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QUARTERLY PROGRESS REPORT NO. 5  
(January - February - March 1990)  
OF  
CHEMONICS INTERNATIONAL CONSULTING DIVISION  
ON THE  
AGRICULTURAL PRODUCTION AND CREDIT PROJECT

USAID PROJECT NUMBER: 263-0202

CONTRACT NUMBER: HCC-263-0202-02

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## DESCRIPTION OF PROJECT

The Agricultural Production and Credit Project (APCP) will assist the GOE to make needed policy changes to deregulate the agricultural sector. It will also extend concepts tested under predecessor activities throughout the PBDAC's system. These concepts include full banking services and charging interest rates at near market levels, providing rapid and efficient loan approval, and offering increased extension services to the farmer. At the end of the project, the PBDAC will have: (1) a sound capital structure and capital management system, (2) effective management controls (e.g., budgeting, auditing, and financial analysis of bank performance), (3) a dynamic personnel management and training program, and (4) a modern management information/accounting system. An increase in private sector participation of agricultural input supply and services will be an important component of this project.

The two major thrusts of the APCP, agricultural policy reform and institutional strengthening of the PBDAC, are implemented in coordinated, parallel tracks. The policy component is implemented by senior GOE officials in the MALR, the PBDAC, and elsewhere. The institutional strengthening component is implemented by the PBDAC, in coordination with the MALR.

The institutional strengthening component of the APCP began in late 1987. The contractor who assisted the PBDAC under the predecessor project, SFPP, was retained by the Bank to assist during the initial bridging year. In late 1988, the PBDAC signed a contract with Chemonics International Consulting Division to undertake the remainder of the APCP.

The first work plan cycle covered the period from January 1, 1989, to June 30, 1989. During this period, the Bank, with the assistance of the contractor, began to address a number of new banking areas, i.e., audit and monitoring, and finance and capital management. At the same time, the Bank and contractor continued to implement and expand the core credit, extension, and related activities begun earlier.

During the first work plan, a baseline study was conducted. As a result of this and other work during that period, a number of significant findings and recommendations were advanced. The senior management of the PBDAC developed a set of guidelines in June to orient the development of the second APCP work plan. The Bank's guidance was to propose an ambitious plan which would respond to its needs to meet the APCP objectives in an integrated and simultaneous fashion. In addition, lending under the APCP system will be expanded from 12 to 14 governorates this year. Standardized policies and procedures will be designed to cover all 17 governorate BDACs. The AWP-II responds directly to these guidelines; the geographic and functional expansion; and the goal, purpose, and objectives of the APCP.

## ACRONYMS

AID	Agency for International Development (U.S. government agency headquartered in Washington, rather than a specific overseas mission)
AMRI	Agricultural Mechanization and Research Institute
APCP	Agricultural Production and Credit Project
AWP-I	First Annual Work Plan (January 1 to June 30, 1989)
AWP-II	Second Annual Work Plan (July 1, 1989 to June 30, 1990)
BDAC	Bank for Development and Agricultural Credit
BSG	Banking Systems Group (of APCP TAs)
CDG	Credit Development Group (of APCP TAs)
CMD	Center for Management Development (of the MALR)
CRU	Credit Reporting Unit
CEFUT	Central Evaluation and Follow-up Team (of the MALR)
DP	Data Processing
ETS	Extension Technical Services Unit
FRB	Farm-related Business
G/L	General Ledger
GOE	Government of Egypt
HO	Home Office of Chemonics in Washington, D.C.
HRD	Human Resources Development
LD-II	Local Development II Provincial Project (another ongoing USAID/Egypt project)
LIA	Land Improvement Authority (of the MALR)
LOE	Level of Effort (of the prime contract)
LT	Long Term
MALR	Ministry of Agriculture and Land Reclamation
MIS	Management Information Systems
MOF	Ministry of Finance

NARP	National Agricultural Research Project (another ongoing USAID/Egypt project)
NES	National Extension Service
OJT	On-the-job Training
PBDAC	Principal Bank for Development and Agricultural Credit
PBR	Planning, Budgeting, and Reporting
P/D	Person-days
PDI	Pre-delivery Inspection
PICS	Project Inventory Control System (for nonconsumable commodities purchased under the APCP contract)
PIO/P	Project Implementation Order/Participants
PSG	Program Support Group (of APCP TAs)
SFPP	Small Farmer Production Project
SFS	Specialized Financial Services
SMS	Subject Matter Specialist
SOW	Scope of Work
ST	Short Term
TA	Technical Advisor
TBD	To Be Determined (terminology of Gantt Chart)
USAID/ Egypt	AID's Mission in Egypt

## SECTION I

### SUMMARY

The Agricultural Production and Credit Project (APCP) contract delineates the different activities of the effort as falling under three specific categories: Technical Assistance, Procurement Assistance, and Participant Training Assistance. All three activities are summarized below, while the first of these--Technical Assistance--is detailed in section II of this report, as it is the largest of the areas.

#### A. Technical Assistance

##### 1. Main Activities and Progress

The implementation of the APCP continued with a wide variety of activities during the quarter encompassing the months of January through March 1990. The period saw progress in many directions, thanks to the joint efforts of client and contractor personnel. Among the accomplishments during the quarter were the following:

- o All Tasks: Participation in a Project Management Issues Workshop at the Meridien Hotel in January. Also, the fourth Quarterly Report Review, covering project activities for October, November, and December 1989, was presented to PBDAC and USAID/Egypt leadership in mid-February. The emphasis was on teamwork between client and contractor, with counterparts taking the lead in individual presentations. The written version of the QPR-IV in the official (AID-required) English language was circulated two weeks prior to the presentation. Furthermore, keeping in mind the communication needs of the host-country client, an Arabic summary and deliverables table were prepared and circulated among PBDAC senior management and project counterparts ten working days prior to the event.
- o Credit: The Draft Guidelines and Procedures for implementation of a new loan classification system were completed. They include a proposed reporting format, which was extensively reviewed with the credit counterpart and CRU staff during March. The "revolving lines of credit" system of the Bank was reviewed, including visits to the BDACs, and deemed to not be a practical system; however, it is part of the Bank's procedures. A report on this topic will be forthcoming. The Credit Development Group reviewed the PBDAC's Standard Credit Policies and Procedures Manual in its present version, which was found to be inappropriate in light of the new decentralization policy of the Bank. The l/t Credit Specialist resigned, leaving the project in March. His task is being handled

by the Chief of Party pending the resolution of LOE difference perceived by the Project Officer, Executive Manager and COP (see Issues/Problems chart).

- o Specialized Financial Services: Seasonal training of extension staff has reached 28,473 p/d as of quarter's end. Training in ETS computer reporting continues, with 498 p/d achieved to date. The crop package verification survey is on track. The survey had been collected and all the data inputted by the beginning of March, with the full data report from one of the participating governorates (Beni Suef) ready for analysis by month's end. Analysis will be carried out by the new s/t Survey Specialist, who joins the project April 1. The 1990 Vegetable Packages were translated to English and vegetable training continued, with 5,225 p/d achieved to date. The Livestock subtask is on schedule. The s/t specialist, who has been working with the project since February, is well into the development of nutritional rations. Ongoing commodity trading support continues, as does the drafting of an importation plan for corn and preparation for a late May/early June Commodity Import Workshop. A new "Terms/Conditions for Corn Importation" was drafted, translated into English, and is under review as of quarter's end. Regular commodity training continues as part of the weekly PBDAC Commodity Trading Unit meetings. Interviews are being conducted and information is being obtained which will lead to recommendations of various options for privatizing corn imports.
- o Farm-related Business: Progress reports for fall/winter activities in soil improvement and wheat mechanization were prepared. It was determined that 314 loans were made in the soil improvement project and 2,310 loans in the wheat mechanization project. Presentations were made to PBDAC and USAID/Egypt officials regarding the Corn Seed Distribution Study which was completed in January. Two orientation meetings for farmers were held in Daqahliya governorate in anticipation of the high-clearance sprayer pilot project, which is a recent addition to the AWP-II. Some 500 potential clients (farmers and machinery custom operators) attended special meetings in Sharqiya governorate for the promotion of selected farm machinery. Participants were shown how to estimate the cost of operating and owning the equipment, which include the seed drill, disk harrow, and laser leveler. Preliminary meetings were held in March to prepare for the summer 1990 farm mechanization activities. The plan is to continue work in the same 100 villages of Sharqiya and Daqahliya governorates which participated in 1989 wheat mechanization project. Similarly, preliminary work was carried out for the summer 1990 soil improvement activities. It was decided to double the number of participating villages from 10 to 20, all in Daqahliya. A short term project is continuing work on the small-scale agro-industry pilot project in which flour and grain mills

are being revitalized. In March, he completed a survey of sources for equipment which will be utilized in accomplishing the task, visited 12 villages near the pilot project areas, and observed both old and modern machinery at work. Finally, during March the PBDAC requested the FRB team to begin an all-new activity, drip irrigation, in Minya governorate where watermelon growers have suffered badly from a water shortage. Terms of reference for a short-term specialist in this area were completed and approved.

- o Finance/Capital Management: During January, the team visited BDACs and village banks in Minya and Sharqiya to investigate how bank financial information could best be extracted from the current system to the new automated input format. After a period of illness, the task's l/t specialist returned to post March 18. The focus in March was on the financial reporting component. Work began on the PBDAC asset/liability management report with the collaboration of ArabSoft.
- o Accounting: The second PBDAC G/L Trial Balance was produced during January; on the whole, the pilot continues successfully. In February, the interest rate accrual feature of the Savings Department's automated savings system was successfully tested. A proposal for monthly accrual of interest expense for the Commercial Bank's overdraft accounts was drafted and translated. The final draft of the Chart and Description of PBDAC and BDAC Accounts (Manual I) was completed in March and distributed to BDACs for comment. Feedback will be received during an upcoming meeting in May, followed by implementation. With regard to the Manual II draft, the G/L Procedures Module was completed and is being translated, while the Loan Accounting and Cash Accounting Procedures modules are being written. The outlines of the Financial Analysis and Advanced Accounting Topics courses were completed and are being translated. Assisted in the completion of deliverables for PBDAC/BDAC Consolidated Financial Statements.
- o Audit and Monitoring: The Audit Objectives and Standard Procedures Manual was completed in January and reviewed by the task's working group in February. The decision was made that promulgation will begin at the PBDAC level. Also, a plan for future field visits to governorates in upper and lower Egypt was completed in February. Preliminary work began on the Pilot Audit, which is scheduled to be conducted in late May. The Internal Audit-I and II courses were contracted out. Informal training on the loan classification system was carried out this quarter. Furthermore, assistance was given to the Credit, Accounting, and Training tasks.

- o MIS/Data Processing: High-level meetings regarding the MIS implementation strategy helped to move along critical path issues relative to the procurement of the mini computers and starting MIS premises. Multiple technical training courses were held: 115 p/d in an Executive MIS course held at the American University of Cairo; 308 p/d with TOT and Telecommunication courses for staff of the PBDAC; and 400 p/d of training done in-house by MIS Sector staff for new junior MIS employees on standard software. In PC Support, the credit consolidated reporting application is ready for pilot implementation after a management review and multiple user applications are being developed for the Training, Planning and Budgeting, Finance, Source Taxation, and Personnel Departments.

In the areas of applications development: the G/L continues to be on track with the Cashier requirements in process; the Credit processing/ficha design requirements have been completed and presentations done for management; enhancements continue to be made on the Savings Passbook/Lottery system; the Current Accounts prototype system was completed and preprinted statements produced for PBDAC customer accounts; Time Deposits and Certificates requirements are complete and programming begun on a prototype for PBDAC implementation; Payroll is being processed on a monthly basis with continued reporting and processing enhancements in development. OJT by ArabSoft continues to be provided to MIS Sector staff each week in the process of institutionalizing the maintenance and development skills required for these banking applications.

- o Planning, Budgeting, and Reporting: Activities in the quarter were geared towards the Strategic Planning Workshop in May. This included continuing work on the Environmental Scan, including completion of the internal scan draft report by the short term assigned to the task. The external scan report is nearing completion. Handouts for the workshop are being translated as of the end of March. Overhead transparencies were drafted, and will be translated in April. Work on the Operational Planning/Budgeting and Economic Analysis Unit subtasks are being delayed until after the aforementioned workshop.
- o Training: The Training Needs Assessment draft was completed in January, with the final version due to be printed in April. The first senior-level national TOT program session was held in February. An Executive Summary of the Needs Assessment was submitted to USAID/Egypt in March. In Managerial Development training, it was agreed to bid out a portion of the senior-level program, and 15 bid letters were sent to local institutions this quarter. The design of Level One Senior course topics was completed. The CMD Management Skills program continued on track. The TOT/MIS pilot was held March 10 to 22. Technical Training Support courses

were held in the areas of Credit, Finance, SFS, FRB, MIS, and Accounting. Preliminary work for April 1990 training activities in FRB continued. PBDAC staff continued to participate in AUC evening and intensive English Language courses. Four proposals for diverse participant training programs were submitted to PBDAC management in March. In the area of Training Management Systems, ArabSoft is working with the Training Team to assess user requirements, and to design a database. This is targeted for completion in late April. The Training Facilities Needs Assessment specifications were close to completion by quarter's end.

- o Program Support: In addition to handling routine matters, work continues in trying to obtain expatriate work permits. In the area of finance, the Chemonics fiscal year closed at quarter's end, and the "books were closed" accordingly. The new Production/Documentations Assistant joined the publications staff March 1 and the Arabic Language Editor signed his contract, which will take effect April 1. Much work continued in the development of the PBDAC Annual Report. The Editor was assigned a PBDAC counterpart during March, and weekly meetings were instituted for the express purpose of producing the report. A Memorandum of Understanding was written, offering PBDAC and USAID/Egypt management two budget options for the project. Finally, in the area of Administrative Assistance, it was decided that Program Support will implement the following premises activities: (1) Helwan Stores Project; (2) PBDAC Printing Room; and (3) MIS/DP Renovations. Also, PBDAC was requested to assign personnel and select an inventory system for the Helwan Spares Project.

