GOE implementing agencies is critical to project success.
- b. The establishment of an institution is a time-consuming process. Project design should consider this when establishing targets.
- c. The impact of training programs is rarely felt within the life of a Project. The evaluation of human resources development-type activities must take this into consideration.
- d. Effective host country and expatriate project management and coordination is perhaps the most important factor to the achievement of Project objectives. Given the importance of good host country management USAID should consider paying salaries that will attract and retain good managers.
- e. Projects that are politically motivated often experience problems during implementation.
- f. A mid-term evaluation can be a successful tool for improving project implementation. In this case, the implementation of the evaluation recommendations served to reactivate the Project and redirect it toward the achievement of its original purpose.

## 22. Recommendations

1. Do not initiate a proposal to extend the Project. Despite the problems and delays associated with this Project, the fact remains that there is a training institution with an equipped workshop, trained instructors, and procedures established. It has trained 85 mechanics in a variety of skills and has the potential to reach the goal of training 540 mechanics per year. It is also possible that another 12-18 months of technical assistance and additional equipment could firmly establish the center as a dynamic training institution.

However, despite public statements to the contrary, continued bus and truck company support is suspect. The companies are already objecting to the LE10,000 per annum grant which is required of them. They would prefer to pay per student. But as the numbers indicate, the companies have not been sending large groups of mechanics for training—an average of 2.8 students per company per session.

2. If the GOE urges and supports continued assistance to the training center, we recommend the following:
  - a. As a condition for assistance, all construction must be completed at the Center.
  - b. As a condition for assistance, the bus and truck companies must reaffirm continued financial support (a yearly contribution) or an equal amount must be ensured from another source, e.g. the Ministry of Transportation budget.
  - c. As a condition for assistance, the Center must have a full-time experienced director who will be paid by the GSLT with sufficient salary to attract a competent qualified person.
  - d. Assistance should be provided from funds in existing umbrella projects, such as the Commodity Import Program, Technical and Feasibility Studies (263-0042), or Technology Transfer and Manpower Development (263-0026).

Drafted:HRDC/ET:NRoot, DPPE/PAAD:NShafik  
Clearance: Motor Pool:RLynch  
Revised 8/16/84 - 8/20/84 - 10/16/84

0165E

INVENTORY ATC MATAREYA

PREVENTIVE MAINTENANCE SHOP	\$ 53,487.
MACHINIST SHOP INVENTORY	282,840.
WELDING, BLACKSMITH & COOLING SYS.REPAIR	20,393.
DIESEL ENGINE SHOP	46,208.
ELECTRICIAN SHOP	28,267.
TOOL ROOM TRAINING	6,803.
AIR CONDITIONING SHOP	11,877.
FRONT END ALIGNMENT & POWER STEERING SHOP	26,118.
BRAKES & HYDRAULICS SHOP	25,683.
FUEL INJECTION SHOP	57,461.
SHEETMETAL & BODY SHOP	24,355.
AUDIO-VISUALS & ADMINISTRATIVE	53,092.
DYNAMOMETER SHOP	64,500.
CRANKSHAFT GRINDER (IN CUSTOMS)	54,450.
OUTSIDE STORAGE	225,360.
SPARE PARTS & TOOLS ISSUED	42,489.
PARTS ROOM STORAGE	116,857.
PARTS AWAITING SHIPSIDE USA	<u>7,500.</u>

\$ 1,147,740.  
=====

*machinery unnecessary*

*should have broken down*

## memorandum

DATE: June 5, 1984  
 REPLY TO  
 ATTN OF: ERDC/ET: Norman Root *N*  
 SUBJECT: Evaluation of Project 263-0114

*N. Shafek, DPPE*

TO: Those listed below

The contract for the subject project (Vehicle Maintenance Training) will terminate August 7, 1984. An end-of-project evaluation is scheduled for June 27, at the Cairo Center in the 9th floor conference room at 10:00 am. The evaluation will be conducted by staff from USAID, GSLT, RCA, and bus company representatives. Members of the committee will have visited the training center some time before the date of the meeting. This approach has been adopted because of the intensive evaluation conducted in August 1983, which covered the project status in considerable detail. The primary objectives of the upcoming evaluation will be to review the project in respect to the findings and recommendations of the previous evaluation, and to ascertain the current status in regard to project goals and outputs.

