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TRIP REPORT

TRAVELLER'S NAME: Noel Marsh

PROJECT TITLE/NUMBER: Family Health International
Egypt NPC/IDP
SA 5588

TRIP DATES: October 29 - November 22 1991

TRIP SITES: Cairo

TRIP PURPOSE: Continue the work needed to develop
Operating Procedures Manuals for the
NPC/Governorate Offices.

DISTRIBUTION:

- NPC/IDP Director
- Family Health International (4)
- USAID (1)
- AID/Washington (1)
- EPA Project File/Cairo Office
- EPA Project File/Home Office
- EPA Consultant (2)

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1. SUMMARY

The review on the status of the project went well and it was generally concluded that this part of the project is on target and proceeding at a reasonable pace. Inputs to the IDP 1992 Implementation Plan will need to be developed to show how the work can be brought to a successful conclusion by the end of CY 1992. Productive time was spent discussing what needed to be done to complete the Chapter on Organization and Communication and future work scheduled accordingly. The draft Chapters on Planning and Finance were advanced to the point where they can now be prepared in final. It is hoped to be able to submit both of these documents for approval during the next visit. Targets were set for developing an annotated outline of the Chapter on Training and the re-drafting of the Chapter on Monitoring and Evaluation. The follow-on scopes of work for the interim period between visits and the next visit scheduled for February 1992, were developed and agreed upon.

2. CONSULTANT'S SCOPE OF WORK

- A. Review the status of the project and the technical content of the several Manual Chapters currently in draft to assure that they are responsive to the requirements of the Project Paper and address the needs of NPC.

- B. Discuss plans for the Manual presentation format and maintenance, regional training workshops to introduce each new chapter to the user and the conversion of the Organization and Communications Working Paper into Manual Chapter dealing more comprehensively with the management and structure of NPC.
- C. Review the Organization and Communication Working Paper and make recommendations for improvements that can result in a more effective management system and the development of a clear and accurate manual covering this topic.
- D. Work with the NPC Director of Finance to prepare Chapter 4 - Finance, for the final review and approval.
- E. Work with the NPC Director of Planning to prepare Chapter 2 - Planning, for final review and approval.
- F. Participate in the presentation and work assignment on the Procedures Manuals which will be part of the program during the first of the two NPC/G Office Directors workshop scheduled for November.
- G. Participate in the session of the second NPC/G training workshop where the participants present their finding and discuss the results of the workshop assignment handed out

in the first workshop and use this feedback data to further develop the manual chapter.

At the end of October the status of the draft Monitoring and Evaluation Chapter was reviewed and at that time it was determined that my participation in the November 6 workshop in Alexandria should be cancelled since there was insufficient feedback on the draft to warrant asking the conference participants to review and critique this version of the document. (See Appendix B for Oct. 28 Fax messages on this subject). As a result of this exchange, item "F" from the above SOW was eliminated.

After I arrived I attended two meetings of the Monitoring and Evaluation Workshop Committee where they were to discuss the contents of the draft Manual Chapter on Monitoring and Evaluation and decide how to present this topic at the Alexandria Workshop (November 23 to 28 - This workshop was later postponed to early December). It was the general consensus of the Committee that the document needed to be redrafted before the staff made their comments and recommendations. I agreed to do this but the timing will be dependent on the priorities established for the rest of the on-going work. As a result of this decision and since I did not participate in the first work shop it did not seem productive for me to attend the second work shop. Item "G" of the above SOW was, therefore, also eliminated from my SOW. My departure date moved forward to November 22, 1991.

Participation in other workshops will be scheduled in the future. A copy of the October 7, 1991 Memo setting out and confirming the Scope of Work for this visit is contained in Appendix B of this Trip Report along with copies of the Fax exchanges amending it that were referred to above.

3. ACTIVITIES AND ACHIEVEMENTS

A. Methodology

In addition to my contacts and discussions with the NPC staff I was also privileged to have several meetings with the Executive Secretary General, Saleh Fadl. These sessions were extremely helpful and productive insofar as they provided clear direction and guidance for our future work and set the stage for continuing inter-action as the work on the manuals progresses. A list of Persons Contacted is contained in Appendix A of this report.

B. Work Plan and Focus for November 1991 Visit.

During the early part of this visit it was agreed that priority would be given to developing a first draft of Chapter 1 (Organization and Communication). This will require considerable effort in additional data collection as well as validating and expanding the information collected for the

Working Paper that has been a continuing part of this project over the past several months. It will also require some design work and conceptualization to respond to the ideas and directions presented at these meetings. This task will be afforded the highest priority during the interim period between this visit and the next on schedule in February 1992. Priority will also be given to completing the final drafts on the chapters on Planning and Finance.

As mentioned above, the anticipated detailed review of the draft/outline of the chapter on Monitoring and Evaluation did not occur. The work plan was adjusted and additional time spent analyzing the organizational structure and preparing for the work on Chapter 1. Additional data was also collected to expand upon the outline of the chapter on Training (Chapter 3) and this will be given the next highest drafting priority after getting the first draft of the Organization and Communications Chapter produced.

The various Memos and Faxes relating to work plan inputs and changes and the Work Plan for the November 1991 visit are contained in Appendix B of this report.

C. Status of On-going Work and Individual Chapters

Following the practice of the past Trip Reports this section will summarize what was achieved during this visit and the

future work planned for the various topics to be covered in the Manuals. When appropriate more detailed information on specific topics is included in the Appendix that supports them and is linked to this section of the Report.

(1) Organization and Communication

This Chapter and the necessary supporting material is now being given a higher priority than any of the other remaining tasks. It is expected that this area will be the primary focus of the next visit and efforts are being made to prepare for this by assembling as much data and draft material as possible before the next scheduled visit in early February, 1992. (see Work Assignment Memo in Appendix C of this Report).

(2) Planning

A final review meeting was held with Mr. Nassry Shaker and Mr. Ayman Ali Etar of his staff to go over the latest Arabic version of the document. There were very few changes at this stage since the comments and suggestions from earlier reviews had already been incorporated into this current draft. Dr. Salwa is consolidating these latest comments onto a single master copy of the document which will be delivered to Dr. Waleed by the end of November. He will make one last check of

both versions of the document before they are given to the Translation Service to produce the final English and Arabic versions. These will be placed "side by side" in a single folder for the last review before being sent forward with a request for final approval. A sample suggested format for a "Request for Approval" memorandum has been prepared and a copy is included in Appendix C of this Report. It is hoped that the format of this memo. can be used to seek final approval for all the manual chapters when they are developed to this stage. The November 21, Exit Briefing Memo. which is also included in Appendix C goes into more details on the suggested approval procedures.

(3) Training

Another meeting was held with Mr. Nassry Shaker and Mr. Helmi Mustafa of his staff to prepare the way to develop an annotated outline for the Manual chapter on Training. Mr. Helmi had developed an informal flow chart to show the relationships between the various parties involved in the planning, selection and implementation of training program currently functioning within NPC. We went over this chart at the meeting and agreed that it was a good and accurate graphic representation of process and would be a suitable guide to develop the outline for the training chapter. A copy of this chart along with an informal translation (done by the EP& A

staff for my benefit) of the 1983, but still used, NPC Training Regulations is included in Appendix C of this Report. I will use both of these documents as source material to develop the chapter outline to be available for review during my next visit.

(4) Finance

I had two long and detailed meetings with Mrs. Samira, Director of the NPC/TS Finance Department to go over the final draft of the Manual chapter on Finance. Margaret Martinkosky, who had collaborated in much of the earlier work, joined us for the final substantive "sign-off" meeting. These meetings were the culmination of the work we had done over the past several months and I would like to express my gratitude and appreciation for all the time, effort and ideas that Mrs. Samira has given to this project. This has been truly a joint endeavour and I think the end product will reflect this by being of practical and immediate value to all levels of NPC. Above all, it is hoped that it will be particularly useful to the people charged with the responsibility for keeping the organization operating effectively on a day to day basis.

