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# MANAGEMENT-TARIFF STUDIES RELATIVE TO WATER/SEWERAGE SYSTEMS

BVI-ATK ASSOCIATES  
MONTHLY PROGRESS REPORT

FEBRUARY 1979

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MELBOURNE

PREPARED FOR MINISTRY OF HOUSING AND RECONSTRUCTION

U.S.A.I.D. GRANT NO. 263-0025



BLACK & VEATCH INTERNATIONAL  
CONSULTING ENGINEERS

A. T. KEARNEY, INC.  
MANAGEMENT CONSULTANTS

WITH SABBOUR ASSOCIATES  
ENGINEERS, ARCHITECTS, PLANNERS

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MONTHLY PROGRESS REPORT**

**FEBRUARY 1979**

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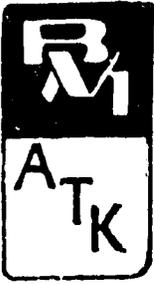
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بلاك أند فيتش العالمية  
استشارات هندسية  
أ. ت. كارني  
استشارات إدارية  
المكتب الهندسي الاستشاري « سببور »  
استشارات هندسية



OUR REF: 79-75  
YR REF:  
DATE: March 7, 1979

Dr. Hassan Marie, Chairman  
Advisory Committee for Reconstruction  
Ministry of Development and New Communities  
1 Ismail Abaza Street  
Cairo, Egypt

Dear Dr. Marie,

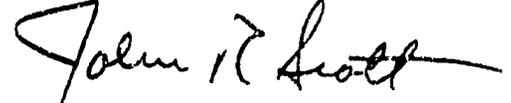
Pursuant to the provisions of Section 6.1 of Appendix I to the contract dated April 6, 1978 by and between the Ministry of Housing and Reconstruction and BVI-ATK Associates, we are pleased to submit the Monthly Progress Report for February, 1979. The report covers activities of BVI-ATK Associates for Management and Tariff Studies relative to Water and Sewerage Systems.

We will be pleased to discuss this report at your convenience.

With kindest personal regards,

Very truly yours

BVI-ATK ASSOCIATES

  
John R. Scott  
Project Director

cc: USAID  
TAMS  
Mr. A.F. Naguib

## SECTION I - ACCOMPLISHMENTS

The Management and Tariff Studies moved ahead in all areas during February.

### Primary Activities

The primary activity of both the Management Study and the Tariff Study was the processing of data leading to preparation reports. Initial drafts of all reports were prepared and submitted for initial editing, review, and qualification.

### Major Conferences

A schedule of major conferences is attached as Exhibit A

### Submissions, Approvals and Decisions

A summary of submissions and approvals is attached as Exhibit B

### Difficulties That May Result In Work Program Slippage

A real possibility of a work slippage exists. As of the date of preparation of this report no decision had been received as to the form of organization under which future utilities are expected to operate. Forty days have elapsed since the date that BVI-ATK Associates were to be advised of what decision had been reached on the future organizational and environment structure.

A potential work slippage exists because of the unexpected size of the various reports. The magnitude of the subject matter contained in the reports is such that a potential logistics problem may exist in the printing of the report volumes.

## SECTION II PROGRESS AND MANPOWER

Project progress is presented numerically and graphically in the following exhibits.

### Man-Months Expended On Project Tasks

A comparison of man-months planned and man-months used, tabulated by primary activity is shown in Exhibits C-1, C-2 and C-3

### Cumulative Manpower Utilization

Manpower utilization is shown graphically in Exhibits D-1 and D-2

### Man-Months Summary of Professional Personnel

Exhibits E-1 and E-2 show the planned man-months and actual man-months during the month.

### Personnel Movements

Movements of expatriate personnel are shown in Exhibit F.

### Status of Study Plan

The Status of Study Plan is shown in Exhibit G.

### Invoice Status

The status of U.S. Dollar invoices and local currency invoices is shown in Exhibits H-1 and H-2 respectively.

SECTION III ACTIVITIES AND PROGRAMS FOR THE NEXT MONTH

During March, scheduled progress on the completion of tasks will continue.