To reach these objectives it will be necessary to have the following information available at the meeting:

1. A list and dollar cost of all equipment purchased under the contract.
2. A list of instructors and trades available for classes.
3. A list of classes conducted by trade and number of students who attended.
4. A list of administrative staff by title and numbers.
5. Documentation of financial support by bus and truck companies, ministries, and GSLT.
6. A status report on the contract.

The Agenda for the meeting will be as follows:

- I. Review of project objectives, goals, purpose, and outputs.  
(See Logical Framework attached)
- II. Status of project regarding item I above.
- III. Status of issues raised by August 1983 evaluation.
  1. Customs clearance
  2. Construction
  3. Instructor salaries and incentives
  4. Assessment of instructor capabilities
  5. Completion of instructor training
  6. Assessment of curricula
  7. Bus and truck company support for Center.

OPTIONAL FORM NO. 10  
 (REV. 1-80)  
 GSA FPMR (41CFR) 101-11.6  
 5010-114

- IV. Status report on the contract between RCA and GSLT.
- V. Lessons learned.
- VI. Prognosis of training center's future.

Please let me know if you have any questions or will be unable to attend.

Evaluation Committee

M. Okeily, GSLT  
R.M. Bekhit, GSLT  
M. Sheta, GSLT  
Y. Zayatt, E. Delta Bus Co.  
A. Koddousy, M. Delta Bus Co.  
A. Maiatico, RCA  
R. Lynch, AID/Motor Pool  
A. Wilburn, AID/HRDC  
N. Root, AID/HRDC  
A. Nassar, AID/HRDC  
A. Gordon, AID/FM  
A. BJORLYKKE, AID/CON  
N. Shafek, AID/DPPE  
  
cc: B. Wilder, AD/HRDC

LOGICAL FRAMEWORK

VEHICLE MAINTENANCE TRAINING  
PROJECT #263-0114

PROJECT OBJECTIVES	MEASURABLE INDICATORS	WAYS OF VERIFICATION	ASSUMPTIONS
<p><u>Goal</u></p> <p>To improve the quality of bus and truck transport services provided to the public</p>	<p>(1) Ratio of buses in service to passengers demanding service increased by 20%</p> <p>(2) Average goods delivery time reduced by 20%</p>	<p>Bus and Truck Transport Company records, and on site inspection</p>	<p>(1) CCC transport policy is rationalized.</p> <p>(2) CCC financial support for public sector transport continues at least at its current level for next 3 to 5 years</p>
<p><u>Sub-Goal</u></p> <p>To increase the efficiency of vehicle maintenance systems</p>	<p>(1) Average vehicle life increased by 20%</p> <p>(2) Average rate of vehicle breakdown reduced by 20%</p> <p>(3) Average period of downtime per breakdown reduced by 20%</p>	<p>Bus and Truck Transport Company records, and on site inspection</p>	<p>(1) Vehicle Maintenance facilities are improved: better managed and organized; cleaned, well-lit and well-ventilated; equipment and parts provided</p> <p>(2) Incentives are sufficient to retain trained workers at their jobs</p>
<p><u>Purpose</u></p> <p>To upgrade the skills and improve the work habits of vehicle maintenance workers.</p>	<p>CCIT training center implements planned curriculum and trains at least 200 vehicle maintenance workers during project year 1, 540 during project year 2, and 540 per year thereafter.</p>	<p>CCIT records and reports and on site inspection</p>	<p>(1) Salaries and incentives are sufficient to retain skilled instructors and administrators at the CCIT training center</p> <p>(2) Training center continues to enjoy adequate financial support</p>
<p><u>Outputs</u></p> <p>For CCIT Training Centers:</p> <p>(1) Trained Administrators (2) Trained Instructors (3) Curriculum Established (4) Shops Equipped (5) Classrooms Equipped (6) Administrative Procedures Established (7) Instructional Procedures Established</p>	<p>(1) 8 Administrators (2) 22 Instructors (3) 24 Courses (20 programs) (4) 8 Shops (5) 9 Classrooms (6) 1 Plan (7) 1 Plan</p>	<p>CCIT records and reports, Contractor reports and on site inspection.</p>	<p>(1) Construction of training facility completed as scheduled</p> <p>(2) CCIT provides administrators and instructors to be trained as planned</p> <p>(3) Funds provided by CCIT, MTC and other sources are adequate to cover contractor operating costs during life of project</p>
<p><u>Inputs</u></p> <p>USAID:</p> <p>(1) <u>Technical Assistance</u> (a) long-term (b) short-term</p> <p>(2) <u>Participant Training</u> (a) long-term (b) short-term</p> <p>(3) <u>Commodities</u></p>	<p>(1) <u>Technical Assistance</u> (a) 60 man months (b) 70 man months</p> <p>(2) <u>Participant Training</u> (a) 110 man months (b) 110 man months</p> <p>(3) <u>Commodities</u> equipment, tools, training aids etc. provided to upgrade CCIT training center</p>	<p>CCIT records and reports, Contractor reports and on site inspection</p>	<p>(1) Funds provided for technical assistance, participant training and commodities are available</p> <p>(2) Qualified contractor available</p>