As a result of these two meetings, final agreement was reached:

- On the design and accompanying instructions for the new budget request and capital budget consolidation forms.
- To abandon the idea of including in the text of the chapter "filled out" samples of the most frequently used

forms. On reflection we decided that this might be more confusing than helpful.

- To assign Mr. Hindawy the task of selecting the Stores Department forms to be included in the manual and asking him to draft the accompanying instructions on filling out these forms. These instructions will go into the final section of the chapter.

- On the procedure and format to follow in order to obtain the final NPC approval of the Finance Manual. The detailed steps to move the document through the approval process were worked out, a summary of which is included in the Exit Briefing Memo contained in Appendix C of this report. While these actions are being taken I will be working from my notes and comments on the final draft document to make the agreed upon changes to the English text to provide a clean copy of the document to EP & A/Cairo. When the translation is completed the "side by side" documents will be sent to Mrs. Samira and Dr. Waleed for one last review (including checking to make sure that all the procedures are compatible with the structure set out in Chapter 1) before being sent to the Executive Secretary General with a request for official approval.

- On the format of a standard "Request for Approval" memorandum a copy of which is included in Appendix C of this Report.

It is hoped that all of the necessary staff and translation work can be completed in time for this chapter to be approved during or soon after my next scheduled trip. Time and funds will need to be allocated to translate, type-set, print and distribute the new budget forms developed as part of the manual writing process. These forms should be available at all the Governorate Offices and TS Departments by the time the Manual Chapter is approved and distributed. Details of this nature will need to be addressed in the IDP 1992 Implementation Plan.

(5) Monitoring and Evaluation

The main points leading to a decision to re-draft this chapter were covered in the Consultant's Exit Report which is contained in Appendix D and Section B above. This section of the Trip Report gives more details on how the decision was reached.

The draft document that had been sent out in July was circulated to the concerned Directors, Consultants and NPC Staff. The draft/outline was discussed briefly at the end of my last visit. The plan was to have a detailed review of this chapter during this visit. On two occasions the topic was in fact placed on the agenda of the committee that has been established to review NPC's Monitoring and Evaluation procedures in preparation for the workshop that will focus on these issues. During the first meeting on November 3, the committee time ran out and the discussion on the draft manual document was rescheduled for their next meeting that was set for November 6. The topic was discussed at this second meeting where a number of differing staff views on the structure and philosophy of the document were raised. The group felt that before getting into the substance and issues raised by the document it needed to be rewritten to more accurately reflect the existing NPC monitoring and evaluation structure. When the document is rewritten the new draft would

be circulated for staff and committee comments. This seemed to be a reasonable resolution of the issue since it will allow time for the workshop to review current procedures and come up with finding and recommendations. These can then be taken into account when the chapter on Monitoring and Evaluation is rewritten. A delay in moving ahead on this chapter can indeed be advantageous in that it will permit changes that may result from the work going on Chapter 1 to be incorporated into the next draft.

The estimate time for preparing the next draft of this chapter is May 1992. The objective will be to obtain final approval in the summer of 1992. Given the other on-going tasks and the complexity of this topic this is the earliest target date that appears feasible.

(6) Other Chapters and Elements of the Project

The Work-in-Progress Graph contained in Appendix C summarizes the status of the remaining chapters not dealt with above. The timing to start work on the Manuals to cover Research and Management Information Systems procedures will depend on the progress made in the on-going projects in these two areas. During each visit I will review the situation with the consultants and their counterparts working on the Research Management Unit and the development of NPC's Management

Information System to determine the best time to begin work on these manuals.

4. ISSUES AND RECOMMENDATIONS

A. Input for the 1992 IDP Implementation Plan

There are three elements relating to the Operations Procedures Manual part of the IDP that need to be addressed in the 1992 Implementation Plan, namely:

- The amount of time and level of effort needed on the project over the next twelve months to achieve the goals and objectives set for 1992.
- The question of printing, binding and distributing the completed Manuals and, in some cases, newly designed forms.
- The most effective way to introduce and implement accepted systems design changes into the current procedures.

The costs and other inputs involved in getting these procedures in place on a timely basis are some of the practical issues that need to be considered.

RECOMMENDATIONS:

That I prepare a memorandum to the Resident Advisor before the end of December 1991 giving suggestions and recommendations on all the above points.

That this information be used to help estimate the amount of project funds needed to bring this part of the IDP to a successful conclusion.

B. Procedures for Approving and maintaining the Manuals

There is a need to establish a standard procedure for approving and using each Manual Chapter as soon as it is ready. It is also important to have a system in place to amend and change these Manual Chapters when it becomes necessary. This topic has been discussed in other Trip Reports and recommendations were made in the Report on Presentation and Format for the Manuals (See Appendix B of the Aug/Sept 1991 Trip Report). The purpose of this recommendation is to seek approval on a specific procedure to adopt each Manual Chapter as the Official NPC guideline on the subject. The second objective is establish a specific unit to oversee the distribution and maintenance (keeping them up to date) of the manuals.

RECOMMENDATIONS:

That the format of the suggested approval Memorandum contained in Appendix C of this Trip Report be made the standard operating procedure for NPC.

That a special unit attached, as part of the support staff of the Office of the Secretary General, be given the responsibility for distributing the Manuals and keeping the Departments and Governorate Offices informed of changes and amendments.

That a formal procedure for amending the Manuals be established (the report on Presentation and Format referred to above presents some suggested procedures to be considered) and that this special unit be charged with implementing responsibility.



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 - Exit Briefing Memo and Notes on 1992 Implementation Plan
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APPENDIX A
PERSONS CONTACTED

APPENDIX A

PERSONS CONTACTED

CAIRO:

NPC/TS

Mr. Saleh Fadl	Director, Technical Secretariat
Dr. Waleed Alkhateeb	Resident Management Advisor/IDP
Dr. Salwa Abdel Azim	NPC Consultant/Counterpart
Mrs. Samira Sadek	Director of Finance Department
Mr. Maher Waked	Director of Monitoring Department
Mr. Nabir Ramzy	Director of Evaluation Department
Mr. Nassry Shaker	Director of Planning Department & Director of Training Department
Dr. Mohamed Naquib and Committee for Mon & Eval	NPC Consultant/Training and Committee Chairman
Mr. Helmi Mustafa	IDP/Training
Mr. Essam Madkor	IDP/Evaluation
Mr. Ayman Ali Etar	IDP/Planning
Mr. Abdul Maseeh	IDP/Administration

USAID

Mrs. Amani Selim

IDP Project Director

FHI

Susan Palmore

Director of Field Development & Tng

Deborah Murray

Program Officer

Valerie Zimmerman

Consultant (Biomedical Research)

APPENDIX B
WORK PLAN FOR NOVEMBER 1991 VISIT

E. PETRICH AND ASSOCIATES, INC.

International Consultants in Management Development for the Health Services
مستشارون عالميون في التنمية الإدارية - خدمات الصحة

ACTION MEMORANDUM

TO: MS. AMANI SELIM
HRD/POP - USAID CAIRO
IDP PROJECT OFFICE

Waleed Alkhateeb

FROM: DR. WALEED ALKHATEEB
IDP RESIDENT ADVISOR

DATE: OCTOBER 7, 1991

SUBJECT: Follow on SOW for IDP Consultants.

Following the usual practice designed to maintain the momentum of the project I have prepared the follow-on scope of work for the consultants. Your approval is requested.