## 2. Issues, Problems, and Revisions

A number of new problems were identified, and continuing issues remained unsolved during the reporting period. The following table summarizes these critical areas:

PRIORITY	ISSUES AND PROBLEMS	STATUS	ACTION REQUIRED	DATE IDENTIFIED	DATE RESOLVED
I. IMMEDIATE	o MIS:				
	- Minicomputer procurement.	Pending contract approval.	Exec. & USAID mgmt. approval to procure.	Mar. '90	
	- Premises in Qalubiya.	Pending approval of contractor.	Engineers proceed with work.	Mar. '90	
	- Premises, PBDAC.	Has not started.	Chem/Eng/AID award contract.	Mar. '90	
	o FRB:				
	- Assignment of two full-time BDAC staff to work for FRB team.	PBDAC instructed BDACs to nominate two employees on March 27, 1990.	Nomination of employees by BDACs.	July '89	
	o SFS:				
	- Continued monitoring/assistance to PBDAC on the Malvaceae problem in corn imports.	Government approval to release shipments was obtained by Bank.	Continue to aid PBDAC management in the problem.	Aug. '89	
	- Corn: Need Reuters screen for up to date, international prices.	Chairman approved. Actual go-ahead from Vice Chairman received March 31, 1990.	Subscription of rental terms agreed.	Dec. '89	
	o Credit:				
	- Classification system.	Draft Guidelines and Procedures for Implementation written.	Credit/work-out expert to be recruited, approved, hired and posted.	Dec. '89	
	- Ag. Loan Specialist resigned.	Revised Credit SOW submitted still unapproved. USAID P/O preparing only short-term LOE. Discussions continue.	PBDAC & USAID approval for remaining 24 mo's LOE and to commence recruitment for LT TA.	Feb. '90	
	o Training:				
	- U.S. Senior Tour Nominations.	Requests made to Bank management.	List of nominations and alternates still awaited from PBDAC senior management.	Dec. '89	
	- Proposals for Overseas Training.	Four proposals submitted to Bank for approval.	Immediate approvals.	Mar. '90	
	- Training Equipment Needs.	Plan completed. Procurement ready pending finalization of detailed specifications.	Finalize last of specs and submit to Head Office procurement officer.	Jan. '90	

PRIORITY	ISSUES AND PROBLEMS	STATUS	ACTION REQUIRED	DATE IDENTIFIED	DATE RESOLVED
II EARLY ATTENTION	o Training - Prioritization of participant training needs in Needs Assessment.	Discussions begun with Executive Manager	PBDAC management action	Dec '89	
	o Program Support - Delay in approval of subtasks 11.4 to 11.8.	Presented to PBDAC; still no decision. Nevertheless, Annual Report work began late February.	Approval of the subtasks, including Level of Effort.	Oct. '89	
	- High volume of Arabic documents.	Candidates for Arabic Editor interviewed and tested. Matrix of recommendations sent to PBDAC senior management.	Selection and approval by PBDAC senior management to hire primary candidate obtained and offer made.	July '89	Feb. '90
	o MIS: - Training facilities.	Lack adequate space for inhouse training.	Temporary & long-term solutions approved.	Mar. '90	
	- TAs for Credit, Pay/Pers. & Deposit Appls.	No user to support design & implementation.	Hire and assign TAs.	Mar. '90	

## B. Procurement Assistance

### 1. Minicomputers and Microcomputers

Negotiations by a joint committee from the Bank, the Ministry of Agriculture, and APCP were completed with the top three competitive vendors for two pilot minicomputers. Approval to start contract negotiations was provided by project management and begun through Chemonics/Washington with the top-ranked vendor. A complete set of documentation was presented to USAID/Egypt's Legal Affairs Office for review, and meetings held regarding a request to the Bank by a particular vendor to reopen technical evaluations. Approval of a draft contract by USAID/Egypt and the Bank will be the final step of the four-month evaluation/negotiations process.

The approved APCP Computer Procurement Plan includes a total of 60 microcomputers. Four units were purchased locally last autumn; in March, an additional 10 units (nine standard micros and one super micro) were approved for local procurement by the PBDAC in consultation with USAID/Egypt. The remaining 46 units will be procured in the United States by the Chemonics Home Office Procurement Department. Accordingly, during the month of March an RFQ was developed for the nine units; the RFQ will be released to local vendors in early April. The super microcomputer will be procured locally once the operating system for the minicomputers is known.

### 2. Vehicle Spare Parts

During the quarter the RFQs for both the Cherokee Jeep and Astro Mini-Van spare parts orders were finalized, released to vendors, and Purchase Orders awarded after evaluation of offers. The purchase orders are valued at \$35,629 for the Cherokee spare parts and \$39,999 for the Astro spare parts. The two shipments are being consolidated in the United States and will be sent by sea freight to Alexandria with a projected ETA of late May/early June.

### 3. High-Volume Copier

Procurement of a high-volume photocopier was approved by PBDAC in conjunction with USAID/Egypt during the October-December quarter. Then, during this reporting quarter, a USAID/Egypt Geographic Code "000" RFQ was developed, released to vendors, and a Purchase Order was awarded to the Xerox Corporation following an evaluation of offers. It was agreed to air freight the copier to Cairo in order to better safeguard the machine in transport (i.e., air freight, as a rule, is a safer means of shipping fragile equipment). The copier arrived in Cairo on April 5. It will be placed in the basement of the PBDAC building once the Printing Room is renovated.

#### 4. Training Procurement Plan

As of the end of March the complete specifications for some 26 training equipment items, 18 training furniture items, and the needs justification summary were near completion. The target delivery is April 18.

#### C. Participant Training Assistance

During this quarter, progress and several accomplishments can be noted in the overseas training activities within Participant Training. First, the PBDAC MIS Sector Head traveled as a USAID/Egypt funded participant to attend the CD-ROM conference in Sudan in early February. He was accompanied by the MIS Specialist. All required paperwork was completed, including the PIO/P, pre-departure orientation, and accounting requirements. Too, a draft proposal identifying recommended short-term technical training courses abroad for the spring/summer/fall was completed. The draft was reviewed by concerned TAs and their counterparts for nominations prior to submission to the Executive Managers in March for approval. Multiple meetings were held with the Executive Managers to discuss the proposed observational study tours to Turkey and the United States. In March, four proposals were submitted to the Vice Chairman for review with the Chairman and for subsequent approval. Three covered the planned observational study tours to Turkey and the United States, and the fourth was the list of short-term technical courses. Each proposal stated training objectives, nomination criteria, and tentative itinerary, plus gave nominations. As of the end of March, further progress on all overseas training was pending Bank approval.

A visit was made during this quarter by the Training Specialist and the COP to Citibank/Cairo. The purpose of this visit was to discuss the Citibank/Istanbul-based banking school and explore possibilities of participation by PBDAC/BDAC staff (cf. 9.12). In addition, in March, an official from the University of Pittsburgh visited with the COP and Training Specialists to review the university's Arabic-language management capabilities. The university appears to have good resources and will bid on future APCP programs.

With regard to the English Language Training Program, which is considered a part of overall Participant Training activities, 18 PBDAC staff from six sectors attended the AUC intensive program January 3 to February 28, and 30 PBDAC staff from nine sectors attended the AUC evening sessions January 2 to March 25 (cf. 9.12).

## SECTION TWO

### DETAILED REPORTS ON TECHNICAL ASSISTANCE

Technical assistance reports follow the eleven tasks listed in the AWP-II even though the work often encompasses joint efforts between tasks. For a summary of work since the beginning of the project year, please refer to the Tasks and Deliverables Table (annex A of this report).

#### A. Credit (Task One)

##### 1. General Description

The purpose of this task is to assist the Bank in improving the efficiency and effectiveness of credit operations. As described in the AWP-II, during the second year of the project the work is focusing on (1) improving credit operations by bettering the village banks' environment, and reviewing credit manuals and revolving lines of credit; (2) improving loan classification procedures, and credit follow-up policies and procedures; (3) improving credit reporting; (4) providing credit training support; and (5) addressing remedial loan servicing.

The long-term specialists contributing to this area during the AWP-II include the Agricultural Loan Specialist (full-time), the Audit and Monitoring Specialist (part-time), and the Training Specialists (part-time), all working in conjunction with their counterparts in the PBDAC.

##### 2. Main Activities and Progress

After several meetings and redrafts in January and February, the Credit Specialist redesigned and amplified the proposed credit classification system and procedures. This was submitted to the client in March and now must be reviewed and approved, and implementation steps must be agreed upon (cf. 1.2.2). The "revolving lines of credit" system of the Bank was reviewed, including visits to the BDACs, and deemed to not be a practical system; however, it is part of the Bank's procedures (cf. 1.1.4).

The CRU (Credit Reporting Unit) was fully integrated into the Bank's Credit Department and the monthly statistical reports organized into an automated consolidation and reporting format which has permitted quicker, more timely reporting and easier preparation. Additionally, the CRU, working with General Managers from the Credit and Investment Sectors and ArabSoft Specialists, have designed and revised an expanded and inclusive data input sheet for use at the village bank level. Most of February and March was devoted to working meetings to design the standard form which allows all needed credit data to be collected on a once-a-month basis. The design and categories (with many new fields added) were finally agreed upon and the data input form was produced. It was decided that the forms would be used

in two village banks on a pilot basis for two consecutive months to measure the data gathering, consolidation, and reporting time required as well as to review the quality and reliability of the report. Once the pilot is successfully completed, the new reporting system will be implemented on a Bank-wide basis beginning in July 1990 (cf. 1.3).

### 3. Issues/Problems/Revisions

During March, a revised scope of work was produced and submitted to the client and USAID/Egypt for consideration, pointing out a shift in effort and emphasis in the Credit Specialist's position from small-farmer credit to head office policies, manuals, workouts, and medium- and long-term loans. Furthermore, work on developing credit reports into useful management tools beyond the current statistical data is an area requiring a major effort. No response or opinion has yet been received.

The Credit Specialist resigned effective March 31 and pending Bank's review and approval of the proposed new scope of work and USAID/Egypt's agreement to replace the long-term Credit Specialist, a gap in development of the key area of credit will persist and could jeopardize major project goals. (See Issues and Problems Chart in the summary to this report.)

### B. Specialized Financial Services (Task Two)

#### 1. General Description

The purpose of this task is to develop or improve the efficiency of specialized financial services, and to increase the managerial skills of Bank staff so as to improve financial services to rural clients. As described in the AWP-II, the activities in this task include improvement of the effectiveness and efficiency of extension services provided by the MALR to Bank clients by: (a) improving coordination between the MALR and the Bank, (b) improving the contents of current technical packages, (c) adding new technical packages in areas where the Bank is exposed or where there are new lending opportunities, and (d) ensuring validity of technical packages by instituting verification surveys. All of the above activities are in support of the implementation efforts of the project that preceded the APCP.

In addition to the above, a new activity is included in the AWP-II: improving the efficiency and effectiveness of commodity trading and commercial services provided by the Bank, and identifying means to increase private sector participation.

Specialists contributing to this area this quarter were the Farm Management Specialist (long-term), the Commodity Trading Specialist (long-term), the Bank Economic Specialist (three-month assignment), the Survey Governorate Supervisor (two-month assignment), the Survey Analyst (eight months) and a Livestock (Dairy) Package Administrator. A Livestock Administrator

(short-term) position will exist following the replanning of the livestock subtask and a new Agricultural Survey Specialist (short-term) is set to arrive April 1. All work in conjunction with their respective counterparts in the PBDAC.

## 2. Main Activities and Progress

The long-term Farm Management Specialist continued working in the area of Specialized Financial Services, supporting cooperation between credit and extension services.

The cooperative services of the project encompass 5,395 extension staff, 14 governorates, 101 branches, 4 village banks, 2,712 villages, and 2,348,231 cultivated feddans, which is 38.83% of the cultivated area of Egypt.

Follow-up of extension activities included regular trips to the field. Each of the 14 governorates has a regular CEFUT member to visit the governorate to ensure that the project is implemented. Regular reports and management review meetings are held (cf. 2.1.2).

The Extension Technical Services (ETS) team continues with its regularly-scheduled training. The current courses include Lotus 1-2-3 and Database IV. The computers needed to complement the current training have yet to be procured by the project (cf. 2.2.1).

The Bank Economist finished surveying 920 farmers located in Qalubiya, Daqahliya, and Beni Suef. The farmers' responses have been entered into a computer database and are being analyzed using "SPSSPC". A training course for a total of 180 person/days of training was held for the Summer 1990 Crop Package Verification Survey Enumerators. This course included two days of field work and eight days of training. The replacement for the short-term Farm Management Survey Specialist was selected and will arrive April 1st to begin writing the final report for the survey (cf. 2.3).

The preseasonal 1990 Summer Crop Package training was completed. New APCP agendas were distributed including the technical recommendations for each month and the credit supplied by the Bank for the major crops. The summer 1990 packages were prepared, printed, and distributed to the extension agents. The cotton section was translated into English; however, the translation of the remainder of the package will be delayed due to the high cost of translation. This summer 1990 crop package will be the last crop package prepared by APCP with a preliminary agreement reached to have the packages prepared by NARP-TTC. However, concrete plans have yet to be written and agreed upon for the formation of the 1990-91 Winter Crop Packages (cf. 2.4.2).

The vegetable packages were printed and distributed. The English version is being translated at quarter's end by APCP translators. Vegetable training was designed for 9,546 person/days of training as part of AWP-II, with training as of March 31 having reached 5,225 person/days (cf. 2.5.2).

The Livestock (Dairy) Package Administrator finished the review of sites and past activities in livestock. The PBDAC is interested in expanding the scope of the livestock package to include artificial insemination, marketing, and processing. A baseline survey has been developed and several sites have been identified to begin work. The making of silage with plant residue (including corn stalks, berseem or sugar cane tops) is receiving attention with the cooperation of the German Technical Service and the Animal Production Research Institute.

The Commodity Specialist assisted the PBDAC in corn buying tenders (cf. 2.7.4). Interviews were begun with the private sector importers of corn, and information is currently being gathered that will result in a number of recommendations and alternatives being made available to PBDAC on how to best effect the transfer of corn importation into the hands of the private sector (cf. 2.7.6). Furthermore, assistance was given to the PBDAC in gathering information and preparing correspondence addressed to USAID/Egypt, requesting the approval of a \$15 million procurement for the purchase of US-origin #2 yellow corn under the commodities import program (CIP). Follow up was made to private sector importers needing further explanation of the CIP. General support is given to the Bank in its tenders, cable correspondence, utilization of CIP funds, marine shipping negotiations, and arbitration cases (cf. 2.7.4). Finally, a Commodity Trading Unit was established in the PBDAC in early February and has been meeting weekly in regular workshops (cf. 2.7.3).

Several subtasks are in progress, although yet to be completed. Plans are being made for a two-day June workshop for the private and public sector with support from USDA, USAID/Egypt and the U.S. Feed Grain Council (cf. 2.7.10). Approval was obtained for the installation of a Reuters information system in the PBDAC allowing the Bank up-to-date trading information, although actual purchase has not occurred (cf. 2.7.4). Furthermore, the project is reviewing the translation of the newly-adopted tender terms and conditions in order to adapt them into a representative contract (cf. 2.7.8).

The credit procedures and policy manual was reviewed during the past quarter and the balance sheet was graphed, these being shared platform tasks. Also, assistance was given to FRB in designing the special cotton training to make it congruent with seasonal training plans.

### 3. Issues/Problems/Revisions

In summary, the AWP-II is on line. However, throughout this quarter the NARP Technology Transfer Committee has delayed any implementation plans due to the lack of positive response to the letter for cooperation from MIR. Several attempts to have bilateral meetings to form a joint APCP-NARP training plan to smooth the transfer of extension agent training have failed to produce the needed plan. Currently, a joint two-day workshop is being proposed to address this failing.

The World Bank initiated a project with the PBDAC to build a terminal elevator (including a set of scales) in Port Said. This eliminates the need for any other plan to purchase scales and this section is marked as completed in the Gantt Chart (cf. 2.7.5).

#### C. Farm-related Business (Task Three)

##### 1. General Description

The purposes of this task are to establish a procedure through pilot projects for the study and implementation of farm-related business projects, as well as to develop the managerial skills of selected staff in the PBDAC, BDACs, branches, and village banks. Furthermore, this task will continue to promote private sector participation in agricultural development, a major goal of the APCP.