Annex D

Cairo, June 26 1984



STATUS REPORT

USAID Project No. 263-0114

PREPARED BY RCA

The report attached reflects RCA's conception of the use and purpose of instruments used for evaluations which are:

1. Objectives and final goals of the effort
2. Objectives accomplished
3. Objectives not achieved
4. Reasons for non-achievement
5. Corrective actions taken and results
6. Present outlook of effort (Prognosis)
7. Beneficial policy change recommendations (Lessons Learned)
8. Summary

Further, RCA assumes that the "Verifiable Indicators" listed in the "Logical Framework" presented by USAID does not indicate expected results due to successful establishment of any single training center, and certainly not until a reasonable trial period has elapsed, and statistics tabulated in order to verify the results of training.

*Adrian*  
27/6/84

June 27, 1984

STATUS REPORT, USAID CONTRACT 263-0114

Prepared by RCA.

SUMMARY OF OBJECTIVES and CONTRACT OVERVIEW

Major Objectives:

1. Design, develop, implement, and provide on-going technical assistance for twenty occupational trades, the purpose of which is to upgrade the skills of workers employed in the public transportation sector, namely bus companies.
2. Provide equipment, tools, and other commodities with which to support each program.
3. Provide a comprehensive training program to take place in the United States, the purpose of which is to upgrade the skills of (22) instructors and (3) administrators in the performance of their duties at the Training Center.
4. Provide ongoing technical assistance through the 36th month of the contract.

Contract Overview

1. To date, the dollar expenditure on the contract amounts to \$ 4,145.864 through May 1984.
2. Nine instructors and two administrators have received training in the United States.
3. There are (12) Courses operational at the present time.
4. A total of 82 students have completed training at the ATC.
5. The Egyptian administrative staff, excluding instructors, numbers 22 personnel.

6. Primary and assistant instructors total 22 personnel.
7. There remains two pieces of major equipment for the project in the United States; one forge for the Blacksmith Course and one cylinder bore machine for the Machine Shop.
8. One crankshaft grinder remains at Customs in Alexandria since 26 January 84.
9. Building H is incomplete, and there is inadequate space to implement the remaining courses.

Prognosis:

In RCA's opinion prognosis is good (please see summary at the end of this report.