For both the Management Study and the Tariff Study the main study effort will be directed to the preparation of the Interim Reports.

EXHIBIT A

BVI-ATL ASSOCIATES

Major Conferences-February, 1979

Date

Study Team

Members of the Management and  
Tariff Study Teams engaged in  
various meeting and interviews  
with officials of operating  
Agencies. No conferences of  
the major nature were conducted

Krampert, Burgener  
Miller, Nelson, Ryan,  
Ovenden, Johnson, Scott,  
Algie, Edwards, Hattaway,  
Roberts, Thompson

EXHIBIT B

BVI-ATK ASSOCIATES

Submission, Approvals and Decisions, February, 1979

Submission

<u>Date</u>	<u>To</u>	<u>Subject</u>
Feb. 1	Chairman AWGA	Proposed Metering Program
Feb. 4	Dr. Hassan Marie	Local Currency Invoice
Feb. 4	Dr. Hassan Marie	Request for Payment
Feb. 7	Dr. Hassan Marie	Month by Section Repaid
Feb. 12	Director Works Dept SCA	Proposed metering program
Feb. 12	Chairman GOGCWS	Proposed Metering Program
Feb. 19	Chairman GOGCWS	Data Processing equipment
Feb. 19	Controller USAID	US Dollar invoice No 7
Feb. 20	Dr. Hassan Marie	Supplemental Information re US Dollar invoice No. 9
Feb. 25	Dr. Hassan Marie	Emergency Travel of J.H. Algie
Feb. 14	Dr. Hassan Marie	US Dollar Invoice No. 9

Approvals                      None

Decisions                      None

## EXHIBIT C-1

## BVI-ATK ASSOCIATES

Man-Months Expended on Project Tasks  
Management Study

Months Ending February 28, 1979

<u>Primary Activity</u>	<u>Man-Months Planned</u>	<u>Man-Months Used</u>		<u>Est. Percent Completed End of Month %</u>
		<u>Current Month</u>	<u>Study To Date</u>	
5.3.2 Organizational Environment 5.3.3 and Structure	12.5		14.9	95.0
5.3.5 Personnel Systems	15.0	2.5	10.9	72.7
5.3.6 Procedures and Methods	9.0	1.0	5.9	65.6
5.3.7 Management Information Systems	6.0	0.9	4.9	80.0
5.3.8 Physical Assets	7.5	0.4	4.3	75.0
5.3.9 Data Processing	5.0	1.0	5.0	80.0
5.3.10 Organizational Manual	5.5			
5.3.14 Management Procedures - AWGA	16.5		15.8	100.0
5.3.16 Advisory Service During Implementation - AWGA	3.0	0.1	0.6	20.0
Report Preparation and Submittal	<u>5.5</u>	<u>0.7</u>	<u>1.9</u>	34.5
Total	85.5	6.6	64.2	75.1

## EXHIBIT C-2

## BVI-ATK ASSOCIATES

## Man-Months Expended on Project Tasks

## Tariff Study

Month Ending February 28, 1979

<u>Primary Activity</u>	<u>Man-Months Planned#</u>	<u>Man-Months Used</u>		<u>Est. Percent Completed End of Month</u> <small>of %</small>
		<u>Current Month</u>	<u>Study To Date</u>	
5.4.2 Review Legislation	0.5	0.1	0.4	90
5.4.3 Data Gathering	18.0		18.8	100
5.4.4 Inventory and Valuation of Property	12.5	0.9	13.1	98
5.4.5 Existing Rates and Revenues	3.5	0.3	3.3	85
5.4.6 Gross Revenue Requirements	4.0	1.5	6.2	90
5.4.7				
5.4.8 Allocations to Cost Compon- 5.4.9 ents and Customer Classes	5.0	0.7	0.7	10
5.4.10 Comparison of Revenue at Existing Rates with Revenue Requirements	1.5	0.2	0.7	25
5.4.11 Classification of Customers	1.0	0.1	1.0	100
5.4.12 Recommend Tariff Schedules	3.5		0.5	20
5.4.13 Financial Analysis	2.0	0.3	0.5	20
5.4.14 Metering	1.5		1.5	100
Report Preparation	11.5	1.5	4.2	35
Total	<u>64.5</u>	<u>5.6</u>	<u>50.9</u>	76