CONSULTANT: Noel Marsh, Senior Associate

TRIP DATES: October 29 to November 26, 1991

Scope Of Work:

- A. Review the status of the project and the technical content of the several Manual chapters currently in draft to assure that they are responsive to the requirements of the Project Paper and address the needs of NPC.
- B. Discuss plans for the Manual presentation format and maintenance, regional training workshops to introduce each new chapter to the user and the conversion of the Organization and Communications Working Paper in to a Manual chapter dealing more comprehensively with the management and structure of NPC.
- C. Review the Organization and Communication Working Paper and make recommendations for improvements that can result in a more effective management system and the development of a clear and accurate manual covering this topic.
- D. Work with the NPC Director of Finance to prepare Chapter 4 - Finance, for final review and approval.
- E. Work with the NPC Director of Planning to prepare Chapter 2 - Planning, for final review and approval.
- F. Participate in the presentation and work assignment on the

Procedures Manuals which will be part of the program during the first of the two NPC/G Office Directors workshop scheduled for November.

- G. Participate in the session of the second NPC/G training workshop where the participants present their finding and discuss the results of the workshop assignment handed out in the first workshop and use this feedback data to further develop the manual chapter.

Approved by Amani Selim
Amani Selim
NABTD Project Officer

Date: 10/07/91

MEMORANDUM

To: Dr. Waleed
From: Noel Marsh
Date: October 25, 1991
Subject: Notes on the Inputs to the November visit Work Plan

Following the pattern we used on the last visit I have prepared some notes and ideas on what we need to get into the work plan for the coming trip. I would like to get your comment and ideas before you get away on the training workshop in Alexandria so decided to Fax it to you in advance of my arrival.

Ernie and I discussed by phone the status of the project and addressed in a preliminary way many of the topics referred to under item B 1. of the scope of work. Soon after I arrive I think it will be necessary to get together with Mr. Salih, Dr. Salwa and other senior staff of the NPC to review where we are and discuss where we need to focus our future efforts. Now that Mr. Salih has had more time on the job I am sure he is anxious to talk with us more specifically about his concerns and priorities. Given what I know about the various competing scheduling demands I have come up with suggested inputs and schedule dates for a November work plan:

October 26 - This is my target date to get this memo in your hands so you can react to it and hopefully leave me a copy at the Marriot Hotel with your comments and suggestions so I can look at it as soon as I arrive.

October 31 or November 1 - We should try to talk on the phone to confirm and tentatively agree on the general outline of the work plan. I also presumably will be talking to Ernie so he can relay your comments if we don't manage to connect before you leave for Alex.

November 1 - I have a meeting scheduled in the morning with Mrs. Samira to discuss the Finance chapter and plan to ask Margaret Martinkosky to accompany me since she is helping design some of the new forms.

Nov. 3 - I should meet with Dr. Salwa so she can brief me on the current status of each chapter (particularly the Planning chapter which should by now be close to final). She should also be able to brief me on her conversations with Mr. Salih over the past several weeks. I would think a courtesy call on Mr. Salih would also be in order. I strongly expect, however, that any such meeting will quickly move into substance so I need to be prepared to listen and respond and at least come up with the first cut of a work plan to carry me through the first part of the visit. This should be possible, especially if I have your ideas and comments ahead of time.

Nov. 4 & 5 - Depending on the feedback on the various drafts in circulation I would expect to be able to make some headway setting things in motion to complete the Planning

and Finance chapters and readying the draft Monitoring and Evaluation chapter, with some additions and modifications, for presentation to the Governorate Office Directors in Alexandria on Wednesday. Translation may be a problem given the short time fuse and we may have to contend with handing out the existing version and verbalize on the modifications. I will try, with Nivien's help, to get an Arabic summary of the major changes so we can hand this out at the workshop.

Nov.6 to 12 - The first part would be spent with the NPC/G directors and we should also be able to finalize the rest of the work plan during the time we have together. I will be on the Aswan trip for four days but by the afternoon of November 12 we all should be back in Cairo and should target that date to review where we are and arrange a meeting with Mr. Salih to include you, Ernie and me to discuss strategy and try and agree on what and how we should be involved in the reorganization plans he has in mind for the TS. By this time we also need to decide upon a firm date for my departure. I have tentatively set it for Nov. 19.

Nov. 13 to departure - During this time the following topics need to be adressed in the work plan.

- How to proceed with Chapter 1, Organization and communication.
- When and how to complete Chapters 2, & 4 , Planning and Finance.
- Develop a plan and time table for preceding with the coordination and additional work needed to complete chapter 5, Monitoring and Evaluation.
- Getting approval on the Manual Presentation and Format proposal and making arrangements to have the binders prepared and the amendment system implemented.
- Gathering more data for the Training chapter (5) and start collecting material for some of the Support Services sub-chapter.
- Developing the SOW for the next interim period and the next trip scheduled for FEB/March.

By the time we get together in Alexandria I should have a draft of the work plan and my schedule pretty well worked out. Finally I would like to make two requests: (1) Could you ask Nivien to call Dr. Salwa and set up a meeting for 9 am on Sunday Nov. 3 at NPC and (2) If you are not using the Lap Top could you leave it in the office so I can use it. Thanks - See you soon. Noel

TO :

NAME: Dr. Waleed
COMPANY: EP&A
FAX NO. 011 202 355 3896

FROM :

NAME: Noel Marsh
COMPANY: EP & A
FAX NO: 510-528-0938

FAX DETAILS :

TOTAL NUMBER OF PAGES (INCLUDING COVER SHEET): 2

Dear Waleed:

Assuming we are still set for Nov. 6, in Alexandria to hand out some material on the manuals I thought it might be useful to have a cover memo along the lines of the attached. If you think this would be appropriate could you arrange to have it translated and distributed with whatever draft material you are planning to give the Office Directors. Talk to you soon.

Noel
Noel

Oct 28, 1991

Memorandum

To: All Workshop Participants
From: Dr. Waleed
Date: November 2 , 1991
Subject: Review and Comments on Draft Chapters of the NPC
Procedures Manual.

The attached materials are among the current draft chapters of the NPC Operational Procedures Manual now being circulated for review and revision. As we have explained in the past getting your comments and feedback is an important part of the process.

We will be discussing this material at the workshop on Wednesday morning, (Nov.6) and would hope to get your reactions to these drafts and explore ways that the Manuals can serve your needs and facilitate your work. There will be opportunity to provide written comments at a later date but we hope to be able to have a lively and hopefully constructive discussion of this during the workshop.

During this part of the program we will also go through the proposed system for distribution, "packaging" and keeping the manuals current and up-to-date. As always your comments and ideas will be welcome.

Finally we would like share and open discussion on an idea that was suggested by the NPC/G Office in Ismailia to have a series of regional work shops to introduce each Manual chapter as it is developed and approved. The proposal would also link the work shop on the use of the manual to the development of a specific and practical output relevant to the chapter being introduced. We would like to find out how much interest there would be in holding these kinds of events.

OUTGOING FAX

FAX NO.: (510)528-0938

TO: Noel Marsh

FROM: Dr. Waleed Alkhateeb

DATE: OCTOBER 28, 1991

=====

TOTAL PAGES INCLUDING THIS COVER NOTE (1)

Noel Greetings,

(1) We have to cancel Alex. appearance for you on November 6, but keep you on for the next show (Monitoring and Evaluation Workshop).

(2) Lap Top will be left at office.

(3) We will arrange for Dr. Salwa to meet with you November 3 at NPC. However you might want to call her at home when in Cairo to make sure. Her # is 983836.

Bon voyage - See you soon.