DETAILS OF STATUS

I Training

A. Courses Operational

- |                           |                                |
|---------------------------|--------------------------------|
| 1. Preventive Maintenance | 7. Machine Shop                |
| 2. Diesel Engine Mechanic | 8. Welding                     |
| 3. Vehicle Electricity    | 9. Parts and Supply Management |
| 4. Front End Alignment    | 10. Tool Room Management       |
| 5. Fuel Injection         | 11. Steering Systems           |
| 6. Air Condition          | 12. Road Service               |

B. Students graduated/Course

- |                                  |   |
|----------------------------------|---|
| 1. Preventive Maintenance - ( 6) | 7. Machine Shop - (11)                      |
| 2. Diesel Engine Mechanic - ( 5) | 8. Welding - (10)                           |
| 3. Vehicle Electricity - (21)    | 9. Parts and Supply - ( 2)                  |
| 4. Front End Alignment - (7)     | 10. Tool Room Mgt. - (82)                   |
| 5. Fuel Injection - (12)         | 11. Steering Systems (combined w/front end) |
| 6. Air Condition - (6)           | 12. Road Service - ( 2)                     |

## C. Evaluation of Training

1. Instructor and student evaluation were favorable, and instructional goals of upgrading skills were met.
2. Some revision was requested by only one of the twelve primary instructors, (Electrical Shop). This, surprisingly involved an area of increased complexity, (Solid State Electronics). This revision is complete.
3. Conversely, the diesel mechanic course for the last group of students was too complex in that none of the students had experience, and could neither read nor write. The diesel instructors approach to this problem is worthy of comment. Mr. Saad's patience, inventiveness and resourcefulness were admirable to say the least, which is in itself testimony to the quality of instructor training given in the United States and Egypt.
4. It is fair to say that all instructors for the twelve trades exceeded our expectations.

## II Training Shortfalls

### A. Courses Not Implemented

- |                    |                    |
|--------------------|--------------------|
| 1. Power Train     | 5. Body and Fender |
| 2. Hydraulics      | 6. Sheet metal     |
| 3. Brake Systems   | 7. Blacksmith      |
| 4. Cooling Systems | 8. Dynamometer     |

### B. Shortfall Causes

1. Although three of the courses have no instructors, e.g. Power Train, Blacksmith and Cooling System Repair, the main reason for not implementing is due to the lack of facilities.
2. Building H now under construction will accommodate four of the courses shown above, plus the Welding Shop.
3. Upon completion of Building H, the reorganization would consist of the following moves:
  - o Weld Shop to Bldg H
  - o Brakes & Hydraulics to Bldg B (formerly Weld Shop)

- o Blacksmith & Cooling System Repair to Bldg H
- o Body and Fender & Sheetmetal to Bldg H
- o Power Train to Bldg G (formerly Sheetmetal Shop)

NOTE: Although the sheetmetal equipment is in Bldg G at the present time, space is inadequate for instructional purposes and operations.

### III Equipment Status

#### A. Equipment in Customs

1. One major piece of equipment remains in customs since January 26, 1984.
2. The rationale of that official body for delays, past and present, remains an enigma.

#### B. Equipment in USA

1. Two equipment items, a forge, and cylinder bore machine will be air lifted to Cairo during the month of June.
2. These two items are the last shipments that will arrive from the U.S.

#### C. Spare Parts

1. Only those spare parts deemed critical to certain items of equipment have been procured.
2. The term "critical" implies that:
  - a. the equipment is not common on the local market  
e.g. Bacharach fuel injector tester
  - b. items that require frequent replacement due to normal wear. e.g. test lamps, drive belts etc.
3. A more extensive spare parts stock is desirable by common agreement between GSLT and RCA. However, due to inflationary factors, diminished priority of spare parts in favor of other equipments, spare parts are minimal.

#### IV Center Operations

##### A. Center Operations Manual

1. The COM is presently under review and revision by the GSLT Committee.
2. Review is approximately 40% complete and completion is anticipated prior to 30 July 84.

##### B. Personnel

1. The initial personnel organizational chart was reduced by mutual agreement from 134 to 110 persons.
2. At present, the Egyptian personnel consist of approximately 22, people excluding instructors.
3. Instructor personnel are comprised of the following:
  - a. Nine primary instructors (trained in the USA)
  - b. Seven primary instructors (trained at I.T.I)
4. American personnel consist of four persons, two of which will depart the project on 30 June 84.
5. The remaining American personnel will depart 14 July and 4 August 84 respectively.