Revised

EXHIBIT C-3

BVI-ATK ASSOCIATES

Man-Months Expended on Project Tasks

Project Administration

Month Ending February 28, 1979

<u>Primary Activity</u>	<u>Man-Months Planned</u>	<u>Man-Months Used Current Month</u>	<u>Study To Date</u>	<u>Est. Percent Completed End of Month</u>
Home Office Project Direction	10.0	1.6	6.9	69
Project Management	24.5	0.6	10.6	41
Technical Home Office Support	<u>27.0</u>	<u>1.9</u>	<u>10.4</u>	39
Total	61.5	4.1	27.9	45

EXHIBIT D-1  
BVI-ATK ASSOCIATES  
Scheduled Work Program  
TARIFF STUDY

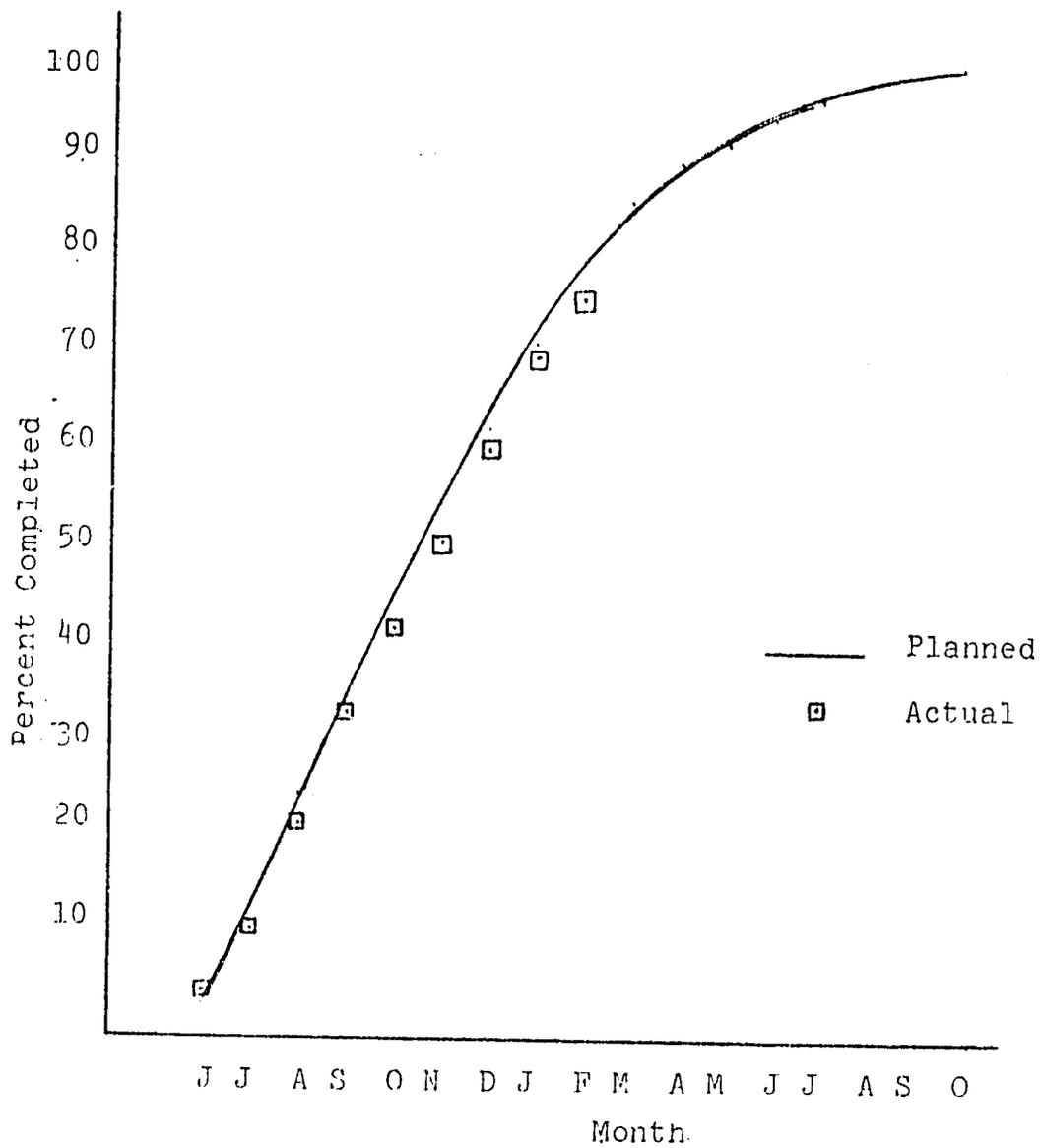
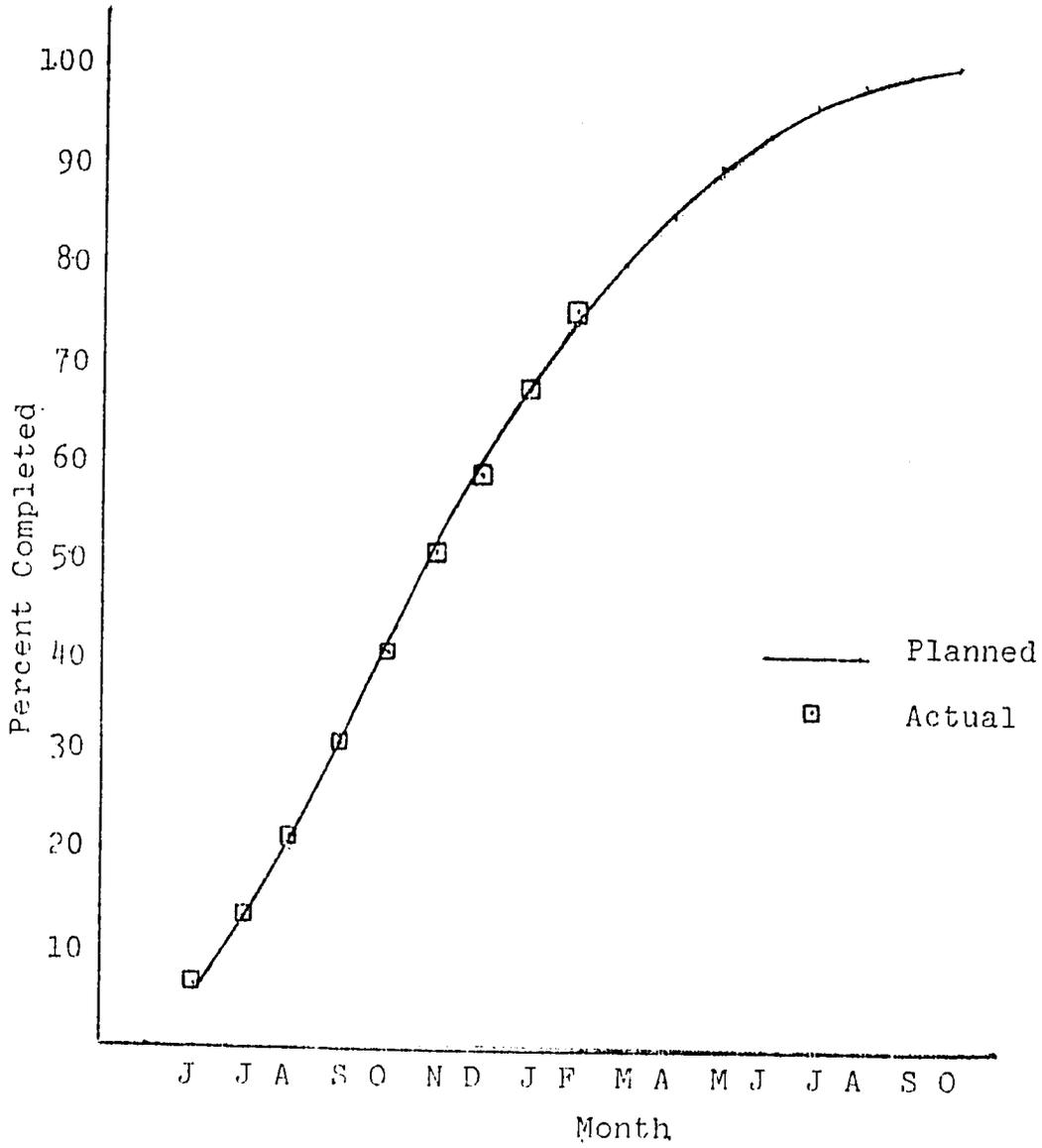