5

WORK PLAN FOR NOVEMBER TRIP

WEEK OF:

- Nov 2**
- Review latest version of chapter 4, Finance, with Mrs. Samira.
 - Go over work assignment with Mr. Hindaway to select those Stores forms to be included in chapter 4 and the develop "sample" completed forms to be included in the text.
 - Consult with Margaret Martintosky about working with Mr. Hindaway and meeting with Mrs Samira to review the new proposed Capital Budget request system.
 - Attend Nov 3, Monitoring and Evaluation meeting chaired by Dr M. Naguib, attended by the Deputy Secretary General and the Monitoring and Evaluation Directors and members of their staff to discuss forms, reporting requirements and the first draft of the manual chapter. Also attend follow up meeting on Nov 6.
 - Review status of Organization and Communication working paper with Dr. Salwa and go over progress made on suggested approach in my September work assignment memo.
 - Complete work plan for this visit.
 - Meet with Mr. Nassry Shaker to review comments on the current draft of the Planning chapter and also discuss Training chapter outline.
- NOV 10**
- Start work to transform Organizational Working Paper in to Manual Chapter 1 .
 - Prepare notes, comments and suggested topics to cover during the review and strategy meeting scheduled for November 13 with the Deputy Director General.
 - Meet with Deputy Director General to discuss chapter 1 of the manual and how this should be coordinated with his plans to reorganize and redistribute functions with in the organization.

- Nov. 17
- Meet with Mrs. Samira and staff to finalize Finance chapter.
 - Meet with Mr. Nassry Shaker to get his comments on the next to final draft on the Planning chapter and develop work plan to complete training chapter draft for review during the next visit, tentatively scheduled for Feb/March 1992.
 - Develop a recommended implementation plan for the Presentation Format for the manuals including a system for their maintenance.
 - Develop a suggested follow-on scope of work for presentation to USAID and NPC/IDP during the exit debriefings.

APPENDIX C
STATUS OF ON-GOING WORK

MEMORANDUM

COPY

TO: Dr. Salwa
FROM: Noel Marsh
DATE: November 20, 1991
SUBJECT: Work Assignments During Interim period November 24, 1991 to February 8, 1992.

For your information I have attached a copy of my scope of work for the interim period between visits and for the next visit which is scheduled for February 1992.

As we discussed the main emphases of your work over the interim period will continue to be related to gathering the information on the functional statements of the various operating units within the secretariat. The more that can be done to refine and validate these functional statement in advance of my next visit will expedite our task of converting the Organization and Communications working paper into a manual chapter.

As always you can fax me concerning any questions or issues that arise during the process of carrying out your assignment.

The specific action required on the Planning Chapter (2) is to get the Arabic and English "side by side" copy of the draft (Pink folder) with all of the comments of Mr. Nassry Shaker, and Mr. Ayman Ali Etar written clearly on the margin of the Arabic version to Dr. Waleed by Sunday 24 November. He will then take the necessary action. I will fax the first draft of the request for approval letters to Dr. Waleed so you can both review it with Mr. Massry Shaker before it is put in final form. Attached to this memos are copies of the arabic functioned statements on the NPC organization that you collected during the last interum period. The original has been sent to the translation service and Dr. Waleed will fax them to me when they are completed.

I think we made considerable progress during this visit and I once again look forward to working with you in February when I am hopeful we can advance the work needed to complete the first draft of Chapter 1 (Organization and Communication) and make final arrangement for the approval of Chapter 2 (Planning) and 4 (Finance).

See you next year!

c.c.: Dr. Waleed Alkhateeb

Enclosures as stated

SUGGESTED ACTION MEMORANDUM FORMAT
FOR APPROVAL OF OPERATIONS PROCEDURES
MANUAL CHAPTER

TO: Director, Technical Secretariat, NPC: General Saleh Fadl
FROM: Director of NPC/TS Department of _____
DATE:
SUBJECT: Request for approval of NPC Operations Procedures Manual Chapter on _____.

The attached chapter is the result of a joint effort between myself and my staff and the consultant working with NPC to develop Operations Procedures Manuals to cover the range of daily management functions performed by the organization.

Over the past several months I have worked with Mr. Noel Marsh to develop this chapter. The document has undergone a number of revisions and refinements and I am now satisfied that the current document will meet NPC's needs and should provide practice and useful guidance to the NPC/TS and NPC/G office staffs.

The majority of the procedures set out in the manual amount to a codification of the practices that are established and currently used by NPC. In the process of developing this chapter, however, several improvements to the current procedures have been included and some new systems designs were introduced. Care was taken to make sure that these changes could be implemented within Government of Egypt regulations.

To facilitate the final review and approval of this chapter I have listed and summarized below the main areas where changes and improvements have been introduced:

Subject: Summary explanation

Subject: Summary explanation

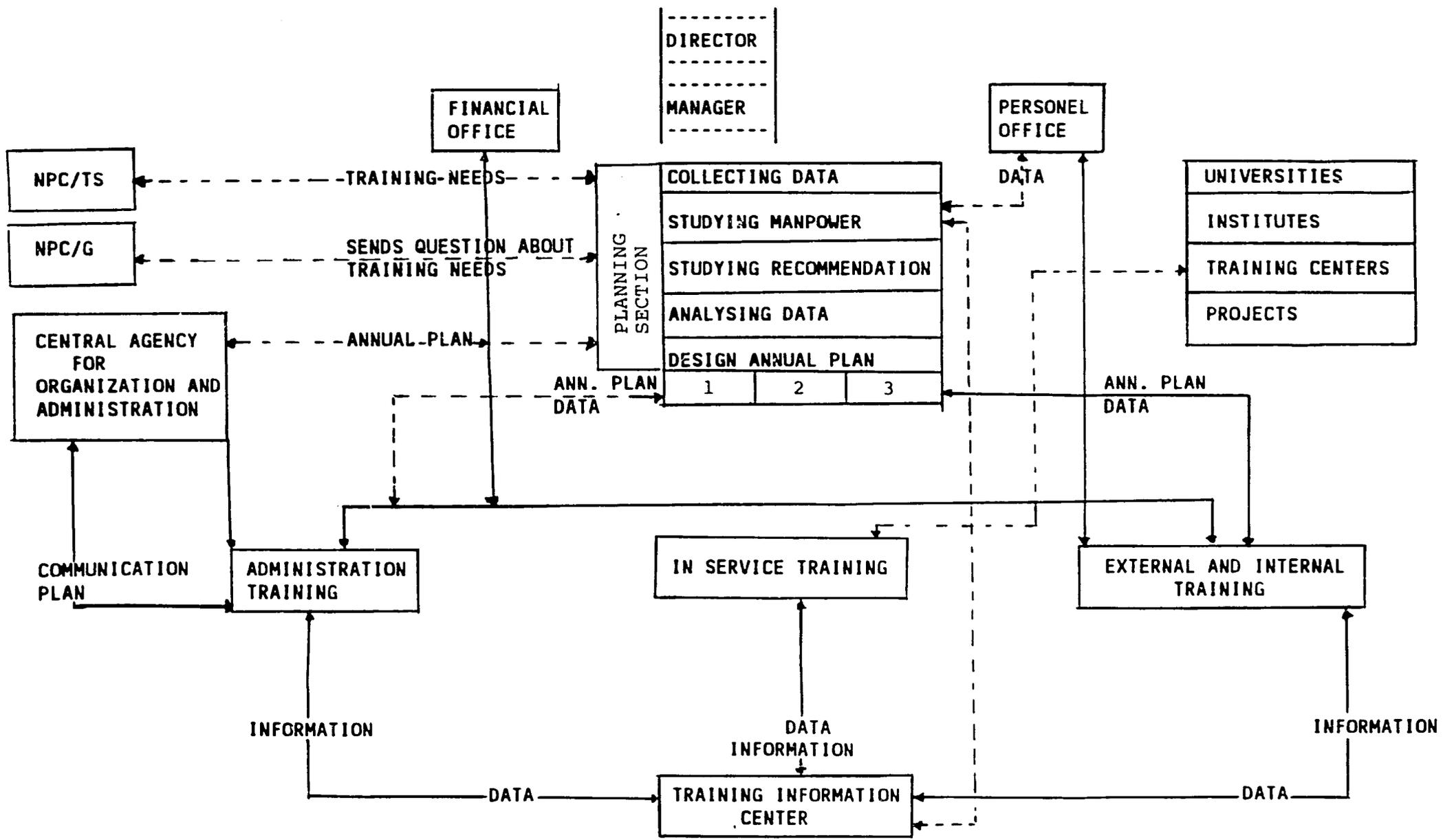
Subject: Summary explanation

As soon as each chapter is approved it is planned to print and distribute it to all departments within the Technical Secretariat and to all the Governorate offices so they can start using it immediately.