As described in the AWP-II, during the second year of the present contract, the focus will be on (1) identification of potential activity of farm-related business, (2) marketing of potential pilot projects, (3) determination of the economic dynamics of a sector and of each particular project's feasibility, (4) implementation of potential pilot projects following training programs for selected BDAC, branch, and village bank staff, and (5) targeting of the private sector, particularly investors to sponsor these pilot projects.

The specialists assigned to this task include the Farm-related Business Specialist (full-time), the Development Banking Specialist (full-time), the Farm Mechanization Specialist (short-term), and the Seed Distribution Study Specialist (short-term), all working closely with their respective counterparts in the PBDAC.

##### 2. Main Activities and Progress

###### a. Progress Reports on Fall 1989 Pilot Projects

In preparing the progress reports for the fall 1989 Soil Improvement and Wheat Mechanization pilot projects, it was found that 314 loans were made for soil improvement and 2,310 for mechanization. The reports were completed and printed in March (cf. 3.2 and 3.3).

b. Corn Seed Distribution Study in Gharbiya

The FRB team completed the study on corn seed distribution, delivering it on January 30, 1990. The study consists of two parts, the first covering the current system of production and marketing of corn seeds, and the second being a recommendation regarding a proposed system of marketing corn seeds. The role of each party--the Agriculture Research Center (ARC), the PBDAC, and the corn seed production companies (CSPCs)--was clearly defined in this recommendation. The ARC will grant approval for new varieties produced by the CSPCs and supervise the CSPCs' production. Meanwhile, the CSPCs (six companies at present) will be responsible for producing their own brands of seeds through their research divisions, as well as for propagating these brands. It was recommended also that the CSPCs be responsible for marketing their production directly to farmers through a network of private distributors. Also, they have to provide post-sale services to farmers and promote their brands through field demonstrations and advertisements.

The team's recommendation is that the BDAC relinquish its role as distributor and provide only cash credit to the CSPCs, their distributors, and the farmers.

The FRB team made a presentation in an orientation session for five executive managers of the PBDAC on February 1, 1990. After the presentation, the discussion crystallized on the need for corn seed production companies to buy into this program and to start implementation. The team was advised by the Bank managers that the study is outstanding and achieved its purpose.

The same presentation was given to USAID/Egypt representatives, who expressed their willingness to encourage the Bank to implement the recommendation presented in this study. It must be mentioned that the FRB team will not be able to implement the rest of this task and prepare a progress and evaluation report until the Bank and the seed production companies start the actual implementation. However, the team expects that this indeed can occur during the actual work plan year (cf. 3.4).

c. Promotion of High Clearance Sprayer

The FRB team was requested by the PBDAC to implement a new pilot project in four villages for the promotion of the high clearance sprayer on cotton. It is to be mentioned that this project was not in the AWP-II; however, the team has responded to the PBDAC top management's request.

An implementation plan was designed by the team and discussed with concerned parties of Daqahliya governorate (the BDAC and the Agricultural Department's senior managers) in January. Subsequently, the following steps were taken:

(1) A training program was designed to cover all aspects for cotton crop husbandry with a particular emphasis on spraying systems.

(2) Four villages were selected in two districts, Mansoura and Aga (two villages per district).

(3) Trainees were identified from the field staff of the four villages with a total of 24 persons.

(4) Management of PBDAC verbally agreed to hire a short term to assist in the implementation.

Actual implementation began in the middle of February, with the following steps being completed:

(1) Trainees from the four selected villages received four days of instruction in Daqahliya BDAC. The subjects included cotton seed bed preparation, disease control, weed control, insect control, use of the high-clearance self-propelled sprayer, and extension methods. Participants numbered 30 persons from the BDAC village banks as well as the MALR, including extension agents specializing in pest control.

(2) Orientation meetings were held in Akhtab and Meet El Amel villages of Aga district, as well as Meet Ghareb and Meet El Sarem in Mansoura district. All in all, about 550 farmers received orientation.

(3) Four machines were mobilized from Minya, Gharbiya, and Alexandria to the selected villages.

(4) The operators received three days of training in Meet El-Amel village (cf. 3.7).

#### d. Promotion of Selected Farm Machinery

As a continuation of mechanization activities, the FRB team conducted a study on farm machinery used in wheat mechanization. The machinery included seed drills, hydraulic scrapers, and rototillers.

The study, entitled "Cost-Benefit Analysis," is aimed at showing the benefit of owning the abovementioned machinery. For each machine the study included: (1) brief description of the machine; (2) technical specification; (3) technical and financial factors, such as price, expected longevity, etc.; (4) cost of operating the machine based on practical figures and well-known procedures; (5) expected income; and (6) cash flow through the life of the machine considering both 85% and 75% loans.

For each percentage loan case, the study included the annual cash flow, the annual cost involved in repair and maintenance, and administration. This study was prepared to help the BDACs' Financial Analysts study similar cases, and to help clients visualize the expected returns of owning such machines.

Based on this study, the Daqahliya and Sharqiya BDACs arranged a total of five farm mechanization promotional meetings. The participants were BDAC district branch-level managers and

potential clients. Also attending those meetings were private sector dealers of laser farm equipment. The objective is to stimulate private sector participation in these activities through credit facilities offered by the Bank.

Five hundred potential clients, including farmers and farm machinery custom operators, attended the orientation meetings by invitation from BDAC and agricultural extension staff (cf. 3.3).

e. Farm Mechanization Activities for Summer 1990

Preliminary meetings were held on summer crop mechanization activities in both Daqahliya and Sharqiya governorates. It is planned to continue the activity in the same 100 villages where the winter wheat mechanization was implemented (cf. 3.3).

f. Soil Improvement Activities for Summer 1990

Preliminary work for summer soil improvement was completed in March. It was decided to expand this activity to another 10 villages which will bring the total to 20 villages in El Mansoura district of Daqahliya governorate (cf. 3.2).

g. Small Scale Agroindustrial Project:  
Flour and Grain Mill

The purpose of this pilot project is to encourage the private sector firms in the villages to invest in such activities, so as to meet farmers' demand for these services. The study of the project requires data on the availability of modern machines' capacity and cost. A short-term specialist was hired to collect the needed information. The terms of reference for this assignment were completed and approved during February. An initial visit was made to 12 villages in Sharqiya and Daqahliya to introduce and discuss the implementation of the project (cf. 3.5).

h. Drip Irrigation Activity

The PBDAC requested the FRB team to start working on developing farm irrigation, especially for Minya governorate where watermelon growers have suffered from a shortage of water. This is yet another activity that was not included in the original AWP-II. It will be included in the remainder of this year's plan and in the AWP-III. The FRB team requested that a s/t specialist in irrigation assist them on a part-time basis. Terms of reference for this assignment were completed and approved (cf. 3.8).

3. Issues/Problems/Revisions

At the request of the FRB team, the PBDAC has issued instructions to the BDACs to assign two full-time staff to work on FRB activities. The purpose of this assignment is to accelerate the institutionalization of FRB activities.

The FRB team has revised their work plan in order to accommodate the PBDAC's request for the two new pilot projects (high clearance sprayer and drip irrigation). Consequently, the planned tile drainage (cf. 3.1) and farm product marketing (cf. 3.6) activities have been discontinued for the remainder of this year so as to allow time for the new activities.

D. Finance and Capital Management (Task Four)

1. General Description

The purpose of this task is to achieve an integrated and system-driven management and monitoring structure for foreign and domestic liabilities, and to enhance the Bank's capital structure.

The objective is to bring the management function as close as possible to the grass roots level. In other words, if cash management (matching resources with the uses of funds) can be done at the village bank level, it should be done. This process will require the formalization of cash flow limits per unit and some delegation of authority when warranted by performance. It will further require an extensive training program and design of an information flow system.

Working in this program area are the Finance and Capital Management Specialist (full-time), the Chief of Party (part-time), the two Training Specialists (part-time), the Audit and Monitoring Specialist (part-time), and their respective counterparts.

2. Main Activities and Progress

During this quarter a decision to hire a local bank expert was reversed by PBDAC management, thereby cutting the human resources of task four by 50%. The focus therefore has been on identifying segments with which we shall proceed.

As the Finance and Capital Management function is dependent on financial data that is currently not available, the setting up of a manual financial reporting system with color coded cards was studied during the previous reporting period. It was decided, however, to drop this system as its Bank-wide implementation would take too long, especially without additional human resources. In addition, it would increase the workload at village banks substantially without deriving immediate benefits. Once in place, an automated system could easily accommodate this requirement. In order to facilitate this, a start has been made to develop an Asset/Liability module which could be integrated once the system is able to accommodate it. Work on the Asset/Liability module will continue into the next quarter (cf. 4.2).

### 3. Issues/Problems/Revisions

Because human resources have been approved for only 50% of the task, delivery dates on the existing Gantt Chart and timeline have been revised.

#### E. Accounting (Task Five)

##### 1. General Description

The purpose of this task is to assist the Bank to improve accounting and financial reporting systems, and to increase efficiency in banking and credit operations by providing assistance in measuring financial performance and condition.

The AWP-II strategy is to continue prior work in developing the uniform accounting system begun under the SFPP contract and the APCP bridging contract. Recommendations from the baseline report to be incorporated include: (1) complete the standard accounting manuals for the banks' accounting systems; (2) assist in the implementation of the pilot automated general ledger program in one governorate; and (3) improve financial reporting at all levels of the Bank. To accomplish this strategy, the training of staff will be necessary to provide the knowledge and skill levels that will facilitate implementation.

The long-term specialists working in this area are the Accounting Specialist (full-time), the MIS/DP Accounting Specialist (part-time), the Training Specialists (part-time), the Planning, Budgeting, and Reporting Specialist (part-time), and their respective counterparts in the PBDAC.

##### 2. Main Activities and Progress

During the quarter, the draft Accounting Manual I, which includes the chart and description of accounts for the BDACs, was finalized and sent for comment to all BDACs and PBDAC branches. The current draft incorporates the new loan categories approved by the Credit and Investment Sectors in March. A meeting is scheduled for early May with the accounting managers from the BDACs to discuss their comments regarding the manual and implementation plan for the new financial year starting on July 1, 1990. The PBDAC version is now being revised to reflect the new loan categories. Implementation of this manual in the four PBDAC branches is also scheduled for July 1. A form for approving the establishment, modification, or deletion of accounts to be included in the manual was completed and approved by the management of the Accounting Department (cf. 5.1.1).

A draft module of procedures for the General Ledger was completed. This will be incorporated into the Accounting Manual II, (procedures). Work began on modules for cash accounting and loan accounting procedures. This work is being coordinated with the Arabsoft staff developing the automated systems for those areas (cf. 5.1.3).

The automated general ledger pilots at Toukh Branch (Qalubiya Governorate) and in the PBDAC building are operating successfully and producing regular monthly trial balances. Visits were made during the quarter by PBDAC officials, USAID/Egypt officials and visiting officials from the Agricultural Development Banks of Jordan, Iraq and Yemen. Expansion of the pilots is being planned for the summer of 1990 with the arrival of more hardware (cf. 5.2).

Development of the automated cashier system for the PBDAC is proceeding. Implementation of this system will require the adoption of a standard disbursement or payment order which will include all of the general ledger accounts (debit & credit) affected by each cashier transaction. A draft of the form has been completed and is being discussed with departmental management (cf. 7.9).

Outlines for training courses in advanced accounting topics and financial analysis topics were completed. These outlines will be discussed with Bank counterparts during the coming quarter (cf. 5.4.3).

Procedures were developed and discussed with the PBDAC Finance Sector for the monthly accrual of interest expense for savings accounts and the Due To Commercial Bank accounts. Implementation of monthly accrual to the general ledger of these material interest expenses will significantly develop the monthly financial reporting capability of the banks' general ledger systems. Presently these expenses are being recorded at the end of the financial year (cf. 5.3).

During the quarter, a presentation of the consolidated balance sheet and income and expense statement was made to senior management of the PBDAC, USAID/Egypt, and other APCP technical advisors. The PBDAC/BDACs' consolidated income and expenses were analyzed between banking and nonbanking activities. Standard banking ratios were developed and discussed with management.

### 3. Issues/Problems/Revisions

As mentioned in the last quarterly report, the Accounting Manager for the Qalubiya BDAC was recovering from an illness during December - February. In March, he returned to work. An expansion of the general ledger system to the BDAC and other branches is now being planned.

The Banking Systems Group (BSG) of TAs discussed the Financial Reporting Function as it relates to Accounting; Planning, Budgeting and Reporting; and MIS. A full-year level of effort had been included in the work plan for a Financial Reporting Specialist. The BSG agreed to delay any recruitment of this position until after the Bank's Strategic Planning Workshop in May. This position will be reconsidered at that time for inclusion in AWP-III.

Automation of the Government Accounts and Suspended Accounts (receivables and payables) was proposed. This activity is not in the current work plan (AWP-II). However, since the present G/L package can be substantially used in its existing form for this application and PBDAC's MIS Sector has available resources, we feel this should go forward. A plan is being developed for this conversion.

As mentioned in the previous quarterly report, the addition of activities to the work plan (Observational Tour, PBDAC G/L, etc.) has resulted in the rescheduling of some of the activities of the work plan. To date, the only activities affected are several of the procedures modules (Accounting Manual II). Completion of these will occur in either the fourth quarter or be carried over to the next work plan, depending upon resource availability (cf. 5.1.3).

F. Audit and Monitoring (Task Six)

1. General Description

The purpose of this task is to assist the PBDAC and BDACs to improve management controls, especially in the area of auditing. A comprehensive internal audit function will be further developed based on the internationally-recognized "Standards for the Professional Practice of Internal Auditing."

The key strategy in this work plan is promulgation. The new concepts introduced during the first Annual Work Plan (AWP-I) need to be further communicated. In addition, core training in internal control and internal auditing has to start, so that staff may understand the policies and procedures that will be developed in this task. This work plan initiates the institutionalization process of a professional, modern, and comprehensive internal audit function.

In terms of process, the pending technical deliverables from the AWP-I will be completed. Following this, materials will be developed for use in core audit training. Standard audit programs (set of audit procedures) should be supplemented by formal training to allow for the exercise of professional judgment. Presentations in a few governorates will be undertaken to further communicate the new concepts and approach. Finally, assistance will also be provided to other tasks, especially in the area of planning, budgeting, and reporting.

The long-term specialists working in this area are the Audit and Monitoring Specialist (full-time), the Training Specialists (part-time), the Agricultural Loan Specialist (part-time) and, to some degree, all other long-term specialists, working with their respective counterparts in the PBDAC.

## 2. Main Activities and Progress

The following are highlights of noteworthy activities during this period. The policy manual was completed (cf. 6.1.1 & 6.1.2). Promulgation of the changes in approach was also initiated. For example, in the past, the Inspectors' mandate was limited. Now, they will have a broad mandate to audit efficiency and effectiveness issues. Also, in the past, there was little time devoted in the planning stage to identifying critical audit objectives, and evaluating the control environment. Finally, the use of "working papers" as documentation of the audit procedures followed and the conclusions reached, has been essentially non-existent.

Given these new policies, core training in internal control and internal auditing is required (cf. 6.2). The TA provided assistance to Training in this matter, including the design of the training materials.