EXHIBIT D-2

BVI-ATK ASSOCIATES

Scheduled Work Program

MANAGEMENT STUDY



## EXHIBIT E-1

## BVI-ATK ASSOCIATES

## Man-Month Summary for US Professional Personnel

Month Ending February 28, 1979

Name <u>Filed Staff</u>	<u>Position</u>	<u>Current Month</u>		<u>Cumulative*</u>		<u>Total Contract Man-Months</u>
		<u>Planned Man-Months</u>	<u>Actual Man-Months</u>	<u>Planned Man-Months</u>	<u>Actual Man-Months</u>	
J.H. Algie	Tariff Study Ldr.	1.0	1.0	8.0	8.3	9.5
K.W. Burgener	Per. System Study Ldr.	1.0	1.0	9.0	9.5	12.0
J.V. Dixon	AKGA Study Ldr.			4.0	4.1	4.0
J. Dorman	Management Specialist	0.7	1.0	5.0	5.3	5.0
T.L. Edwards	Tariff Study Ldr.	1.0	1.0	9.3	9.1	11.5
J.D. Hattaway	Tariff Study Ldr.	1.0	1.0	10.0	9.0	15.0
S.B. Johnson	Physical Assets Study Ldr.	0.3	0.5	3.6	3.8	3.6
W.E. Knight	Org. Env. Study Ldr.			6.5	6.5	6.5
W.A. Krampert	Deputy Prof. Director	1.0	1.0	9.0	9.3	16.0
B.F. Miller	EDP/ORG. Man.Study Ldr.	1.0	1.0	9.0	9.5	15.0
J.B. Navarre	Physical Assets Ldr.			2.4	2.4	2.4
C.R. Nelson	Organisational Specialist	0.2	0.2	7.5	7.5	7.5
A.R. Ovenden	Mgmt. Inf. Systems St.Ldr.	1.0	1.0	5.5	5.5	8.0
T.L. Roberts	Tariff Study Ldr.	1.0	1.0	8.7	9.6	10.0
R.L. Ryan	Proc. and Methods St.Ldr.	1.0	1.0	5.0	4.8	10.0
J.R. Scott	Project Director	1.0	1.0	9.0	9.6	16.0
L. Stokes.	Graphics Specialist	1.0	1.0	6.4	6.4	14.0
D.J. Thomson	Tariff Study Ldr.	0.5	0.6	8.0	8.8	8.0
	Total Field Staff	12.7	13.3	125.9	129.0	174.0

Includes Adjustments Based on U.S. Dollar Invoices

2

EXHIBIT E-1 (continued)

Name	Position	Current Month		Cumulative*		Total Contract Man-Months
		Planned Man-Months	Actual Man-Months	Planned Man-Months	Actual Man-Months	
<u>Home Office Personnel In Egypt</u>						
B.R. Bower	Mobilization Specialist			1.0	0.7	1.0
J.R. Brown	Tariff Study Exec.	0.3	0.3	1.0	1.0	3.0
L.R. Clevenger	EDP Specialist			1.0	0.9	1.0
W.N. Stokes	Mgmt Study Exec.		0.1	1.0	0.8	3.0
F.T. Swafford	EDP Specialist			2.5	2.5	3.0
R.E. Vansant	Operations Specialist			1.0	1.0	2.0
Total		<u>0.3</u>	<u>0.4</u>	7.5	6.9	13.0
<u>Home Office Personnel In USA</u>						
A.M. Acheson	Director	0.2	0.2	0.8	0.8	1.5
J.R. Brown	Tariff Study Exec.	0.2	0.2	2.6	2.6	4.5
W.J. Guyton	Director	0.1	0.1	0.4	0.4	1.0
W.N. Stokes	Management Study Exec.	0.3	0.3	2.0	2.0	4.5
F.T. Swafford	EDP Specialist	0.3	0.3	1.2	1.3	
<u>Other Home Office Personnel</u>						
Total In USA		<u>1.1</u>	<u>1.3</u>	11.7	11.1	24.5
Total		14.1	15.0	145.1	147.0	211.5