#### V Facilities

##### A. Buildings

1. No further implementation of Courses is practicable pending adequate facilities.
2. The preventive Maintenance course is being conducted outdoors.
3. Completion of construction on Building H is critical to further expansion.
4. The glass has begun falling from some windows at the Center and injury to personnel is inevitable.

B. Parking and Staging of Vehicles, Bus Company Participation

1. Should the bus companies decide to respond in a positive way by providing vehicles for training, the Center would be hard pressed to provide space to accommodate them.
2. As of the present date, there have been no busses on the Center property.
3. All training aids presently in use at the Center have been purchased by USAID funds with the exception of:
  - a. Six cylinder heads (for welding)
  - b. One panel truck (provided by USAID from the Sinai)

1. More stringent requirements placed on Instructor and Administrative staff selections, and enforcement of these requirements by the Contracting Agency.
2. Selection and hiring of Key Egyptian Staff should be done "before the fact" and should be on board at the start of the contract.
3. USAID should insist all facilities be completed, functional, and required maintenance personnel on board prior to Contract Award.
4. Only technically qualified Egyptian Personnel, and/or those directly involved with the function of the contract, should be permitted to participate during negotiations regarding the Statement of Work.
5. USAID should be a party to, and monitor negotiations closely. Although not actually being an active participant in the contract per-se, but having certain veto powers, should be cognizant, or privy to points contained in the statement of work, that may become moot during the life of the contract.
6. All Contractors, before being awarded USAID sponsored contracts, should be required to have a USA based Technical Coordinator. The purpose and responsibilities of this person or persons, would be to assure inspection and verification of equipment specifications, packing and crating, priority of shipping, and the necessary Administrative follow-up in the USA.
7. The cost of spare parts should be included in the cost of equipment in the contract, and the spare parts ordered and shipped with the equipment.
8. USAID should notify Egyptian Customs Officials when a Contract is awarded, type of equipment, quantities, and expected shipping dates. USAID should be notified ASAP by Egyptian Customs Officials if they foresee any problems., violations of Egyptian Customs Laws, or areas that will delay receipt in Country of the equipment. In the area of Customs, USAID should assume a more aggressive posture with the Customs Officials in securing of equipment.

9. USAID should establish more realistic and more specific guidelines prior to issuing grants for proposed Training Center Programs. Consideration should consist of, but not be limited to the following:
  - o Suitable Geographic Location
  - o Number of programs, students/programs and facilities available.
  - o Qualifications of Personnel to operate and administer such programs.
  - o Structural integrity of facilities
  - o More clearly defined commitments from grant recipients.
  - o Enforce "disputes" by all parties more equitably.
  - o Relegate diplomacy to second place, and make "development" USAID's primary objective.
10. A Relaxation of USAID purchasing regulations in Country. This would be critical during the initial phase of the contract and would facilitate contract start-up, and provide momentum to the project in the early stages.
11. When "intensive" evaluations are conducted by USAID, the Contractor and the Contracting Agency should be party to all "de-briefings" by the evaluators. This offers the most positive approach to solving problems "up front", and eliminates "unknown concerns" which later surface.
12. USAID should take a hard look at current testing procedures for Participant Training in the USA. Emphasis presently is "mis-directed" which is resulting in difficulties for prospecting participants.

Summary:

Although the Center is only 60% operational, it is functioning, and with continued effort and funding, could achieve the original goals and objectives identified in the "Logical Framework".

As far as new construction is concerned, it should be remembered that the new building (H) was not part of the original plan, and its need was discovered and mutually agreed upon by both parties after the initial floor plans were drawn up during Phase I of the contract.

In the opinion of RCA, the GSLT has made an honest and sincere effort to provide this additional facility, but they, as well as we, must deal with the culture inherent with all underdeveloped countries. After all, these conditions that exist exemplify the very purpose of our presence in the country.

Therefore, in RCA's opinion, not only the funds, and continued effort are necessary to achieve the goals that would, in the near future, come to fruition, but the understanding and patience on everyone's part, simply to deal with things the way they are.

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