A major activity during the quarter was the review of the Audit Procedures Manual with a PBDAC working group. While a good portion of the manual simply documents existing procedures followed by senior inspectors or general inspectors, other procedures represent new audit objectives, such as in the areas of risk management and the five credit factors. Work has already started in one governorate as a pilot. The PBDAC working group will be instrumental in implementation at the governorate level (cf. 6.1.3).

An effective audit function which focuses on improving the banking and credit (lending) operations, is both an end of project status and a major institution-building output.

## 3. Issues/Problems/Revisions

In order to increase the effectiveness and efficiency of the implementation stage, the core training courses in internal control and audit are required. The pilot offering is scheduled for May 1990 although arrangements and details have yet to be worked out. The initial offering was planned for November 1989 (cf. 6.2.1 and 6.2.2).

The amount of time spent in non-technical areas continues to be higher than budgeted (cf. 6.3.3).

## G. MIS and Data Processing (Task Seven)

### 1. General Description

The purposes of this task are: (1) to provide assistance from design through implementation of automated information systems that meet PBDAC and BDAC reporting, processing, and management requirements; (2) to coordinate the priority computer development that meets the specific APCP goal

of automating the banks' accounting systems; and (3) to establish the capabilities within the organization to support data processing and information management.

The focus for the AWP-II year will be in implementation of pilot development of integrated banking software that meets the specific project objective of automating the Bank's accounting systems. A major concentration will be on participative training of staff with the APCP team, and formal technical instruction in required skills in order to establish the required infrastructure to support data processing requirements.

The specialists assigned to this task include the MIS Specialist (full-time), nine MIS/DP experts working in various special areas of computerization (each full-time), and their respective counterparts in the PBDAC's MIS Sector.

## 2. Main Activities and Progress

### a. Management Support

The third quarter of the AWP-II seemed to encompass continuous meetings, presentations, and documentation in order to maintain the emphasis at senior management levels on the critical path issues of MIS premises and hardware procurement (cf. 7.1.5, 7.1.6, 7.1.10, and 7.1.12). Progress was made in both areas but at such a slow pace, that adjustments in work plan tasks had to be made in order to maintain staff productivity toward project objectives.

Out of necessity, discussion of the overall MIS implementation strategy for management support began, prior to finalized decisions relative to hardware and standard operating system software. Access to the Chairman was a major point in resolving issues relating to this and premises. Numerous meetings were held regarding MIS requirements as specified by the PBDAC MIS Technical Committee for the Second Agriculture Project being funded by a loan from the African Development Bank and the World Bank. USAID/Egypt recommended that they include funding in their APCP amendment for requirements as they relate to the automation of the accounting systems down to the markaz level, and that the Bank not fully pursue microfilm/microfiche and other requirements at this time. It was agreed to put the Second Agriculture Project procurement on hold. Efforts to coordinate resources of the committee, APCP, and the MIS sector are being made to address total MIS requirements jointly, not specific to funding sources as they had been structured (cf. 7.1.13).

Formal approval was received from the Chairman to proceed with the APCP floor plans for the Data Processing Department at the PBDAC as originally proposed in March 1989. Assistance was provided to the PBDAC Engineering Department and USAID/Egypt in organizing files and drawings relating to this and the governorate MIS/DP sites to be included under PIL 27. Specific

contract responsibility for the PBDAC site has been shifted to Chemonics Program Support in order to expedite construction. The Engineering Department will continue to coordinate the BDACs. Offers for the pilot locations in Qalubiya have been received and the space cleared for construction (cf. 7.1.5 and 7.1.6).

Procurement of the two pilot minicomputers should be finalized in April. After an initial offer review and evaluation at Chemonics in Washington last December, an evaluation committee with representatives from the MIS Technical Committee, the MIS Sector, and the project did a formal technical evaluation at the PBDAC. This evaluation was then reviewed and agreed to by a procurement committee at the Ministry of Agriculture, IRM at AID in Washington, and USAID in Cairo. Negotiations with the top three competitive offerors were conducted by a second joint committee in the Bank. Contract negotiations are now being finalized by the Chemonics Procurement Department and will be forwarded by the Bank to USAID/Egypt for final approval. Delivery and installation will take another sixty days (cf. 7.1.10).

Approval was obtained from the Bank and USAID/Egypt to amend the Computer Procurement Plan in order to purchase ten additional microcomputers locally. Due to the continued delays in identifying the operating systems software, development efforts were shifted toward additional prototypes and PC applications. It is now possible to implement a number of applications currently developed or in process: Time Deposits, Certificates, Source Taxation, Credit Consolidation, Planning and Budgets, Accounting Subledgers, and Statistics. A supermicro will also be procured locally for the pilot in Toukh markaz in line with the minicomputer operating system software (cf. 7.1.12).

Training has accelerated this quarter at all levels. Management training continued with participation of the sector head and the TA at a "CD ROM" workshop in Khartoum, Sudan, in February as part of the need to clarify the requirements for microfilm/microfiche storage and retrieval systems. A recommendation for five specific MIS staff was submitted for a second tour to a bank in Turkey. A draft proposal for an overseas training program for MIS senior management was also completed (cf. 7.1.8).

The first of three MIS workshops for executives was conducted by the American University of Cairo in March for Bank management. A two-week "Training of Trainers" course specific to MIS was also completed for more than twenty staff and a second was scheduled to follow Ramadan. A month-long COBOL training course was done in-house at the PBDAC for 32 data processing staff and is being followed up with development exercises and examinations. A three-week course in telecommunications concepts was just completed by NCR for the five data processing engineers. Offers for a "Programming Techniques and Data Structures" course are being reviewed. An introductory course curriculum for twenty governorate staff assigned to MIS functions was developed with the Training Department, MIS/DP staff, and the APCP training

coordinator on short notice. The DOS, LOTUS, and DB III PLUS curriculum was completed in March and Advanced DOS and WORDSTAR will be finished in April. Materials for these same courses are being standardized by MIS/DP staff for starting in-house PC training with the Training Department in the MIS sector after Ramadan (cf. 7.1.9). (See training section for details.)

On-the-job training of PBDAC MIS/DP staff continues to involve the ArabSoft team in each of the application areas. Interfacing with the users directly is also being coordinated by the team in order to assist in developing a higher confidence level with MIS in the Bank. Draft operating procedures and functional organization changes have been recommended for data processing to support future control requirements (cf. 7.1.3 and 7.1.4).

b. PC Support and Development

Emphasis in PC support has been placed on maintaining a structured support environment to deal with the Bank's many user needs. PC applications development has shifted more towards supporting MIS/DP staff in doing each phase of the development from the initial user interface, through development, testing, documentation, and implementation. Documentation was completed for the Commercial Bank's reporting application installed before year's end. A training database which was developed by MIS/DP staff based upon APCP analysis is being implemented in the Training Department. Analysis of requirements for a personnel application is being worked on, along with a specific USAID/Egypt request for a survey questionnaire. PC application solutions were identified by the team for Source Taxation, Planning and Budgets, and Accounting Subledgers, utilizing GL software. The mechanization database done for FRB and support for the Bank's reporting on specific PILs continues (cf. 7.2.4).

A review of Credit Consolidation Reporting (cf. 7.4) was done with the Credit Sector management and is pending with senior management. Standardized input forms and sample output reports have been completed, but approval for implementation has been pending. The user requested further visits with village banks in multiple governorates, which has been done and documented. The implementation strategy is to utilize PCs at the governorate level for statistical consolidation. A consolidation at the markaz level may or may not be necessary, depending on the results of a pilot in Qalubiya, where consolidation will be done in the markaz branches, and in Giza, where it will not. The input at the village bank level is already being manually accumulated; this process will improve the turnaround and accuracy of reporting and supplement the larger minicomputer automation efforts.

c. Applications Software Development

The accelerated development of applications on PCs will slow down when the minicomputer decision is finalized in April. Until then, MIS/DP and ArabSoft continue to utilize PCs for

conversion and implementation at PBDAC and for governorate pilots. In presentations made to the MIS Supreme Committee and for quarterly reporting, management reviewed outputs of the progress made, utilizing PCs and the detail requirements, input forms, and reports from the loans system being developed as credit processing and "fichas." Specific applications progress includes:

- o The general ledger pilot on a PC at Toukh markaz has required little support. Benha markaz is being prepared for implementation after the minicomputer arrives and Toukh is being converted to supermicro processor. A presentation to the visiting ACC delegation was done by the staff and MIS management. The PBDAC implementation is complete and produces a balance sheet of activity, although on a five-day delay basis. PBDAC branch GL reporting has not been consolidated due to priorities of the Accounting Department. When additional PCs are available, they will be utilized in accounting areas to automate Subledgers, using the GL software and performed by the MIS/DP team (cf. 7.3).
- o Credit analysis was completed and detail programming specifications have been started on the loans system. Multiple presentations of the requirements, input forms, and reporting were made with the user group to APCP management, TAs, and senior Bank management. The Chairman pointed out on a number of occasions that this is "the number one priority" of the Bank (cf. 7.5).
- o Enhancements continue to be made to the Passbook/Lottery Savings application. Software has been installed for printing entries on cards and a case has been developed to hold them. The TA assisted the PBDAC department in reconciliation of interest accruals and adjusting interest as required for customers with accumulative balances over LE 30,000 (cf. 7.7).
- o Requirements for the Cashier system are complete and a new input form has been developed. Changes to procedures and workflow within the department are required for implementation (cf. 7.9).
- o Current Account statements were produced for PBDAC accounts, which are large ministry and government companies. Printed on new preprinted statement paper, they were distributed after being reviewed and reconciled. Staff are trained and maintain daily input. A user manual has been completed (cf. 7.11).

Time deposits and certificate requirements are also complete and in programming, but implementation is pending arrival of a PC. Conversion to the MIS minicomputer will have to be done for each of these applications and savings because of the different operating systems and hardware.

- o Payroll continues to be processed monthly by the user. Changes in the calculations and deductions required modifications before the incentives subsystem was implemented. Requests for additional reports are being presented by the user. MIS/DP staff training is continuing so that they can take this on in the future. A final two-volume set of system documentation has been completed and provided to the Data Processing Department (cf. 7.12).

### 3. Issues/Problems/Revisions

Steps have yet to be taken to actually start the premises construction, although the 8th floor contracting is now in the hands of Chemonics Program Support and offers are pending for the pilot locations. Finalizing the procurement of two minicomputers is also pending. These critical path issues of premises and procurement continue to impact capabilities, productivity, and morale. The amount of effort to complete tasks was not adequately factored into the work plan and has been adjusted to reflect revised dates across the Gantt Chart.

A local MIS specialist has not been hired. The need for banking/operational procedures in areas where there is not a TA for user support is critical. This has become an issue again with nobody interfacing with development staff on credit, deposits, and payroll/personnel. Operating documentation will be the bottleneck as implementation is begun after the pilots.

Increasing coordination with the MIS Technical Committee and the project will provide added resources for specific needs such as telecommunications, procedures, statistics, and others. However, the timeliness of this support is crucial. Management by committee has tended to lengthen processes, not shorten them.

### H. Planning, Budgeting, and Reporting (Task Eight)

#### 1. General Description

A purpose of this task is to assist the PBDAC in developing a mission statement and strategic objectives in order to provide long-term direction to the state-wide organization. This would also include assisting each of the affiliated banks in developing its own business plan consistent with local priorities and issues, as well as consistent with the PBDAC's global goals.

An additional purpose is to assist the PBDAC to further develop the operational planning and budgeting function by increased use of automation, and by ensuring that its focus is on enabling decisions to be made on the effective allocation and efficient use of resources.

A final purpose is to assist the Bank in improving the accuracy, usefulness, and timeliness of financial reporting to management; and to assist in developing a Financial Reporting

Unit at the PBDAC, thereby coordinating the financial reporting from the governorate banks and promoting standardization in reporting formats.

The long-term specialists working in this area are the Audit and Monitoring Specialist (full-time), who doubles as the PBR Specialist; the Accounting Specialist (part-time); the MIS Specialist (part-time); and, to some degree, the Finance Specialist (part-time). The Bank's counterpart assigned to this specific task is the Sector Head for Planning.

The initial strategy will be to assist the Bank in taking a position on its long-term direction, consistent with the GOE's and MALR's policy agenda. This will also contribute to discharging the Bank's statutory responsibility of agricultural credit policy at the national level, as required by legislation.

## 2. Main Activities and Progress

During this period the objectives and design of the Strategic Planning Workshop were completed and presented to the counterpart and an executive manager. The pre-workshop reading materials were almost all completed (cf. 8.1). The work plan had called for a short-termer to take a leadership role in developing the external environmental scan. Given the operating environment, and the costs involved, it was decided that this work would be performed with the existing resources. Consequently, additional time is required to perform this step (cf. 8.1.2). This external scan looks at major issues and opportunities facing the Bank, given the agro-economics policy agenda, including policy reform in its broadest sense.

Given the relationship between the environmental scan and policy reform, there were a series of daily meetings with USAID/Egypt, the MALR (Ministry of Agriculture), and Bank officials during this period. These meetings were frequently attended by the local Bank Economics Specialist. These meetings consumed an inordinate amount of time. However, this assistance provided the much needed technical support for the Bank's policy dialogue with USAID/Egypt and the MALR.

A short termer was also fielded during this period to conduct a series of interviews with the key Bank leaders in order to obtain a preliminary consensus on the Bank's strengths and weaknesses, as well as changes required in the Bank's outlook and organizational structure.

In the Strategic Planning Workshop, it is also planned to discuss the role of a Bank Economic Analysis Unit (cf. 8.3.2). Participants will be asked how they feel the structure of the Bank should be changed to facilitate implementation of the proposed strategy. Both alternatives for the organizational chart include an Economic Analysis Unit. The Strategic Planning Workshop will also set the stage for the review of the current

planning and budgeting policies and procedures (cf. 8.2) as well as the AWP-III (cf. 8.4.4). An effective budgeting and planning function is a specific anticipated end of project status.

### 3. Issues/Problems/Revisions

There is a need to clarify the speed with which the Bank will want to implement changes since this has a direct impact on the level of resources needed. The Strategic Planning Workshop will attempt to address this issue on day four.

While the rate of implementation of change is limited by the amount of time and energy available to be devoted by the Bank's top executives, increased delegation of authority could facilitate the process.

#### I. Training (Task Nine)

##### 1. General Description

The purpose of this task is to assist the Bank to disseminate new procedures, technical skills, and concepts, and to modify employee attitudes regarding their roles and responsibilities. Furthermore, it is to ensure that the Bank and its supporting agricultural extension units are staffed with technically skilled employees able to support Bank efforts in all task areas. Training is at the heart of successful achievement of all APCP objectives and contributes to all major institution-building outputs.

The AWP-II builds on the progress achieved during the first Annual Work Plan while focusing on key areas of development identified in the Training Baseline Study. The work plan concentrates on the following key subtasks: (1) finalization of the Training Needs Assessment and comprehensive planning of both local APCP and overseas training activity (cf. 9.1); (2) continued employee development focused on the Management Training and National Training of Trainers Programs (cf. 9.2 and 9.3); and (3) technical support for all project task areas (cf. 9.4) through infrastructure within the Bank to support the increasing volume of training activity required under the APCP. This development focuses on the Training Management System and on Training Facilities Development (cf. 9.13 and 9.14).