Your approval of the attached Manual chapter on _____ is requested.

Approved: _____
Saleh Fadl

Date: _____



Family & Population Planning Agency
The Training Department

**THE TRAINING REGULATION
FOR THE FAMILY AND POPULATION
PLANNING AGENCY**

JANUARY 1983

Introduction:

The studies appeared that the person however his level of function is the basic on which depends the efficiency of the management and the production. The activity planned is urgent to improve the efficiency and the level of the workers from all sides. The systematically objective training is playing an essential role in this area and it is one of the principal approach to correct and develop the management.

The training had his normal location and became not only signs but a message which is being trusting. It has also general policies by which it is planned for the training in concert with the national development plans.

The training is being a faith for the national work. It began by scientifically establishing to gather, to indicate and to specify the training needs directly and indirectly for each person and each group. This needs to provide information and experience to the person and to increase his performance average, developing his attitude, burnishing his inclination and his way of thinking. As set those are being the modifications required for the person and the group upon the training. This represents the objective defined which any training program has to carry out.

The training programs focus to create a good person qualified to implement his job high productively equal to the efforts being done

to prepare and organize this programs. The training will succeed to have his goals used by each the person and the agency equal to the efforts done by the well scientific management. In the training we must explain to the employees the total policy and procedure in the training activity at the agency within the training regulation.

The training department

What is the training, its goals and types?

The definition:

It is a planned action focusing to change the person and the community by the following three ways:

- * Increasing the information
- * Developing the qualification and the experience, also improving the activity
- * Improving the attitudes and the inclinations

Then this person or this group will be efficient to do their work highly.

The scope of the training:

The training has goals relate to the work and other relate to the employees.

The one relate to the work itself are:

- Increasing the level of performance
- Facilitate the supervision operation (timeless to correct the mistakes)
- Reduce the productive unit cost
- Reduce the average of the absence

- Use the man power as far as possible
- Use the tools as far as possible
- Improve the services
- Increase the average of performance and production

The one relate to the employees are:

- Increase the level of the professional workers (have self confident)
- The worker must more evaluate and care about his work
- Reduce the complains and the protests
- Increase the opportunity to promote and to develop
- Avoid the unemployment by saving the opportunity to continue work
- Accommodate with work environment (helping the new one to overcome the strangeness and the loneliness)
- Improve the inclination
- Improve the relationship
- Increase the average of work by saving the effort, he time, and the money. This will let achieving the objectives quantity and quality. This means getting the best effects.

Types of the training:

Two main types are specified:

First one: Concerning the period to carry it out:

1- The training at the primary stages of service includes:

- The common supervision
- The primary specialist training
- Training while working

2- The training in the advanced stages of service includes:

- Renew the information
- Repeat the training

Second one: Concerning the kinds of the varied activities:

1- The administrative training includes:

- The common training
- The director training

2- The specialist training

3- The functional training

Part One

Training Department Duties and Responsibilities

Topic one: * The training department at the agency has to develop the worker abilities by providing them the information, the experience, the qualification and the skills. This helps them to implement their duties and responsibilities. The TD shall do the following:

1. Knowledge and identify the training needs.
2. Gather the data and total survey the man power at the agency and at the governorate offices. This must be done in cooperation with the personnel affairs department at the agency.
3. Call the varied training directions as the central agency for organization and management, the management development institute, the public department institute etc.
4. Identify the training activities which

are proceeding locally or centrally at the institutes, the universities and the training centers.

5. Study and analyze the job descriptions and their requirements to get information and skills. Compare the level of the employee efficiency with the average of the performance in cooperation with the personnel affairs unit in the organization.
6. The recommendation of the directors, supervisors, and employees shall be studied on light the developing researches in order to identify the training needs.
7. Prepare the annual training plans. The agency direction has to approve it after submitting to the organization and governorate departments and offices. After then discussing it in a committee of the directors.
8. In light and after the priority of the needs and the available possibilities,

the priority should be identified. The trainers, the equipments and the budget must be available.

9. Monitoring the implementation of the training activities planned.
10. The training programs shall be evaluated. The purpose is to develop it to make sure it is responding the training needs.
11. Overseeing the trainers activities.
12. The training concept must be published upon the newspapers, the conferences and the internal trainings etc.
13. Review the records explained the workers status regarding the training action.
14. Produce the training programs and topics to be as family and population planning program model.

Part two

Relation between the training department
and the personnel affairs unit

- Topic 2 * The training department and the personnel affairs unit will anticipate to total survey the man power in the organization with all the departments and offices. This is to identify the specializations with the set jobs and functions. Also to facilitate identifying the training types which cover the needs.
- Topic 3 * The personnel Affairs unit will submit the training department a report of the new employees, their education and experience. Then they have to put the training programs needed to prepare them to implement the jobs and the functions decided.
- Topic 4 * The training department has to call the personnel affairs unit to decide the promotions which will be undertaken within the next year. This is regarding the numerous of the employee which need the promotion , describing their last, current and future jobs. This will be to how to train them before promotion and which training is appropriate.

Topic 5 * The training department has to call the personnel affairs unit in order to know the outside or the inside transfers to let plan and set up the training programs which covering the training needs resulted from the change of work for the employee transferred.

Topic 6 * The training department and the personnel affairs unit are anticipated to study and analyze the employee performance report to know the level of the employee efficiency performance comparing with the average of the performance desired. In order to cover the needs desired by the training activities. The information and the experience of the employees will be increased and developed to get high level of the efficiency capability.

Part three

Identify and specify the training needs

Topic 7 * The training needs is a set of changes and improvements desired to be done for the information, experience, skills, inclinations, and attitudes of the employees to overcome the problems which obstruct the process of the activity and the public policy in the agency to do it objectives. Then the training needs are including in three essential elements:

- * Provide the employees with knowledge and experience.
- * Practice to increase the average of performance and skills or learn new procedures of activity.
- * Change the attitudes and the inclinations.

To identify the training needs we have to answer:

Who needs to be trained?

What is the type of the training needed and it extensive?

Topic 8 * To know the true training needs in the organization we have to stress the following resources:

- 1- Job and function description and analyzing.
- 2- The performance average.
- 3- The efficiency reports.
- 4- Chang the work system and its condition.
- 5- The goals desired to be done upon the departments and the agency offices.
- 6- The director reports and comments.
- 7- The employee reports and comments.
- 8- The implementing and the monitoring reports.

Topic 9 * The department heads are being the major reference to decide the training needs for the varied specialist employees. Then they must have all the procedures to let them know and identify the needs.

Topic 10 * The directors and the department heads have the responsibility to know the needs. The training manager in the organization and the trainer shall be involved to assist the employee direct managers to know the training needs and to analyze the activity and production problems.

Topic 11 * Upon the evaluation we have make sure that the training covers totally the needs. If some failures are being done in the program we must modify it to cover all the training needs.

Part four

The training planning

- Topic 12 * The training planning is a policy well planned for the future to organize the training action concerning the population problem and family planning in the agency to carry out clear and define goals.
- It is a written plan prepared which includes a detailed current situation. Then identify a numerous of desired objectives to carry out in the future then explaining the varied actions for this objectives.
- Topic 13 * The training department has to prepare the training plan (The department manager, the division directors or their replacement)
- Topic 14 * The agency director has to decide the constitution of a high consultant committee including the varied agency representatives to study the training plan and to supervise the varied activities needed to achieve.
- Topic 15 * The necessary period must be included in the training plan to carry it out. At the end, a report

detailing the success of the training plan goals. The training plan may be for long, short or medium period.