\* Includes Adjustments Based On U.S. Dollar Invoices

(2)

EXHIBIT E-2  
BVI-ATK ASSOCIATES

Man-Month Summary For Egyptian Personnel  
Month Ending February 28, 1979

		<u>Current Month</u>		<u>Cumulative</u>		<u>Total Contract Man-Months</u>
		<u>Planned Man-Months</u>	<u>Actual Man-Months</u>	<u>Planned Man-Months*</u>	<u>Actual Man-Months*</u>	
	Sabbour Principal			0.4	0.4	0.5
A. Meguid	Assoc Mgnt Study Ldr.	0.5	0.5	7.0	7.0	8.0
I.A. Aziz	Training Spec.	1.0	1.0	1.5	1.5	4.0
S. Attar	Organization Spec.	0.5	0.5	7.0	7.0	6.5
S. EL Baghal	Legal Specialist	0.5	0.5	3.5	3.5	5.0
M.S. Elish	EDP Specialist	1.0	1.0	3.3	3.3	4.5
F.A. Mekki	Personnel Specialist	1.0	1.0	7.5	7.5	11.0
H.A. Sharaf	Accounting Specialist	1.0	1.0	5.5	5.5	10.0
A.R. Hassanein	Assoc. Tariff Study Ldr.	1.0	1.0	9.0	9.0	14.0
A.A. Hafez	Assoc. Area Study Ldr.	1.0	1.0	4.0	4.2	6.5
N. Khayat	Assoc. Area Study Ldr.	1.0	1.0	8.7	8.7	8.0
M. Meeto	Assoc. Area Study Ldr.			4.0	2.5	8.0
M.T. Abu Seeda	Assoc. Area Study Ldr.	1.0	1.0	8.0	8.0	6.5
K. Mikkail	Assoc. Area Study Ldr.	1.0	1.0	4.0	4.0	5.0
M.T. El Zogbi	Chief Estimator	<u>1.0</u>	<u>1.0</u>	<u>4.7</u>	<u>4.7</u>	<u>5.0</u>
	Total	11.5	11.5	78.1	76.8	102.5

\* Adjusted

EXHIBIT F

BVI-ATK ASSOCIATES

Personnel Movements February, 1979

<u>Name</u>	<u>Date of Arrival</u> 1979	<u>Date of Departure</u> 1979
J.H. Algie		Feb 26
J.R. Brown	Feb 22	
G. Hopkins	Feb 21	
S.B. Johnson		Feb 15
D.J. Thompson		Feb 19

Number of Personnel Assigned to Project

In Egypt	14
In USA (a)	9

(a) On as needed basis. Does not include non-professional employees.

NO.	DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	HOME OFFICE PROJECT DIRECTION																
	PROJECT MANAGEMENT																
5.3.2	ORGANIZATIONAL ENVIRONMENT AND																
5.3.3	STRUCTURE																
5.3.5	PERSONNEL SYSTEM																
5.3.6	PROCEDURES AND METHODS																
5.3.7	MANAGEMENT INFORMATION SYSTEMS																
5.3.8	PHYSICAL ASSETS																
5.3.9	DATA PROCESSING																
5.3.10	ORGANIZATIONAL MANUAL																
5.3.14	REVIEW APPRAISAL AND RECOMMENDATIONS																
5.3.16	ADVISORY SERVICES DURING IMPLEMENTATION																
5.4.2	REVIEW LEGISLATION																
5.4.3	DATA GATHERING																
5.4.4	INVENTORY AND VALUATION OF PROPERTY																
5.4.5	EXISTING RATES AND REVENUES																
5.4.6	GROSS REVENUE REQUIREMENT INCL ALT.																
4.7																	
5.4.8	ALLOCATION OF GROSS INVESTMENT-EXPENSES																
5.4.9																	
5.4.10	EVALUATION OF EXISTING RATE SCHEDULE																
5.4.11	CLASSIFICATION OF CUSTOMERS																
5.4.12	RECOMMENDED TARIFF SCHEDULES																
5.4.13	FINANCIAL ANALYSES																
5.4.14	METERING TASK																
	REPORTS-TASKS 5.3.4, 5.3.11, 5.3.12, 5.3.13, 5.3.15, 5.4.15, 5.4.16, 5.4.17																
	TECHNICAL HOME OFFICE SUPPORT																