All of the activities described in this section represent a cooperative effort by the training team. The team includes the two Training Specialists (full-time), the ArabSoft Training Specialist (full-time), the Training Department Manager, and the Training Department staff. For MIS activity the team is joined by the MIS subcommittee members.

##### 2. Main Activities and Progress

In January the Training Needs Assessment draft was completed and a copy submitted to USAID/Egypt, HO, PBDAC Training Department, and COP. Feedback from USAID/Egypt was then received

in mid-February. Minor revisions are needed with the final draft scheduled for completion in early April. In March, at USAID/Egypt's request, a two-page Executive Summary of the Training Needs Assessment was developed for the project amendment (cf. 9.1.1).

Under the Managerial Development Training Program (cf. 9.2), significant progress took place in March with development of a five-module senior level program and management agreement to begin the program in May. Topic recommendations for each module were submitted in English with an Arabic translation to the PBDAC Training Department. Several meetings were held with the Training Department Management and Finance Curriculum Development Officers during which topics were explained and discussed in full, sequencing agreed to and revisions made as needed. It was agreed to bid out two of the modules. A bid letter was developed and sent to 15 local institutes on March 21. Evaluations and contracting are targeted for early May.

The National Training of Trainers Program continues under agreement with the CMD (cf.9.3). In February, the first senior level session was held attended by 15 PBDAC and BDAC General Managers, with a second such session held in March. These Senior sessions proved highly successful in improving trainer skills, developing managerial skills as the topics were geared for a senior audience, and improving understanding and support for the training function. The General Manager participants will be instrumental in supporting and institutionalizing the required development under APCP.

During this period major development work was undertaken for a TOT course designed for MIS trainers from the PBDAC. This MIS/TOT session began March 10, and is the first session for MIS trainers who are targeted to train Bank PC users in "Introduction to Computers and PC" packages beginning next quarter. The user training will prepare Bank users to benefit from the PCs under procurement with APCP. The TOT is significant in ensuring a quality in-bank trainer capability for this computer training. A second MIS/TOT will be held in May.

During this period some 648 person/days of training were given to 54 attendees. Three courses, each lasting 12 days, were held. The Training Specialists continued to actively support this program and made numerous visits to Kanatar in January, February, and March.

In addition to progress on the TOT-1 course, discussions with CMD continued in March on the TOT-2 course topics and design. A preliminary proposal was received by CMD in March. The pilot is targeted for June.

In the area of technical training support (cf. 9.4 through 11), specific technical training courses, workshops, and meetings held during this quarter included:

o Credit:

- \* 43 non-residential Core Credit Courses were attended by 884 credit staff in the governorates. This five-day course provided 4,328 person/days of training (cf. 9.4.1).
- \* The second of the two planned new APCP Governorate Orientation Workshops (cf. 9.4.5) took place in Alexandria January 10 to 12. The workshops were attended by 36 key BDAC and MALR leaders from Alexandria and Beheira governorates. Some 108 person/days of training were given. The workshop followed a similar design to that given in Minya in December with some revisions based on feedback provided in Minya. The workshop was also attended by USAID/Egypt, COP, ArabSoft, and various TAs.
- \* The Credit Analysis-1 Course (cf. 9.4.2/3) began in January. The first group was for the trainers. Some 16 trainers, all of whom attended the National Training of Trainers Program, participated for four days with 64 person/days of training accomplished. The trainers were given the technical material and were responsible for agreeing on a standard uniform approach to the credit policy and procedures included. At the duration there were significant differences of opinion. In response, the Training Department organized an additional two-day workshop for the 16 trainers led by the Credit and Investment General Managers. Some 32 person/days of training were given. This represented a positive initiative from the Training Department and contributed to the standardization of training material and presentation in the field.

Following the pilot session, 28 Credit Analysis-1 courses were held in the governorates. Some 652 village bank and branch level credit staff attended with 3,260 person/days of training given.

- \* Five Credit Follow-up Courses, each lasting five days, were attended by 98 PBDAC and BDAC staff (cf. 9.4.1). A total of 490 person/days of training were given.
- \* The Advanced Credit Analysis Training in Cash Flow Analysis began at AUC February 18 (cf. 9.4.6). This course was attended by 22 PBDAC and BDAC accounting and investment managers. Some 220 person/days of training were given.
- \* The first five of 32 planned courses in Banking and Planning Principles began in February and March (9.4.1). The course is revised and retitled "Capital Management and Planning". It will be included under the Finance and Capital area in the next work plan. A total of 121 PBDAC and BDAC managers attended the five courses, each lasting five days, with 605 person/days of training given.

o Specialized Financial Services:

- \* Farm Survey Training (cf. 9.6.8) continued in January. Two courses in Data Collection Enumerators, each lasting nine days, were attended by 43 Bank staff. Some 387 person/days of training were given. The test results showed a 22% improvement rate in January.
- \* The Vegetable Technical Package Training for extension staff, which began in November, ended in January for the 89/90 winter season. In January, 21 courses were held in six governorates for 520 extension staff (cf. 9.6.2). A total of 2,896 person/days of training was given.
- \* The 1990 Summer Technical/Economic Package Training began February 17. Some 154 sessions were held in this quarter, each lasting four to six days, attended by 4,523 extension staff. Some 19,869 person/days of training were given.

o Farm-related Business:

- \* At the request of the Executive Manager, a new area of training, High-clearance Cotton Spraying, was added and implemented during this period. A pilot workshop was held in Daqahliya covering the High-clearance Cotton Sprayer Technical/Economic Package. The pilot workshop was attended by 37 BDAC and extension staff for four days with 148 person/days of training given (cf. 9.7.11).
- \* Discussions were held in March with the FRB team and governorate staff in Daqahliya and Sharqiya to hold a series of soil improvement and agricultural mechanization workshops during Ramadan in April. Scheduling was initiated.

o MIS/Data Processing:

- \* Major effort was extended during this period to finalize the evaluation, recommendations, and obtain approvals for the Computer Workshop for Executives (cf. 9.8.1). This process was completed and final approvals obtained by the Executive Manager February 12. The pilot workshop given by AUC began March 18. It was attended by 23 PBDAC and BDAC General Managers with 115 person/days of training given. AUC will conduct two additional sessions for senior Bank management in June. Based on participant feedback, certain key revisions and enhancements will be made to the program in May.
- \* On January 4, the design and materials development for the RM-COBOL course was completed. The first course, consisting of four separate groups, began January 15. This is a six-week course attended by 32 PBDAC MIS Sector Staff. The nature of this type of training requires a design consisting of instruction time, group time, and lab time. A total of eight training hours per week is given,

with the exception of the first week which includes 16 instruction hours. Some 320 person/days of training were given (cf. 9.8.5/9.8.6)

- \* Four out of six offers were received in January for the Programming Techniques and Data Structure course. As of the end of March, the technical evaluation is in progress. In total three of four planned bids to local institutes were completed as of March 31, 1990.
- \* At the request of the PBDAC MIS Sector Head and Bank Chairman, training was designed for a group of some 25 junior MIS staff from the PBDAC and BDACs. The training will be held over a three-month period which began in March and will include Introduction to MIS, Introduction to Computers, PC Software Packages, and preliminary Functional Bank training. The materials were developed by the MIS Sector with support from the MIS Training Specialist and consist of four modules in PC Packages. Some 400 person/days of training were given in March.
- \* Also in March, four MIS Sector staff attended an 11-day telecommunications course given in Cairo by NCR.

o Accounting:

- \* The Bank Accounting-1 Course began in January with the first session attended by the trainer group. This TOT session (cf. 9.9.3) was attended by 22 accounting trainers for five days. Some 110 person/days of training were given.
- \* Following the January Accounting TOT session, 19 Bank Accounting-1 courses were held in February and March (cf. 9.9.4) attended by 447 BDAC accounting staff. Some 2,235 person/day of training were given.

o Audit and Monitoring:

- \* During January, offers for the Internal Audit-1 and 2 Core Courses were received (cf. 9.10.1b). The evaluation criteria, committee and counterpart meetings, and final approvals were all completed by January 29. The decision was made to cooperate with the firm of Badawi Khaled and Company. In February, technical meetings were held with the firm to review the materials development and training requirements and to finalize the contract (cf. 9.10.3/4). The first Internal Audit-1 course is targeted to begin May 13.
- \* Preparation for the Strategic Planning Workshop (cf. 9.10.9) was initiated in February with two meetings held to review the materials development requirements, workshop

objectives, design, interface with the Bank, and relative responsibilities of the involved TAs and counterparts. As of the end of March, materials development continues on target.

o CMD Managements Skills Training:

- \* Some 32 non-residential Management Skills courses were attended by 626 BDAC and PBDAC staff. Some 2,665 person/days of training were given.

Under Technical Support Training Staff (cf. 9.11.2), the strategy recommendations will require a short-term SOW and are deferred to AWP-III. Work was initiated on a new related task involving assessment of PBDAC training staff and functional task requirements needed to implement APCP activity over the life of the project. This assessment is targeted for completion in May.

Under Training Facilities Development (cf. 9.14.1), progress continues in development of specifications now targeted for completion in mid-April.

The Participant Training activities, including overseas and English Language portions, continue according to plan. These are described in the summary to this report.

The Subtask 9.13, Training Management Systems, is now progressing under ArabSoft's supervision. The training database and reporting requirements are under joint development by the PBDAC Training Department, MIS Sector staff, and ArabSoft PC Specialist. Completion is targeted for the end of April.

During this period, the Training Specialists were involved in various additional tasks of an administrative nature including participation in the January TA workshop, preparation of the quarterly reports, preparation of the quarterly report presentation and participation in the QPR meeting, and participation in weekly training cluster meetings, including the preparation of minutes (cf. 9.15).

### 3. Issues/Problems/Revisions

A few revisions on delivery dates were made during this period. The design and development of Finance and Capital Management course materials, two of which were originally scheduled for completion in this reporting period, are contingent on the input of the Finance TA (cf. 9.5). Design and development of the Tile Drainage Workshop materials were contingent on FRB task plans, and Tile Drainage has been postponed till the AWP-III (cf. 9.7.5). On the other hand, high-clearance cotton sprayer activities are an addition to the FRB training subtask (cf. 9.7.11). Furthermore, the decision was taken to concentrate on the Internal Audit-1 course during this work plan and to defer the Internal Audit-2 course to AWP-III, using Badawi Khaled and

Company (cf. 9.10). Also new is the RM-COBOL course and the MIS training for juniors under MIS training (cf. 9.8.6). In sum, training activities are moving ahead as scheduled.

J. Human Resources Development (Task Ten)

1. General Description

The purpose of this task is to assist the Bank to begin a human resources development (HRD) process through the proposed strategic planning process.

The HRD strategic plan is complementary to an overall strategic plan, which is currently lacking. If Bank management moves quickly on an overall strategic plan, it may be possible to commit to a strategic mission statement and initial objectives near the end of the AWP-II. Thus, HRD activities, i.e., manpower and personnel surveys, would follow after that commitment. Until policy is established, the centralized, government controlled nature of salary and staffing will continue.

Plans are for specialists in this task to include a short-term expatriate HRD Specialist (full-time), a short-term local HRD Specialist (full-time), and, to same degree, all other TAs, all working with counterparts from the Bank.

2. Main Activities and Progress

Scopes of work were completed and the new, separate task was presented by the Training Specialist and approved by PBDAC leadership at the September 12 AWP-II workshop. However, Bank leaders have stated that they prefer to defer this activity to the Fourth Quarter of the work plan, following the outcome of the Strategic Planning Workshop, which is scheduled for May 1990.

K. Program Support (Task Eleven)

1. General Description

The purpose of this task is to support the technical assistance program by supplying administrative, editing, translation, production, travel arrangements, and other services.

The long-term expatriate specialists working in this program area are the Administrative Specialist (full-time), the Editor/Documentation Specialist (full-time), the Chief of Party (part-time), and their counterparts in the PBDAC. They are aided by a professional Chief Project Accountant, a professional Local Administrator, the Arabic Language Editor, two professional translators, and a support staff consisting of an Administrative Officer, Office Support Manager, Accountant, Administrative Assistant, Publications Section Assistants, Secretaries, Receptionist, Messengers, and Drivers.

## 2. Main Activities and Progress

For three technical assistance activities, premise-related issues have proven to be an impediment to progress. As the procurement of the minicomputers entered its final phase, the renovation of the PBDAC eighth floor data processing area became an urgent matter. With the issuance of the purchase order for the high-volume copier, the need to establish a suitable operational environment for the machine became an immediate concern. With the projected ETA in late May/early June of \$75,000 worth of vehicle spare parts, a suitable secure area from which to store and issue inventory became an immediate concern. In mid-March, the PBDAC, with the support of USAID/Egypt, requested that Program Support take over all three of these premise renovation activities. Consequently, a Terms of Reference (TOR) format for requesting offers from contractors for the three sites was developed by Program Support. Working drawings and specifications of materials were prepared for the copier room and the spare parts area by a USAID/Egypt engineer; tender documents that were prepared by the PBDAC Engineering Department were utilized for the data processing area. TORs for all three sites will be issued in early April. After the submission of offers from contractors, offers will be evaluated and contracts awarded.

In addition to handling routine reporting and translation work, the Publications Section was very much involved in a new, special activity during this quarter--the PBDAC Annual Report for fiscal year 1988-1989. This project, while never approved under the AWP-II, was taken up at the special request of PBDAC management in mid-February. The Editor/Documentation Specialist was assigned a PBDAC counterpart, and work began on compiling financial statements, writing original text, and translating the pieces, since both Arabic and English versions have been requested. However, the initial thrust of activity was in the preparation of a Memorandum of Understanding for PBDAC and USAID/Egypt management, with attached budget options for both in-country and U.S. design and printing. As of quarters' end, the Memorandum has not been signed, pending an investigation of possible less-expensive local printers. Furthermore, USAID/Egypt has reservations on the justification of funding such as document through project funds (cf. 11.7.6).

High-value procurement activities (as covered in section B of this report) required a sustained level of effort from Program Support. In addition, routine market searches and low value local procurement were an ongoing task.

Several vacant positions within the Program Support Group were filled during the quarter. The position of Local Administrator was filled effective January 1--this position was listed in the original contract Program Support staff roster. The position of an Arabic Language Editor was proposed and approved via Annual Work Plan II. An extensive market search was conducted; a short-list of candidates developed; a rigorous editing exam administered; and finally, a candidate was selected,

nominated to the PBDAC, and approved. The Arabic Language Editor will join Program Support at the beginning of the next quarter. In February, the Office Support Manager resigned; her position was filled by an in-house promotion. Furthermore, a new Production Assistant joined the Publications Section March 1.

During the quarter, the APCP-Chemonics Master Filing System was completely revamped. This was a substantial effort whereby literally thousands of documents were reviewed, and when required, either reclassified or cross-indexed so as to ensure a user-friendly system that optimizes the storage of and access to project documents.