Topic 16 * The necessary elements which are needed to well planning the training:

- a- The training recommendations for the state and for the organization presenditial which identify the guidelines of the training goals. This explains the convenients for the varied types of the training, the efficiency and the performance of the employees and their attitudes.
- b- The training achievements report for the last year to identify the notes which need to be including in the new plan.
- c- The information is including the following:
 - 1. The employee levels, specialization and their experience available.
 - 2. The employee secret reports in light of their failure to do the work and the level of their performance and attitude.
 - 3. Job description and experience which must

have the candidates.

4. The places available for the training, the sound and light capability and the varied training support.
5. The budget and the funds for the training activity.
6. The results of the personnel meeting with the supervisors, managers and the directors. The convenient points must be known upon the employee society in the agency.
7. The complete information on the result of the training activities which were carried out the early last year. Observing the future to prepare urgent and long evaluation to face the needs expected.
8. The varied types, procedures of training either local or international. This needs to study the most advanced and developed procedures of training.

9. The training records.

10. The evaluation and monitoring training reports (programs, trainees, and trainers) for the last year to observe the development of the training into the new plan.

Topic 17 * While planning for the training, a priority of training activity must be included therewith identify the essential training programs and the employee standards which need more training.

Part five

Monitoring and evaluation of the training

- Topic 18 * The monitoring focuses to overseeing the process of the plan to make sure it is well operating at the time being required to achieve the stages for carrying out the final goal. Also the monitoring interferes in assisting, solving the obstacles which obstruct the process of the plan. Increasing the push. This interfere may be to correct and develop the implementing procedures to carry out the final objective and to introducing for the evaluation within gathering the data which are the basic to evaluate the plan achievements. A monitoring plan shall be in concert with the training plan.
- Topic 19 * The evaluation focuses to measure the efficiency of the training activity and it capability to carry out the goals required. It has to notify the advantages and the conveniences. This process is being as the basic to develop the training.
- Topic 20 * The evaluation shall have the following:
1. Make sure that the goals planned in the

training respond the training needs for the agency and the trainees.

2. Knowledge of the administration and organization problems which influence on the training.
3. Make sure that the conditions concerning the trainees function level, their qualification and experience are coordinated with the training objective.
4. How much the program objectives are carried out regarding the trainee. (Learning more or new skills or any objectives).
5. Measure the high performance level resulting the trainees practiced the information and the skills from the training at the work field.
6. The validity of the procedures and the types of training used to carry out the objectives.
7. The capacity of the trainers regarding their specialization, experience and their training willing.

Topic 21 * The training evaluation will follow these procedures:

1. The trainer comments, reports on the training subject and its period. Also the trainee level must be appropriate to this subject, their reaction upon the discussion, the researches and the projects, etc. The evaluation must be throughout the investigation of the trainees.
2. Reports for the training program supervisors and responsables.
3. The field observation upon the specialists to make know the training influence on the work relationship and to monitor the trainees in their work, to make sure that they are practicing the information or the skills been trained.
4. How much the training is carrying out the objectives decided in the training plan.
5. The training procedures is appropriate to the training subject.

Part six

The training records

Topic 22 * The training department records are the main documents which enable to push the training activity action. Then it is important to create and maintain it.

At the training department in the agency the following records are prepared:

- * The man power records.
- * The training needs records
- * The training possibility records.
- * The trainee evaluation and monitoring records
- * The training stages for the employees.

Part Seven

The trainees

Topic 23 * The training director has to review the conditions which shall be available for the candidates if the training is local.

- Topic 24 * The candidate for the job required for the training will be nominated for the training.
- Topic 25 * The workers who were trained upon the agency has to work in for a period equal to the training period, at least from the beginning of work after the training. The agency has the right to reimburse all the costs due for this training from the employee in case of his failure. The employee who will be transferred will be exempted to do this subject.
- Topic 26 * If the candidate for the training will not attend the training program, or will absent without any excuse he must be investigated and he may be deprived to attend the next training courses. He has also to pay the cost amount due to his training.
- Topic 27 * The worker who will not succeed must be investigated and this will be considered while preparing the performance reports. Then he will be deprived from the expense travel due to his training presence.
- Topic 28 * The agency will pay the cost of the books, copies and tools which the worker will need to buy.

Otherwise this cost will be deducted from the trainee in case of his failure.

Topic 29 * The training period which will be after the official work hours will be considered as the overtime work hours for the trainee working who are nominated by their department for the unusual effort. They will paid him in case of his success after the decree no. (11) dated 11/1/1983.

Topic 30 * The free trainee who will success in the training or who will submit a report at the end of the training, will get a percentage of the compensation decided in light of his degree in the training or as the following:

Who will get "Excellent" will have 100%

Who will get "Very good" will have 95%

Who will get "Good" will have 85%

Who will get "Fair" will have 75%

* In the training program without exams and with percentage of presence and absence to decide the success, the employee will have a percentage from the compensation equal to his presence for the program. Take care to deduct the absence days. (As applied for the vacation).

* The employee who will have 70% minimum for all the levels will be deprived from the decided compensation.

* The employee who will fails in the training will be deprived from the compensation.

* Take care this system does not intercept the compensation given to the three first one (as applied in this regulation).

Topic 31 * The vacation has to be given for the actual period for the training if necessary and it must not overact. After law regulations no. 112 dated 19959 regarding mission affairs control and the scholarship and the vacation either with salary or without as the following:

1- The vacation period will be identified either with salary or without and it may not be extended until referring to the scholarship responsible.

2- The following conditions should be overseen to give the employee the vacation:

* His period of working shall be at minimum

2 years.

- * His age must not exceed 40 years upon his arrival
- * The employee graduate degree must be at least very good. It's performance efficiency through the last two years must be as good degree if the vacation request is without salary. His performance report for the last two years must be at least excellent, if the vacation request with salary.

Topic 32 * A compensation must be given to the three first successful employee trained into the agency for each training course or the one who are presenting excellent reports as the following:

The first one 50 pounds

The second one 30 pounds

The third one 20 pounds

This is applied at the end of the stages in the foreign language institutes. Who will get the doctorate degree or the master degree or high diploma degree as excellent will get a compensation as the following:

Who got the doctoral degree 100 pounds

Who got the master degree 50 pounds

Who got the high diploma 30 pounds

- Topic 33 * The students at the varied studies and who are not free must have one month vacation with salary for preparing and doing the exam. This month will be enough till the end of the exams.
- Topic 34 * The training department manager into the organization will be deputized to approve sending the agency employees to the short training courses.
- Topic 35 * The temporary employees in the organization should be as the new one regarding to send them for the short training courses. They should pay the training fees and costs. It will be reimbursed by the organization in case of their succeed.

Part eight

The trainers, supervisors and assistants

Topic 36 * The trainer should be efficient and excellent as specialist. He must be able to train and teach. The following rules are taken for selecting the trainers:

- 1- As possible for the practical subject, it should be presented by qualified academical trainers, the one who are teaching at the institutes, universities to facilitate them presenting the practical parts and the modern development in the researches and the new edits.

- 2- Concerning the practical parts trainers who are practicing must be selected to facilitate presenting the practices and its conditions to the trainees.

- 3- The trainer for the group of the high programs must be selected from the first standard or his equivalent. For the medium and the normal programs he must be selected from the second standard or his equivalent.

- 4- The trainers hired for the training programs will be selected from the best trainers. They will be elected by the training manager and approved by the agency director.

Part nine

The training compensations

Topic 37 * The training compensation given to the attendants and to the trainers will be as the following:

- * For the group of the program to prepare the trainers, the trainees, the special training, the conferences and study sessions:

5,00 pounds salary for reviewing each research submitted for the programs.

10,00 pounds for one hour working for the lectures, discussions and practical & scientific studies.