ACTIVITY BAR CHART

BVI-ATK ASSOCIATES

16

## EXHIBIT H-1

## BVI-ATK ASSOCIATES

Invoice Status - U.S. Dollar Payment

Month Ending February 28, 1979

<u>Item</u>	<u>Contract Amount</u> \$	<u>Amount Billed During Months*</u> \$	<u>Cumulative Amount Billed*</u> \$
1. Field Project Salaries	376,897	23,590	181,815
2. Post Differential	75,379	4,718	31,573
3. Overhead cost for field project salaries	273,165	16,770	119,710
4. G & A field office	223,934	11,172	105,568
5. Home office salaries	169,258	9,716	63,439
6. Additional TDY salaries	2,359	609	1,135
7. Overhead cost for home office salaries	127,759	7,541	46,081
8. G & A home office	100,756	3,573	30,288
9. Fixed fee	156,825	9,802	78,413
10. Not applicable			
11. Cost of consultants	25,200	3,840	6,480
12. International travel	112,200	1,442	61,579
13. International per diem	9,520		3,095
14. Local USA travel	750	160	900
15. Local USA travel per diem	750	48	308
16. Not applicable			
17. Not applicable			
18. Personal baggage transp.	10,500	338	1,393
19. Household effects transport.	55,850	2,027	21,532
20. Equipment transport.	12,500	3,351	13,153
21. Equipment purchase	37,725	57	26,893
22. Out-of-pocket expense	21,820	361	9,274
32. Miscellaneous costs	79,845	1,630	24,309
23. Field staff allowance	<u>39,200</u>	<u>11,600</u>	<u>59,400</u>
Total	1,912,192	112,345	886,338
Cumulative Amount Received			<u>540,519</u>
Balance Unpaid			345,819

\* Rounded to nearest dollar. Adjusted for known disallowed billings

EXHIBIT H-2

BVI-ATK ASSOCIATES

Invoice Status - Local Currency  
 Month Ending February 28, 1979

<u>Invoice Due Date</u>	<u>Contract Amount Of Invoice</u>	<u>Payment Date</u>	<u>Received Amount</u>	<u>Cumulative Amount Due</u>	<u>Cumulative Amount Received</u>	<u>Balance Unpaid</u>
1978	LE	LE	LE	LE	LE	LE
Initial Pmt	77,000.00	4/19/78	76,153.94	77,000	76,153.94	846.06
July 8	49,000.00	7/25/78	48,468.64	126,000	124,622.58	1,377.42
August 8	49,000.00	9/28/78	48,468.64	127,000	173,091.22	1,908.78
September 8	49,000.00	10/1/78	48,468.64	224,000	221,559.86	2,440.14
October 8	41,000.00	1/27 79	39,986.34	265,000	261,546.20	2,453.80
October 25	414.50*		406.04	265,414.50	261,952.24	3,462.26
November 8	40,000.00	2/12/79	39,549.64	305,414.50	301,501.88	3,912.62
December 8	35,000.00	2/12/79	34,594.64	340,414.50	336,096.52	4,317.98
1979						
January 8	32,000.00			372,414.50	336,096.52	36,317.98
February 8	27,000.00			399,414.50	336,096.52	63,317.98

\* Special Covers Cost of Additional Copies of AWGA Report Specifically Requested by Advisory Committee for Reconstruction.