The "go-ahead" was received late in the quarter for the long-awaited APCP-Chemonics PBDAC office expansion. A TOR was developed that solicited architectural services for the preparation of tender-ready documents. Three contractors were solicited to bid on the work; all three submitted proposals. After evaluation, a contractor was selected, a best and final offer requested, and a contract was subsequently signed. It is anticipated that the expansion of the office should move forward rapidly.

### 3. Issues/Problems/Revisions

While the impasse over the renovation of storage space for vehicle spare parts has been relieved by shifting the effort under Program Support administration, there still are essential issues that must be resolved. Personnel must be selected to maintain the spare parts inventory. An inventory system must be selected. Once a system is selected, assigned staff must be trained in its operation. Program Support has requested that the PBDAC review and consider adopting a modified version of the Kardex System used in the Local Development II Project. To date, two extensive briefing sessions have been held between PBDAC, LDII, and Program Support personnel. Many sample Kardex documents (operation manuals, sample forms, reports, etc.) have been given to the PBDAC personnel for review and consideration. The sooner the PBDAC selects personnel and an inventory system, the sooner training efforts can begin.

No substantive progress was made in the pursuit of expatriate work permits during the quarter. The work permits have now become critical in that long-term residence visas endorsed for work in Egypt are being withheld by the Ministry of Foreign Affairs until the permits are presented. Program Support has reevaluated its approach in obtaining work permits and has decided to essentially start over. Needless to say, the acquisition of work permits will be a high-priority item until they are obtained.

**ANNEX A**

**TASK AND DELIVERABLES TABLE**

ANNEX A  
AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
1	<b>CREDIT</b>	
1.1	<b>IMPROVE EFFICIENCY OF CREDIT OPERATIONS</b>	
1.1.1	Improve Village Banks' Environment	Needs Assess.
1.1.2	Review New Standard Credit Manual and Assess Impact in Field	Report
1.1.3	Collect Sample Credit Manuals	Manuals
1.1.4	Review Revolving Lines of Credit	Report
1.1.5	Develop Credit Procedures for Six FRB Subtasks	Procedures
1.2	<b>IMPROVE LOAN CLASSIFICATION PROCEDURES AND CREDIT FOLLOW-UP</b>	
1.2.1	Develop Loan Classification System	Proposal
1.2.2	Draft Guidelines and Procedures for Field Implementation of Classification System	Proposal
1.2.3	Promulgation/Approval of Guidelines and Procedures	Approval Guidelines
1.2.4	Selection and Appointment of Implementation Task Force	Task Force
1.2.5	Update Documentation in Loan Files	Field Reports
1.2.6	Develop Credit Follow-up Policies and Procedures	Proposal
1.3	<b>CREDIT REPORTING</b>	
1.3.1	Integrate CTS into PBDAC Credit Rep. Sectors	Proposal
1.3.2	Establish Governorate Credit Reporting Units	Plans
1.3.3	Improve Quality and Timeliness of Data	Proposal
1.3.4	Improve Credit Reporting Format	Recommendation
1.3.5	Provide Analysis of Credit Reports	Month./Analysis
1.3.6	Establish Credit Report Review Commit.	Proposal/Commit.
1.4	<b>CREDIT TRAINING</b>	
1.4.1	Training Needs Assessment	Assessment

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
09/30/89	10/30/89	10/30/89	Temporarily postponed.
12/31/89	02/28/90	02/28/90	Banks credit manuals translated and reviewed. Content and format need revision to make them usable at credit initiation levels.
10/30/89	02/28/90	Ongoing	Still need to collect sample manuals.
12/31/89	02/28/90		Revolving lines of credit not a practical system, yet in Banks' procedures.
06/30/90			Done on site at pilot locations by concerned BDACs.
08/30/89		08/30/89	System completed, reviewed with client and revised.
11/30/89	01/15/90	02/28/90	During March '90 the written implementation procedures were completed with proposed reporting format.
12/30/89	04/30/90		
06/30/90			
06/30/90			
03/01/90			
09/30/89	12/15/89	12/15/89	Completed.
10/30/89	06/30/90		
10/30/89	06/30/90		
10/30/89	04/30/90		Ongoing; considerable time was spent in March reviewing report format with counterpart and CRU staff.
Ongoing			
Ongoing			
08/31/89	09/15/89	09/15/89	Completed.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
1.4.2	Curriculum Revisions Current Courses A) Core Credit Course B) V.Bank Fin. Analysis Course	Recommendation
1.4.3	Pilots for Revised Courses	Courses (#TBD)
1.4.4	Training Topic Outlines for New Courses	Outlines(#TBD)
1.4.5	Orientation Workshop New APCP Governorates	Workshop; Materials
1.5 1.5.1	REMEDIAL LOAN SERVICING Develop TOR for Specialist	TOR
1.5.2	Approval of Position and TOR	Approval
1.5.3	Recruitment/Approval Candidate	Approval
1.5.4	Arrival of Specialist	Arrival
1.5.5	Preparation Work Plan for Assignment	Work Plan
1.5.6	Execution Work Plan	Execution
1.5.7	Loan Workout Procedures	Guidelines
1.6 1.6.1	ADMINISTRATION AND SPECIAL PROJECTS Reporting	Reports
1.6.2	Special Requests	As Need Be
2	SPECIALIZED FINANCIAL SERVICES	
2.1 2.1.1	EXTENSION SERVICE SUPPORT Training of Trainers	1,200 P/D Train
2.1.2	Field Follow-up	1,800 P/D F-up
2.1.3	Seasonal Training for 5,111 Ext. Staff	40,886 P/D Tr.
2.2 2.2.1	EXTENSION TECHNICAL SERVICE Train ETS Computer Reporting System	1,200 P/D Train
2.2.2	Procure 5 Computer Systems	5 Cmpt. Systems
2.2.3	TOT for ETS	25 P/M TOT
2.2.4	Monthly ETS Reports	Mo. ETS Rep.
2.3 2.3.1	CROP PACKAGE VERIFICATION SURVEY Scope of Work	Scope of Work
2.3.2	Survey Specialist ID and On Site	Sur. Specialist

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
10/30/89	12/15/89	12/15/89	Completed.
TBD 90			
01/31/90	04/30/90		
05/31/90		12/15/89 (1st wkshp)	Done - Minya/New Valley and Beheira/Alexandria.
07/15/89		08/30/89	TOR now included in revised SOW for new Credit Specialist. Submitted to Executive Manager and Project Officer.
09/15/89	09/30/89	09/30/89	
09/30/89	04/30/90		Recruitment is proceeding. 10 resumes forwarded to COP in March and reviewed one potentially suitable candidate identified.
10/30/89	04/30/90		
05/10/90	05/30/90		
01/30/90	06/30/90		
06/30/90	AWP-III		
Ongoing			
Ongoing			
07/15/89		07/08/89	120 p/d training to date.
Ongoing			1,200 p/d follow-up to date
Season End			(28,473 p/d to date)
06/30/90			498 p/d to date
04/30/90			
12/15/89	06/31/90		
Ongoing	06/30/90		
10/30/89		08/01/89	Completed.
12/30/89		09/04/89	New specialist arriving Apr. 1990

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
2.3.3	Survey Design and Implementation Plan	Survey Plan
2.3.4	Survey Collected, Analyzed, and Report	Survey
2.3.5	Survey Workshop	25 P/D Workshop
2.4	<b>FIELD CROP PACKAGES</b>	
2.4.1	Winter Crop Package	8 Crop Packages
2.4.2	Summer Crop Package	6 Crop Packages
2.5	<b>VEGETABLE PACKAGES</b>	
2.5.1	Collect Info., Print and Distribute Pkg.	6 Crop Packages
2.5.2	Design and Implement Training	9,546 P/D Train
2.5.3	Monitor and Follow-up Pkg.	10 Field Trips
2.6	<b>LIVESTOCK PACKAGE</b>	
2.6.1	Scope of Work	Scope of Work
2.6.2	Grinder/Mixer, Software, Lab, Computer	Equip. On Site
2.6.3	Livestock Specialists ID and On Site	Liv. Specialists
2.6.4	ID Site for Animal Test	Test Site
2.6.5	Nutritional Rations Developed	Rations
2.6.6	Test Nutritional Package On Farmers	Nutr. Package
2.6.7	National Feeding Workshop	30 P/D Workshop
2.7	<b>COMMODITY TRADING</b>	
2.7.1	Scope of Work	Scope of Work
2.7.2	Spclt. On Site, Counterparts Assigned	Cmmdt. Spclt.
2.7.3	Commodity Trading Area Established	Commodity Unit
2.7.4	Regular Commodity Trading Support	Cmmdt. Sppt.
2.7.5	Plan for Scales on Hopper Pt. Said	Scales
2.7.6	Importation Plan of Corn	Corn Plan
2.7.7	Commodity Import Workshop	Impt. Workshop
2.7.8	Sample Contract for Commodity Trading	Cmmdt. Contract
2.7.9	Plan for Commodity Trd. by Priv. Sector	Privatization Plan
2.7.10	Participant and Regular Commodity Training	150 p/d Train

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
02/28/90		09/28/89	Completed.
06/30/90			Survey Collected and Inputted as of 02/28/90 Data report received from Beni Suef
05/30/90			627 p/d of trng to date.
09/01/89		09/01/89	8 Crop Packages
02/28/90		02/28/90	10 Crop packages
10/01/89	11/30/89	11/30/89	9 Vegetable Packages completed.
02/28/90			5,225 p/d achieved to date.
Ongoing			10 ft taken.
10/30/89		09/01/89	Completed; Task expanded to incl. Artificial Insemination.
12/30/89	01/30/90	01/30/90	Completed.
12/30/89	01/30/90	01/30/90	Completed.
11/30/89	02/01/90	02/01/90	Completed.
02/28/90	04/15/90		About 60% of work completed.
04/30/90	06/15/90		
06/30/90	07/30/90		
10/30/89		08/01/89	Completed
10/30/89	10/28/89	10/28/89	Completed.
12/30/89	03/31/90	02/11/90	Completed.
Ongoing		Ongoing	Ongoing.
03/15/90			This step has been eliminated (World Bank achieving task).
01/15/90	03/31/90	Ongoing	Ongoing.
02/15/90	06/15/90		Ongoing preparing work.
02/28/90	04/19/90	Ongoing	Reviewing translation of terms/conditions.
01/15/90	05/15/90	Ongoing	Interviews in progress.
04/30/90			Ongoing as part of weekly Commod. Unit meetings.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
2.7.11	CT Baseline Survey and Action Plan	BLS, Act. Plan
<b>3</b>	<b>FARM-RELATED BUSINESS</b>	
3.1	<b>TILE DRAINAGE</b>	
3.1.1	Pilot Project Procedures	Study
3.1.2	Start Implementation of Pilot Project * We anticipate that the implementation will take 18 months to be completed.	Person/Days TBD Number and Amount of Loans TBD
3.2	<b>SOIL IMPROVEMENT</b>	
3.2.1	Orientation Meetings	100 p/d Training
3.2.2	Workshop Meetings	88 p/d Training
3.2.3	Project Implementation in Two Governorates	Progress Report 1 " " 2 " " 3 Winter Loans (314) Summer Loans (# TBD)
3.2.4	Project Implementation Assessment	Evaluation Report
3.3	<b>FARM MECHANIZATION</b>	
3.3.1	Orientation Meetings	4,500 p/d, Winter Summer (p/d TBD)
3.3.2	Workshop Meetings	1,286 p/d, Winter Summer (p/d TBD)
3.3.3	Project Implementation in Two Governorates	Progress Report 1 " " 2 Winter Loans (2,310)
3.3.4	Project Implementation Assessment	Evaluation Report
3.4	<b>SEED DISTRIBUTION</b>	
3.4.1	Survey on Corn Production and Corn Seed Distribution	Survey
3.4.2	Study on Proposed Corn Seed Distribution System and Adoption of Proposed System by One BDAC	Study
3.4.3	Orientation Meetings	Person/Days Orientation TBD
3.4.4	Project Implementation	Progress Report Number and Amount of Loans TBD
3.4.5	Project Implementation Assessment	Evaluation Report

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
06/30/90			
09/30/89	AWP-III		Delay to AWP-III due to higher priorities.
10/30/89*	AWP-III		Delay to AWP-III due to higher priorities.
06/30/90	AWP-III		
10/07/89	10/20/89	10/23/89	
10/14/89		10/14/89	
11/30/89 04/15/90 06/30/90 12/15/89 06/30/90	02/28/90   02/28/90	02/28/90   02/28/90	Completion of winter phase.
01/30/90 06/30/90		02/28/90	Completion of winter phase.
09/30/89 04/30/90	10/30/89	10/30/89	Completion of winter phase.
10/30/89 05/30/90		10/30/89	Completion of winter phase.
12/30/89 06/30/90 01/15/90	02/28/90  02/28/90	02/28/90  02/28/90	Completion of winter phase.
02/28/90		02/28/90	Completion of winter phase.
10/15/89	12/01/89	12/01/89	Completion.
12/01/89	01/31/90	01/31/90	Completion.
01/31/90	02/01/90	02/01/90	Completion.
06/15/90	AWP-III		Postponed till AWP-III.
06/30/90	AWP-III		Postponed till AWP-III.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
3.5	<b>SMALL-SCALE AGROINDUSTRY</b>	
3.5.1	Identify Small-scale Agroindustrial Opportunities	List of Potential Projects
3.5.2	Survey on Potential Projects to Determine the Most Promising Opportunities	Survey
3.5.3	Feasibility Study on Selected Pilot Project	Study
3.5.4	Marketing Promotion Campaign	Selected Investor
3.5.5	Project Under Implementation	Progress Report No. and Amount of Loans TBD Person/Days Training TBD
3.6	<b>FARM PRODUCT MARKETING</b>	
3.6.1	Select Source and Varieties of Farm-Product and Design of Mobile Vendor	List of Products Designed Vendor
3.6.2	Feasibility Study on the Project	Study
3.6.3	Trained Staff at BDAC Branch and a Village Bank	Person/Days Training TBD
3.6.4	Project Implementation	Progress Report No. and Amount of Loans TBD
3.7	<b>HIGH CLEARANCE COTTON SPRAYER (subtask not in orig. AWP-I)</b>	
3.7.1	Orientation Meetings	400 p/d
3.7.2	Workshop Meetings	25 p/d
3.7.3	Project Implementation	Progress Report
3.7.4	Project Implementation Assessment	Evaluation Report
3.8	<b>DRIP IRRIGATION (subtask not in orig. AWP-II)</b>	
3.8.1	Orientation Meetings	Person/Days Orientation TBD
3.8.2	Project Implementation	Progress Report
3.8.3	Project Implementation Assessment	Evaluation Report
4	<b>FINANCE AND CAPITAL MANAGEMENT</b>	
4.1	<b>HUMAN RESOURCES DEVELOPMENT</b>	
4.1.1	Manpower Review	Job Description