- * The salary for the group of the common and special training for the employees into family planning units and the local directors program will be identified as the following:

4,00 pounds for one hour to the trainer involving the lectures, the discussions and the practical & scientific studies.

Topic 38 * The lecturer may not submit more than one

subject or one practical training addition to anticipate in one committee in one training course.

Topic 39 * The lecturers at the local training courses will be selected primary from the specialists as the professors at the universities, at the high institutes and at the implementational and national agency directors and the concerned politics.

Topic 40 * In the training program for the family and population planning it should care to be carried out in cooperation between the agency, governorate offices and the central and local concerned agencies and the training institutes. These will have the responsibility to plan, to review, to monitor and to evaluate. The concerned agencies will have to carry it out.

In case of the difference between the planning of the financial operation and this regulation, the implementing regulation part regarding the procedure applied with the employees into the training program for the employee outside the agency and the governorate offices will take action.

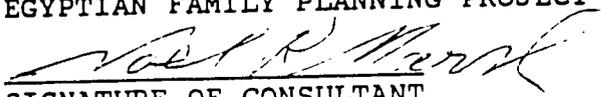
Best regards.

Training department

MEMORANDUM

COPY

TO : General Saleh Fadl
EGYPTIAN FAMILY PLANNING PROJECT DIRECTOR

FROM : 
SIGNATURE OF CONSULTANT

SUBJECT : REPORT ON CONSULTANCY TO EGYPT

- I. NAME : Noel Marsh
- II. COOPERATING AGENCY : E. Petrich and Associates, Inc.
- III. PROJECT(S) : NPC/IDP
- IV. DATES OF VISIT: October 30 to November 22, 1991
- V. PRINCIPAL EGYPTIAN COUNTERPART: Dr. Salwa Abdel-Azim
- VI. ITINERARY: Cairo
- VII. PRINCIPAL CONTACTS :

General Saleh Fadl, Ms. Amani Selim, Dr. Waleed Alkhateeb, Dr. Mohamed Naguib, Mr. Esaam Madkor, Mr. Helmi Mustafa, Mrs. Samira Sadek, Dr. Maher Waked, Mr. Nashy Ramzy, Mr. Nassry Shaker, Mr. Ayman Ali Etar, Dr. M. Marawan, Mr. Said Taha, Mr. Sami Essa, Mr. Shata Mohamed.

VIII. RESULTS :

- A. SCOPE OF WORK FOR VISIT (AS MODIFIED, IF APPLICABLE):
1. Review the status of the project and the technical content of the several Manual chapters currently in draft with the senior management of EP&A to assure that they are responsive to the requirements of the Project Paper and address the needs of NPC. Discuss

plans for the Manual presentation format and maintenance, regional training workshops to introduce each new chapter to the user and the conversion of the Organization and Communications Working Paper in to a Manual chapter dealing more comprehensively with the management and structure of NPC.

2. Review the Organization and Communication Working Paper and make recommendations for improvements that can result in a more effective management system and the development of a clear and accurate manual covering this topic.
3. Work with the NPC Director of Finance to prepare Chapter 4 - Finance, for final review and approval.
4. Work with the NPC Director of Planning to prepare Chapter 2 - Planning, for final review and approval.
5. Participate in the presentation and work assignment on the Procedures Manuals which will be part of the program during the first of the two NPC/G Offices Directors workshop scheduled for November.
6. Participate in the session of the second NPC/G training workshop where the participants present their finding and discuss the results of the workshop assignment handed out in the first workshop and use this feedback data to further develop the manual chapters.

There were several meeting held during the time of this visit where the senior TS staff (Monitoring and Evaluation workshop Committee) met to discuss various aspects of the NPC monitoring and evaluation system to prepared themselves for the Monitoring and Evaluation Training Workshop to be held in Alexandria from November 23 to 28. (This work shop was later postponed to early December) The first draft and outline of the Monitoring and Evaluation Manual chapter was discussed at one of the meetings. Some members of the group felt that the text of the draft document did not follow the current NPC organizational structure and thus needed to be rewritten to aline the procedures with the current structure. There was also some disagreement as to the role assigned to evaluation. The topic will be discussed during the workshop and the feedback should be provided so that the views and comments of the workshop participants can be taken into account when a second draft of this manual chapter is prepared.

As a result of this review it was decided that it would

be premature to ask the workshop participants to comment directly on the current draft of the chapter since it is to be rewritten. My participation in the workshops was thus postponed and will be rescheduled after the next draft document has been completed and reviewed again by the senior TS staff.

B. PRINCIPAL FINDINGS, OUTCOMES AND PROBLEMS ADDRESSED DURING VISIT AND WHICH NEED TO BE ADDRESSED IN THE FUTURE:

During this visit Ernie Petrich, Dr Waleed, Dr Salwa and I met with General Saleh Fadl on two occasions to discuss the status of the project and the plans and priorities for completing the work. Much of the discussion focused on the need to start work on the chapter dealing with Organization and Communication and work is now scheduled to convert the current working paper on this subject into a draft manual chapter. There are functional statements for most of the NPC operating departments but their accuracy and completeness varies. Work will need to continue to refine, update and, in some instances, revise these functional statements. Emphasis will now be placed on getting the first draft of this chapter (1) completed.

The work on completing the chapters for Finance and Planning is progressing well. There is technical agreement on the substance and language of the most recent drafts but some additional witting, especially on the detailed instructions to complete some of the forms that will be included in the Manual, is needed before these documents will be ready for final approval by the Director. It will also be necessary to check the latest draft against the work being done on Chapter 1 to assure all the documents are compatible. When this is done and we are sure that the English version is correct it will go back to translation service for the final translation into Arabic. The Arabic document will undergo one more technical review to assure that the meaning and terminology of the English and Arabic versions are the same. After completing these reviews each chapter will be transmitted to the Office of the Director with a request for approval.

During the August/September visit it was decided to focus our efforts on producing the manuals for the principal operation departments first. Some data was gathered on the last visit and time was spent during this visit to organize and follow up on the data gathering tasks in preparation for the drafting the Training chapter (3). I anticipate to at least have an annotated outline of the

chapter prepared by the time of my next visit.

The NPC/TS Monitoring and Evaluation committee found the draft manual chapter (5) on this topic did not follow the current NPC/TS structure and requested that it be re-written. There were also differing views expressed concerning the philosophy and approach presented on the draft. The chapter will be redrafted to try to address the comments and feedback from the review group as well as the feedback from the December workshop. I will try to relate the presentation of the information to NPC's organizational structure but this may prove to be difficult insofar as these responsibilities seem to be spread between several units within the Secretariate and the division of labor is not always clear. The task of redrafting this chapter will be scheduled after the drafts of chapters 1 and 3 are completed.

There is some urgency to complete the arrangements needed for the printing, binding and distribution of the manual chapters so they can begin to be put in to use as soon as they are approved. (see Appendix B of the Aug/Sept 1991 Trip Report). To expedite this process plans will developed and included in the 1992 IDP Implementation Plan.

C. FURTHER ACTIONS NEEDED:

<u>ACTIONS</u>	<u>PERSON RESPONSIBLE</u>	<u>EST. COMPLETION DATE</u>
1. Convert the Organization and Communications working paper into a 1st draft of Manual Chapter (1).	Noel Marsh Dr. Salwa	Feb. 1992
2. Collect data on NPC functional statements	Dr. Salwa	Feb. 1992
3. Develop supporting information for chapter (1).	Noel Marsh Dr. Salwa	Continuing
4. Revise and expand the outline/draft of the training chapter.	Noel Marsh	Feb. 1992
5. Redraft the Monitoring and Evaluation chapter	Noel Marsh	May 1992

6. Coordinate the production of the manuals with other activities being developed within the IDP e.g. Research, MIS, Training etc. Noel Marsh Continuing
7. Develop the necessary inputs for the 1992 implementation plan Noel Marsh December 1991

cc. USAID Project Officer
Egyptian Implementing Agency Foreign Technical Assistance
Coordinator

Dr. Waleed Alkhateeb, IDP Resident Advisor

International Consultants in Management Development for the Health Services
 مستشارون عالميون في التنمية الإدارية - خدمات الصحة

DATE: 21 NOVEMBER 1991
 TO: DR. WALEED ALKHATEEB
 FROM: NOEL MARSH *NM*

COPY

SUBJECT: Exit-briefing and notes on guidelines for my input to the
 IDP 1992 Implementation Plan.