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
09/30/89	06/30/90	Ongoing	
10/30/89			Delay until 3.5.1 completed.
11/30/89			Delay until 3.5.1 completed.
12/30/89			Delay until 3.5.1 completed.
04/30/90			Delay until 3.5.1 completed.
11/30/89			Delay because entire subtask being redesigned.
12/30/89			
01/15/90			
06/30/90			
03/30/90		03/15/90	Completed.
03/30/90		03/30/90	Ongoing.
AWP-III			
AWP-III			
05/31/90			Planning under way.
12/31/90			
06/30/91			
09/30/89			Delay.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
4.1.2	Overseas Research & Fact Finding Missions	Call Program
4.1.3	Training Needs Assessment	Assessment
4.1.4	Management Training Program	Program Developm.
4.1.5	Training of Trainers	Program Developm.
4.1.6	Training Topics Outlines Design & Development of Course Materials	Outlines
4.1.7	A. Financial Calculation Course	Materials
4.1.8	B. Treasury Training Course 1	Materials
4.1.9	C. Cash Management Course	Materials
4.2	FINANCIAL REPORTING	
4.2.1	Village Bank Financial Reporting	Std. Worksheet
4.2.2	BDAC Financial Reporting	Std. Worksheet
4.2.3	PBDAC Liability Management	Gap Sheet
4.2.4	PBDAC Foreign Exchange Management	FCC Ledger
4.3	FINANCE SECTOR SUPPORT GROUPS	
4.3.1	Financial Section Support Group	Recommendation
4.3.2	Premises Support Group	Recommendation
4.3.3	Manpower Support Group	Recommendation
4.4	RISK MANAGEMENT	
4.4.1	Financial Institutions, Lines of Credit	Policy Paper
4.4.2	Foreign Exchange, Institutional Limits	Policy Paper
4.4.3	Liability Management, Gap Limits	Policy Paper
4.4.4	Treasury Policy and Procedures Manual	Manual
4.5	ADMINISTRATION AND SPECIAL PROJECTS	
4.5.1	Admin. Reports	Periodic Reports
4.5.2	Special Projects	Paper(s)
5	ACCOUNTING	
5.1	ACCOUNTING SYSTEM DOCUMENTATION	
5.1.1	Complete Description for BDAC/PBDAC Accounts	Manual I Draft
5.1.2	Trial Balance & Financial Statements	

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TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
10/31/89			Delay.
08/31/89	09/15/89	09/15/89	Completed.
09/30/89	03/31/90		Delay.
11/05/89	03/31/90		Delay.
11/30/89	11/30/89	11/30/89	Completed.
01/15/90	11/15/89	10/30/89	Completed.
02/15/90	11/15/89	10/30/89	Completed.
03/31/90			Delay.
10/15/89	11/30/89	12/15/89	Worksheet completed; additional work ongoing.
10/15/89	11/30/89	12/15/89	Worksheet completed; additional work ongoing.
06/30/90			Work ongoing with help of ArabSoft.
05/31/90			
Ongoing			Ongoing
Ongoing			Ongoing
Ongoing			
05/15/90			
06/30/90			
06/30/90			
AWP-III			
06/30/90			Ongoing.
06/30/90			
09/30/89 (Revision in spring '90)		09/30/89	Final draft of Manual I completed, duplicated, and distributed to BDACs for comment. Meeting scheduled for May to discuss feedback + implementation.
09/30/89		09/30/89	Completed.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
5.1.3	Develop Procedures Manual - General Ledger Procedures - Loan Accounting Procedures - Cash Accounting Procedures - Deposits & Savings Procedures	Manual II Draft Module Module Module Module
5.2	GENERAL LEDGER PILOT	
5.2.1	Implementation Plan (Coordinated with MIS)	Plan
5.2.2	User Training	Four Acctg. Staff, Toukh
5.2.3	Implement System in 1 BDAC	Automated GLTB & Reports
5.2.4	Implement System in PBDAC	Automated GLTB & Reports
5.3	FINANCIAL REPORTING ASSISTANCE	
5.3.1	Assist in Writing SOW	Scope of Work
5.3.2	PBDAC Approval	Approval
5.3.3	Input For Reports/Unit	Papers/Formats
5.4	TRAINING	
5.4.1	Course Outline: General Acctg.	Outline
5.4.2	Course Outline: Financial Analysis	Outline
5.4.3	Advanced Accounting Topics	Outline
5.4.4	Course Development	Recommendations
5.5	ADMINISTRATION AND SPECIAL PROJECTS	
5.5.1	Admin. Reports	Periodic Reports
5.5.2	Assistance to other Technical Advisors	Assistance, Reports
6	AUDIT AND MONITORING	
6.1	INTERNAL AUDITING	
6.1.1	Outline For Audit Manual	Outline
6.1.2	Documentation of Audit Policies	Manual Inserts
6.1.3	Documentation of Audit Objectives and Associated Procedures	Framework
6.1.4	Pilot Audit	Audit

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
12/31/89 02/28/90 04/30/90 05/31/90	01/31/90 06/15/90 06/30/90 AWP-III	01/31/90	Draft of G/L Procedures completed & being translated. Work started on Loan Accounting & Cash. Accounting Procedures. Delivery dates extended.
09/30/89		09/30/89	G/L Pilot is continuing successfully. Planning for expansion.
10/31/89		10/21/89	Completed.
06/30/90		12/15/89	Completed.
06/30/90			Work progresses.
09/30/89		09/30/89	
10/15/89		10/15/89	Recruitment delayed till June '90
06/30/90			
01/31/90		12/31/89	Completed; Translated.
01/31/90	02/28/90	02/28/90	Course Outline completed & under translation.
01/31/90	02/28/90	02/28/90	Course Outline completed & under translation.
06/30/90			
Ongoing			Ongoing.
Ongoing			Completion of deliverables for PBDAC/BDAC Consolidated Financial Statements.
10/30/89	01/30/90	01/30/90	6.1.1 will be going, as a package, to the June PBDAC Board meeting for formal approval by the Bank.
10/30/89	01/15/90	01/30/90	6.1.2 will be going, as a package, to the June PBDAC Board meeting for formal approval by the Bank.
10/30/89	11/30/89	12/01/89	6.1.3 will be going, as a package, to the June PBDAC Board meeting for formal approval by the Bank.
05/31/90			Work has started on 6.1.4.

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AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
6.2 6.2.1	<b>TRAINING</b> Internal Audit I - Core Course Materials Development & Review Delivery (initial)	Materials P/D of Trng. TBD
6.2.2	Internal Audit II-Core Course Materials Development & Review Delivery	Materials P/D of Trng.
6.2.3	Loan Classification System	P/D of Trng.
6.2.4	Workshops For Audit (and Follow-up) Staff	P/D of Trng. TBD
6.2.5	Promulgation	3 Presentations
6.3	<b>ADMINISTRATION AND SPECIAL PROJECTS</b>	
6.3.1	Periodic Reports	Reports
6.3.2	Special Projects	Reports/ Materials/Trg.
6.3.3	Administration	Meetings, Actions, etc.
6.3.4	Other Technical Areas	Advice/Reports
6.3.5	Annual Work Plan	AWP-II
7	<b>MIS/DATA PROCESSING</b>	
7.1	<b>MANAGEMENT SUPPORT</b>	
7.1.1	Admin: Chem, APCP, 2nd Ag. Proj., MIS, and Arabsoft	Minutes/Meetings/ Recommendations
7.1.2	Project Reporting	Reports
7.1.3	Setup & Coord. DP User Groups/Pilots	Outlines/Recomm.
7.1.4	Data Processing Policy and Procedures	Manual
7.1.5	PBDAC, DP Premises Coordination	MIS/DP Dept.
7.1.6	BDAC, Pilot Premise Coordination	Pilot/DP Dept
7.1.7	Bank MIS Training Plan Coordinated	Plan and Schedule
7.1.8	MIS Management Training	Progs Developed
7.1.9	MIS/Data Processing Staff Training	Person/Days TBD

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TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
01/31/90 06/30/90	05/15/90		6.2.1 was contracted out. Actual delivery is outside this task's scope of responsibility. The resources to ensure a timely delivery were not approved by the Bank due to cost.
01/31/90 06/30/90	AWP-III		6.2.2 was contracted out. Actual delivery is outside this task's scope of responsibility. The resources to ensure a timely delivery were not approved by the Bank due to cost.
02/28/90		02/28/90	Actual "training" was rather informal.
05/01/90		07/25/89	Workshop was a success.
06/30/90		07/31/89 &	Presentations have been made to both the PBDAC and in a formal training environment. This will be an ongoing activity.
06/30/90		Ongoing	Ongoing.
06/30/90		Ongoing	Work was undertaken to plan for and report on the observational tours.
06/30/90		Ongoing	Ongoing.
06/30/90		Ongoing	Assistance was provided on subtasks 1.2, 1.5, 5.1 and 9.10.
09/30/89		09/12/89	Completed.
Ongoing			Staff mtngs, Tech. Committee mtngs, Senior Mgmt mtngs, and World Bank.
Ongoing			Ongoing.
Ongoing			Ongoing.
11/01/89	04/01/90	04/01/90	DP organization chart updated.
Ongoing			Chemonics to take over direct contracting.
10/15/89	Ongoing		Offers received, space cleared.
Ongoing			MIS Sector/Training Dept. review meetings.
09/15/89	Ongoing	02/15/90	Exec. MIS course held at AUC - 115 p/d.
Ongoing		843 p/d	TOT, TE/E communications courses held - 308 p/d this mo.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
7.1.10	Phase I HDWR Plan/Procurement	Plan/Specs
7.1.11	Phase I HDWR Installation	Plan & Schedule
7.1.12	Phase II HDWR Plan/Procurement	Analysis/Specs.
7.1.13	Overall Implementation Strategy	Plan
7.2	PC SUPPORT AND DEVELOPMENT	
7.2.1	Develop PC Support Handbook	Manual (Draft)
7.2.2	Train PBDAC/BDAC PC Users	Person/Days TBD
7.2.3	Establish User Help Desk Role	Job Desc/Proc
7.2.4	Support PC Applications Development/Trng: A) Mgmt. Consolidation Rptng B) Accounting, Spreadsheets & Rptng C) Budgetary Planning System D) Finance and Capital Rptng E) Training Mgmt. Sys F) Farm-related Business G) MIS Statistics Rptng (pkg) H) Others, TBD 1. Source Taxation	Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg Prog/Doc/Trg
7.3	APPL/DEV-GENERAL LEDGER	
7.3.1	Design and Development/Prototype	Req/Programs
7.3.2	GL System Testing	Scenario/Data
7.3.3	GL User Training, BDAC/PBDAC	Person/Days TBD (BDAC)
7.3.4	GL Implementation, BDAC/PBDAC	Conversion (BDAC)
7.3.5	GL Documentation	Sys/User Manual
7.3.6	MIS Staff Train, Software Maintenance	Person/Days TBD
7.4	APPL/DEV-CREDIT AND LOANS, RPT. CONSOL.	
7.4.1	Report Consolidation Design/Dev.	Req/Programs
7.4.2	Report/Con Module Testing	Scenario/data
7.4.3	Report/Con User Training PBDAC/BDAC	Person/Days TBD
7.4.4	Report/Con Implementation, PBDAC/BDAC	Reports
7.4.5	Report/Con Documentation	Sys/User Manual
7.4.6	MIS Staff Train, Software Maintenance	Person/Days TBD
7.5	APPL/DEV-CREDIT AND LOANS, PROCESSING	
7.5.1	Processing, Design/Development	Req/Programs
7.5.2	Processing, Module Testing	Scenario/Data

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
11/01/89		09/15/89	Negotiations finalized, & draft contract prepared.
04/01/90	06/01/90		
06/15/90	08/15/90		Adjusted plan to procure 10 PCs locally - AID approved.
05/01/90	06/01/90		
11/01/89		11/07/89	Revising draft with MIS Sector.
Ongoing		532 p/d	JR staff training; DOS, Lotus, & D-Base - 400 p/d.
12/15/89	04/01/90		OJT with PC support staff.
Ongoing TBD TBD 07/01/90 11/15/89 Ongoing 02/01/90 TBD	06/01/90 04/01/90 11/15/89 05/01/90 04/01/90	11/15/89	Review by four VBs & Cr. Sector of Credit Cons. Rpt. Functional specifications completed. Implementation in process. Programs ready - no hardware available.
09/15/89		09/15/89	Completed.
10/15/89		10/31/89	Completed.
11/30/89		66 p/d	Presentation to all visitors at pilot - OJT, 6 p/d this mo.
01/01/90		12/15/89	
12/15/89		12/15/89	
02/01/90		95 p/d	
10/15/89	12/01/89	12/31/89	Revised specifications & multiple reports.
11/01/89	04/01/90		Testing in progress.
12/15/89	04/15/90		User review in progress, OJT p/d.
01/01/90	05/01/90		
11/15/89	05/01/90		
01/01/90	05/01/90	40 p/d	OJT with Credit Sector, 7 p/d this mo.
01/01/90	06/01/90		Functional specs. Complete/Prog specs in proc.
02/01/90	07/01/90		

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
7.5.3	Processing, User Training, BDAC	Person/Days TBD
7.5.4	Processing, Implementation, BDAC	Conversion
7.5.5	Processing, Documentation	Sys/User Manual
7.5.6	MIS Staff Train, Software Maintenance	Person/Days TBD
7.6	STORES INVENTORY	Requirements
7.7	APPL/DEV-PASSBOOK/LOTTERY SAVINGS SYSTEM	
7.7.1	Saving User Training, PBDAC	Person Days/TBD
7.7.2	Saving Implementation, PBDAC	Conversion
7.7.3	Saving Implementation, BDAC Pilot	Conversion
7.7.4	Saving Documentation	Sys/User Manual
7.7.5	MIS Staff Train, Software Maintenance	Person Days/TBD
7.8	APPL/DEV-LOTTERY PROCESSING SYSTEM	
7.8.1	Lottery Design/Dev/Conversion	Req/Programs
7.8.2	Lottery, Testing	Scenario/Data
7.8.3	Lottery, User Training, PBDAC	Person/Days TBD
7.8.4	Lottery, Implementation, PBDAC	Conversion
7.8.5	Lottery, Documentation	Sys/User Manual
7.8.6	MIS Staff Train Software Maintenance	Person/Days TBD
7.9	APPL/DEV-CASHIER SYSTEM	
7.9.1	Cashier, Design and Development	Req/Programs
7.9.2	Cashier, Testing	Scenario/Data
7.9.3	Cashier, User Training, BDAC	Person/Days TBD
7.9.4	Cashier, Implementation, BDAC	Conversion
7.9.5	Cashier, Documentation	Sys/User Manual
7.9.6	MIS Staff Train, Software Maintenance	Person/Days TBD
7.10	APPL/DEV-CUSTOMER INFO. FILE	
7.10.1	CIF, Design/Dev and Documentation	Req/Programs
7.10.2	CIF, Training and Implementation	Person/Days TBD
7.11	CURRENT ACCTS/TIME DEPOSITS/CERTIFICATES	
7.11.1	C/A, Design & Dev/Equipmt	Req/Programs
7.11.2	C/A, Testing	Scenario/Data