I have completed my exit report and gave it to General Saleh at the end of our November 20, meeting. I left copies for Nevine to give to Amani and for your files. I will include a copy in the Appendix of my Trip Report along with the next SOW.

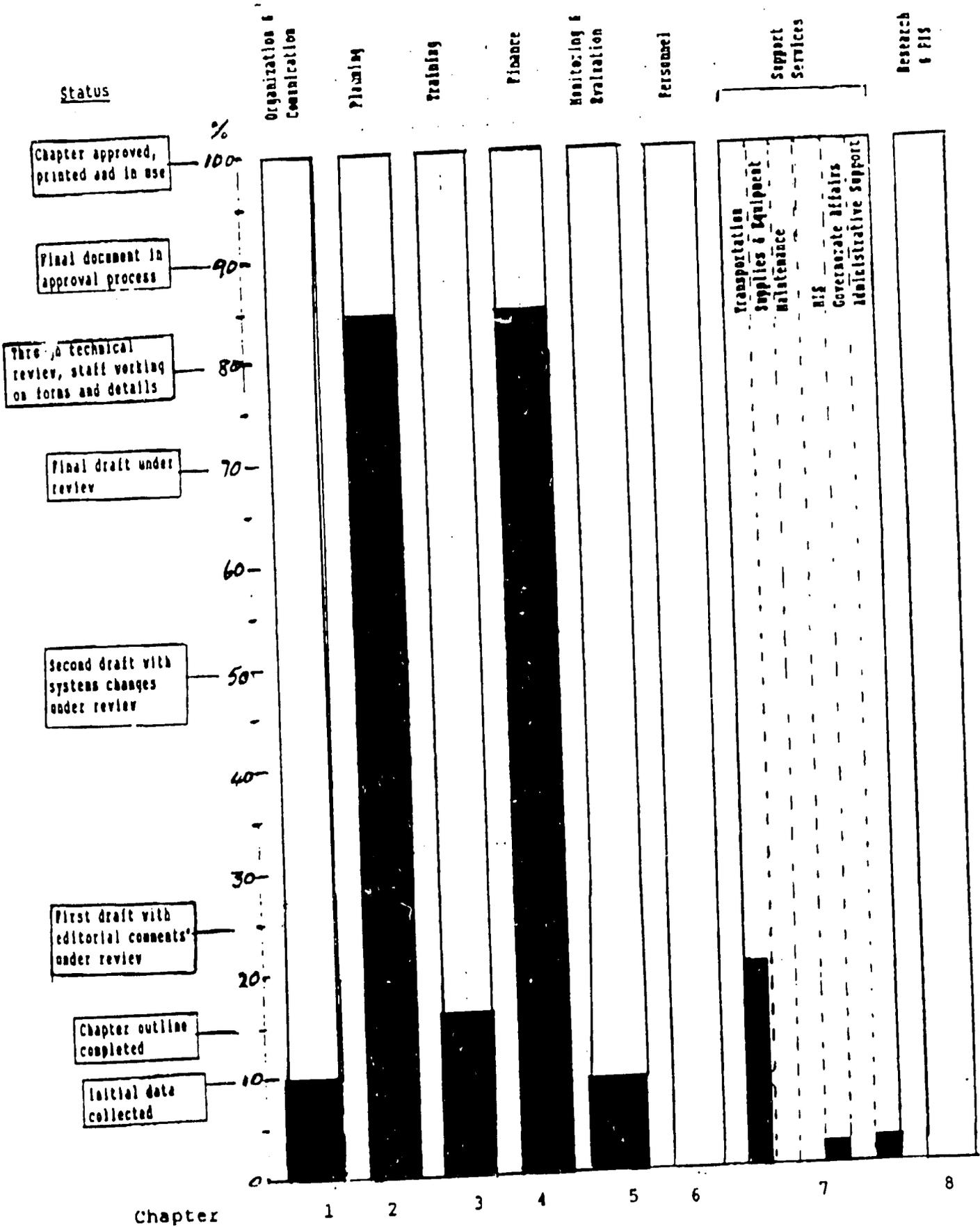
Attached are the original and one copy of the Arabic NPC/TS functional statement that Dr. Salwa gathered for us. These need to be translated into English and a copy sent to me to help me in the work I am doing on Chapter 1.

Also attached to this memo are copies of the blank forms and the detailed instructions on how to fill out the Stores Department forms that will be included in section 4.6 of the Finance Manual chapter. Mr. Hindawy prepared these statements at our request. If they seem OK to you we can simply add them to the Arabic translation of the chapter when it is in final and before it goes to Mrs. Samira in the "side by side" English/Arabic for her final review.

The guidelines we agreed up on for planning the work for 1992 seem reasonable. i.e. 50% of my time over the year divided between four trips to Egypt. February, late June/July, October and December estimated to be about 80 working days. Under this formula there would be about 75 working days remaining for work to be done in the U.S. This seems like a good planning target figure. When I return I will prepare a more detailed plan and fax it to you.

Thanks for everything. It was a good trip and I am very up-beat about getting a real break though on this project.

STATUS OF NPC PROCEDURES MANUAL PROJECT
AS of Dec. 1991



APPENDIX D
FOLLOW-ON SCOPE OF WORK

COPY

ACTION REQUEST MEMORANDUM

TO: - General Saleh Fadl
NPC/IDP

- Ms. Amani Selim
HRD/POP - USAID Cairo
IDP Project Director

FROM: Dr. Waleed Alkhateeb *Waleed Alkhateeb*
IDP Resident Advisor

DATE: November 14, 1991

SUBJECT: Follow on SCW for IDP Consultant.

Following the usual practice designed to maintain the momentum of the project we have prepared the follow-on scope of work for the visiting consultant prior to his departure. Your approval is requested.

Consultant: Noel Marsh

Proposed dates of next visit: February 5 to February 24, 1992.

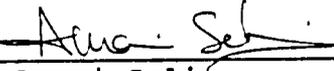
A. Work to be done during interim period between visits:

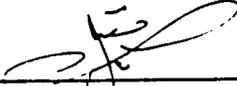
1. Develop outline and supporting material to convert the Organization and Communications working paper into a manual chapter (Chapter 1).
2. In close communication with counterpart continue develop and refine functional organization statement for inclusion into Chapter 1 of the Manual and provide addition support documentation that NPC Director General may require to gain official approval for the management changes he wishes to introduce.
3. Continue to develop the chapters on Training (3) and Monitoring and Evaluation (5) based on the feedback provided from the review of the earlier drafts.
4. Consult with Ernie Petrich and Russel Dionne to assure that the systems procedures being presented are supportive of and compatible with the MIS development.

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B. Work to be accomplished during next visit:

1. Continue to work with the Director General's office to refine and develop the organizational statements so they fit his structural concepts.
2. Outline the job description requirements and develop a work plan for their completion.
3. Prepare and expand and annotate outline of the Organization and Communication chapter.
4. If timing permits participate in training workshops as part of a continuing effort to maximize user input into the development of the procedures manuals.
5. Work with the appropriate NPC staff to complete the Finance and Planning chapters.

Approved by  Date: 11/20/91
Amani Selim
USAID Project Officer

Approved by  Date: 18/11/91
General Saleh Fadl