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TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
03/01/90	07/01/90		
07/01/90			
05/01/90			
07/01/90		107 p/d	OJT/MIS team - 3 weekly sessions, 29 p/d this mo.
06/01/90	TBD		
08/01/89	10/01/89	10/31/89	Enhanced reports at user request.
11/01/89		10/31/89	Implementing saving card & cabinets.
TBD			
09/15/89		10/31/89	Completed.
12/15/89		74 p/d	OJT/MIS team - weekly session, 8 p/d this mo.
01/01/90	06/01/90		
01/15/90	06/15/90		
03/01/90	07/01/90		
04/01/90	07/01/90		
03/01/90	07/01/90		
04/15/90	07/15/90		
11/01/89	04/01/90		Requirements draft in review.
11/15/89	05/01/90		
01/15/90	05/15/90		
03/01/90	06/01/90		
02/15/90	06/15/90		
04/01/90	07/01/90		
01/01/90	06/01/90		Pending account no. format & hardware decision.
02/15/90	07/01/90		
12/15/89		12/01/89	
12/15/89		12/15/89	

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AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
7.11.3	C/A, User Training, (PBDAC)	Person/Days
7.11.4	C/A, Implementation, (PBDAC)	Conversion
7.11.5	C/A, Documentation & Forms	Sys/User Manual
7.11.6	T/D & Cert., Design & Development	Req/Programs
7.11.7	T/D & Cert., Testing	Scenario/Data
7.11.8	T/D & Cert., User Training (PBDAC)	Person/Days
7.11.9	T/D & Cert., Implementation, (PBDAC)	Conversion
7.11.10	T/D & Cert., Documentation & Forms	Sys/User Manual
7.12	APPL/DEV-PAYROLL/PERSONNEL	
7.12.1	Payroll System Testing, PBDAC	Scenario/Data
7.12.2	Payroll User Training, PBDAC	Person/Days TBD
7.12.3	Payroll Implementation, PBDAC	Conversion/Parallel
7.12.4	Payroll Documentation	Sys/User Manual
7.12.5	Payroll User Training, BDAC Pilot	Person/Days TBD
7.12.6	Payroll Implementation, BDAC Pilot	Conversion
7.12.7	MIS Staff Train. Software Maintenance	Person/Days TBD
7.12.8	Personnel/Design/Conversion	Req/Programs
8	PLANNING, BUDGETING, AND REPORTING	
8.1	STRATEGIC PLANNING	
8.1.1	Approval of Workshop Concept	Approval
8.1.2	Design Strategic Planning Workshop	Workshop Agenda
8.1.3	Produce Environmental Scan	Environ. Scan
8.1.4	Hold Strategic Planning Workshop Bank's New Mission Statement and Objectives	3-day Workshop Circulate
8.1.5	Long-term PBR Specialists Scope of Work Written	SOW Organization
8.1.6	PBR Specialist Recruited, Approved, Hired, and Counterpart Assigned	Chart

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
01/15/90		29 p/d	OJT, user support & Rpt modifications.
01/31/90		02/15/90	
01/31/90	04/01/90	03/25/90	Draft delivered to MIS & user.
01/31/90	04/15/90		Requirements complete, programming started.
02/15/90	05/15/90		
02/28/90	05/15/90		
03/15/90	05/15/90		Pending PC Hardware procurement.
03/15/90	05/15/90		
07/15/89		08/01/89	Completed.
11/01/89	10/01/89	10/15/89	OJT, ongoing - 7 p/d this mo.
11/25/89		11/25/89	Incentives subsystem being implemented.
11/01/89	11/25/89	11/25/89	Final 2 volumes system doc. provided to Bank.
02/15/90	05/15/90		
03/15/90	06/15/90		
07/01/90		38 p/d	OJT/MIS team - weekly session 4 p/d this mo.
02/15/90	07/01/90		PBDAC requirements & USAID requirements in process.
09/12/89		09/12/89	Completed.
06/30/90	03/15/90	02/28/90	Completed.
06/30/90	04/30/90		Ongoing.
06/30/90 06/30/90			Materials for this workshop should be completed in April. New mission statement will flow out of workshop.
06/30/90 06/30/90		10/04/89 10/04/89	Completed.
06/30/90	10/04/89	10/04/89	Completed.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
8.2	<b>OPERATIONAL PLANNING AND BUDGETING</b>	
8.2.1	Mandate Paper on Role of Planning and Budgeting	Report
8.2.2	Budgeting Procedures Reviewed	Guidelines
8.2.3	Position Descriptions Updated	Position Description
8.3	<b>ECONOMIC ANALYSIS UNIT</b>	
8.3.1	Long-term Bank Economist Scope of Work Written	SOW
8.3.2	Functional & Organizational Implications	Position Description
8.4	<b>ADMINISTRATION AND SPECIAL PROJECTS</b>	
8.4.1	Periodic Reports	Reports
8.4.2	Special Projects	Reports/ Materials/ Training
8.4.3	Administration	Meetings/ Actions/etc.
8.4.4	Annual Work Plan-II	AWP-II
9	<b>TRAINING</b>	
9.1	<b>NEEDS ASSESSMENT AND PLANNING</b>	
9.1.1	Training Needs Assessment	Data Annexes/ Assessment Draft 1 Final
9.1.2	Local APCP Training Plan (In-country) Quarterly Progress Rpt. Format	Plan Spreadsheet
9.1.3	Overseas APCP Training Plan - (Participant Training)	Plan Recommendations Plan Draft 1
9.2	<b>MANAGERIAL DEVELOPMENT TRAINING PROGRAM</b>	
9.2.1	Decision on Delivery Mechanism: LTI or ST Expert or Bank Financial Rules (Following Steps Contingent on 9.2.1)	Approval
9.2.2	Contracting of LTI(s) or ST Experts	Contract(s)/SOW
9.2.3	Design & Development of Course Materials: Level 1 Senior	Recommendations
9.2.4	Pilot for New Courses: Level 1 Level 2	Courses Courses
9.2.5	Management Training Plan	Plan

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
06/30/90		11/15/89 (draft)	Draft completed.
06/30/90			Work in this area is planned for in June.
06/30/90			
06/30/90			Work in this area is planned for in June.
06/30/90			Work in this area is planned for June.
06/30/90		Ongoing	Ongoing.
06/30/90		Ongoing	Ongoing.
06/30/90		Ongoing	Ongoing.
09/30/89		09/12/89	Completed.
09/14/89 09/14/89	01/15/90 04/15/90	09/30/89 01/14/90	At USAID request, 2 page Executive Summary of Needs Assessment for project amendment submitted March 12.
09/30/89 09/30/89	10/15/89	10/15/89 09/28/89	Completed.
09/30/89	10/30/89 11/08/89	09/21/89 11/08/89	Completed.
10/30/89		03/21/90	Agreement to bid out portion of Senior level program. 15 bid letters sent to local institutions March 21. Signed by K. Nasser.
11/30/89	TBD		
		03/18/90	Topic recommendations for 5 modules submitted to Training Dept. with Arabic translation. Topics, Curriculum design, sequencing received in-full with CD staff, revisions made.
06/30/90 06/30/90	(Pilot held Dec. '89)		
09/30/89			Inclusive in 9.1.2

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AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
9.2.6	Ongoing Program/Course Support	2,520 p/d
9.2.7	CMD Mgt. Skills Training/Support	8,400 p/d
9.3	<b>NATIONAL TRAINING OF TRAINERS PROGRAM</b>	
9.3.1	Design & Development of TOT1 Materials	Materials
9.3.2	TOT1 Pilot Course	Course
9.3.3	Design & Development of TOT2 Materials	Materials
9.3.4	TOT2 Pilot Course	Course
9.3.5	TOT Training Plan	Recommendations
9.3.6	Ongoing Program/Course Support	2,400 p/d
9.3.7	TOT1 Materials Revisions	Recommendations
9.3.8	Design & Dev. of TOT MIS Materials	Materials
9.4	<b>TECHNICAL SUPPORT:CREDIT</b>	
9.4.1	Ongoing APCP Course Support	25,425 p/d
9.4.2	Curriculum Revisions Existing Courses	Recommendations
	A) Core Credit Course	
	B) Credit Analysis I	Design Review/Disc.
9.4.3	Pilots for Revised Courses A) Credit Analysis I	Course (TOT)
9.4.4	Trg Topic Outlines for New Courses	Outlines(#TBD)
9.4.5	New APCP Governorates Orientation Workshops: A) Beheira B) Minya	Workshops, Materials, 300 p/d (all workshops)
9.4.6	New Course Development & Pilot (AUC)	Course
9.5	<b>TECHNICAL SUPPORT:FINANCE AND CAPITAL</b>	
9.5.1	Trg Topic Outlines for New Courses	Outlines
9.5.2	Decision on Delivery Mechanism (Following Steps Contingent on 9.5.2)	Approval
9.5.3	Contracting of ST Expert(s) or LTI(s)	Contract(s)/SOW

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
			(105 p/d to date)
			(3,604 p/d to date)
07/15/89		07/15/89	Completed.
07/11/89		07/11/89	Successfully held.
11/30/89	06/30/90		Topic design for TOT2 began with CMD.
11/30/89	06/30/90		
09/30/89		10/15/89	Inclusive in 9.1.2
			(1,372 p/d to date)
		10/30/89	Completed.
01/31/90	03/10/90	03/10/90	TOT/MIS pilot held March 10-22.
			(11,783 p/d to date)
10/30/89			
	AWP-III		Core Credit Course undergoes periodic revisions by Bank & Trg team. Pending new credit TA review AWP-III.
		12/15/89	Completed.
01/06/90		01/06/90	Held
01/31/90	AWP-III		Pending input new credit TA. AWP-III.
05/31/90	01/10/90	01/10/90	188 p/d held thus far (2 workshops)
05/31/90	12/12/89	12/12/89	Held. Held.
02/28/90	02/10/90	02/18/90	Completed & held.
			Training in this area is deferred to AWP-III. The senior level mgt. training (9.2.4) will include a financial mgt. module (3 days) targeted for June.
11/30/89	AWP-III		
12/31/89	AWP-III		Pending Input Fin.TA
01/15/90	AWP-III		

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AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
9.5.4	Design & Developmt of Course Materials A) Financial Calculations Course B) Treasury Training Course I C) Cash Management Course I	Materials Materials Materials
9.5.5	Pilot Courses: A B C	Course Course Course
9.5.6	Ongoing APCP Course Support	375 p/d
9.6	TECHNICAL SUPPORT: SPECIALIZED FINANCIAL SERVICES	
9.6.1	Ongoing Preseason APCP Course Support	40,888 p/d est.
9.6.2	Vegetable Package Training	9,546 p/d
9.6.3	Fruit Package Training	5,727 p/d
9.6.4	Follow-up and Supervision Training	Person/Days TBD
9.6.5	Design & Development of Subject Matter Specialist (SMS) Workshop Materials	Materials
9.6.6	SMS Workshop	Workshop
9.6.7	Design & Development of Farm Survey Workshop Materials	Materials
9.6.8	Farm Survey Workshops	Workshops, 198 p/d
9.7	TECHNICAL SUPPORT:FARM-RELATED BUSINESS	
9.7.1	Curriculum Revisions Soil Improvement Workshop	Materials & Recommendations
9.7.2	Soil Improvement Workshops	Workshops, 720 p/d
9.7.3	Curriculum Revisions Agricultural Mechanization Workshop	Materials & Recommendations
9.7.4	Agricultural Mechanization Workshops	Workshops, 1140 p/d
9.7.5	Design & Development of Tile Drainage Workshop Materials	Materials
9.7.6	Pilot Tile Drainage Workshop	Workshop, 180 p/d
9.7.7	Design & Developmt of Seed Distribut'n Workshop Materials	Materials
9.7.8	Pilot Seed Distribution Workshop	Workshop, 180 p/d
9.7.9	Design & Development of Farm Product Marketing Workshop Materials	Materials

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
01/31/90 02/28/90 03/31/90	AWP-III AWP-III AWP-III		(Contingent Input 9.5.1)
	AWP-III AWP-III AWP-III		
Ongoing			Ongoing.
			(28,473 p/d to date)
02/28/90			(5,225 p/d to date)
04/30/90			
10/31/89		10/31/89	Completed.
11/30/89		11/23/89	627 p/d held to date.
Ongoing		09/14/89	Completed.
			Additional soil improvement & ag. mech. workshops scheduled for April. (90 p/d to date).
Ongoing		09/14/89	Completed.
			(425 p/d to date)
TBD 90	(9.7.5 to 9.7.10 Contingent FRB plan)		Tile Drainage FRB subtask delayed till AWP-III.
TBD 90	AWP-III		
TBD 90	AWP-III		Trng. Portion of FRB Seed Dist'n subtask delayed till AWP-III.
01/31/90	AWP-III		
TBD 90			

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
9.7.10	Pilot Farm Product Marketing Workshop	Workshop, 180 p/d
9.7.11	Pilot Cotton High-clear Sprayer Workshop	Workshop, 148 p/d
9.8	TECHNICAL SUPPORT: MIS/DATA PROCESSING	
9.8.1	DATA PROCESSING DEPARTMENT REQUIREMENTS: Development of Requirements for LTI Bids	Bid Documents
9.8.2	Decision on Delivery Mechanism (Following Steps Contingent on 9.8.2)	Approval
9.8.3	Contract(s) with LTI(s) (PIL 7 Financing)	Approvals
9.8.4	Data Processing Training Plan	Plan
9.8.5	Ongoing Course Support	8,913 p/d
9.8.6	Design & Development of Materials	
	1- Advanced MSDOS	Materials
	2- Intro. to PC, MSDOS, Arabic MSDOS	Materials
	3- RM-COBAL	Design/Materials
	4- 4 Modules PC Packages	Materials
9.9	TECHNICAL SUPPORT: ACCOUNTING	
9.9.1	TRG Topic Outlines for New Courses	Outlines
	A) General Accounting: Bank Oriented	
	B) Financial Analysis	
9.9.2	Design & Development of Course Materials	Recommendations
9.9.3	Pilot for New Course: A) Bank Accounting I	Course (TOT)
9.9.4	Ongoing APCP Course Support	4,000 p/d
9.10	TECHNICAL SUPPORT: AUDIT AND MONITORING	
9.10.1a	Development of LTI Bid Requirements	Bid Document
9.10.1b	Criteria Development/Evaluation	Criteria/Eval.
9.10.2	Decision on Delivery Mechanism IA&II (Following Steps Contingent on 9.10.1)	Approval
9.10.3	Contracting of ST Expert(s) or LTI	Contract(s)/SOW
9.10.4	Design & Development of Course Materials A) Internal Audit Module I	Materials

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TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
01/15/90			
Add on		Feb. 90	148 p/d to date.
09/30/89	Ongoing		3 of 4 planned bids are completed as of 03/31/90.
10/15/89		10/22/89	Completed.
Ongoing			3 contracts approvals finalized to date. 4 MIS Sector staff attended 11-day NCR telecommunication course.
09/30/89		10/15/89	Inclusive in 9.1.2
			Computer Workshop for Executives began March 18 at AUC for 23 gms. (1,543 p/d to date).
10/10/89		10/10/89	
		11/26/89	
01/04/90		01/04/90	
Add-on		03/25/90	Developed jointly with MIS Sector trainers for new training program for Junior MIS staff.
01/31/90	(See Accounting Task)		Outlines provided by Accounting TA end March.
			Completed.
		12/31/89	
06/30/90	AWP-III		
01/13/90		01/13/90	Completed; held.
			(2,345 p/d to date)
		11/21/89	Completed.
01/20/90		01/30/90	Completed.
11/01/89		11/26/89	Completed.
11/30/89	01/30/90	02/28/90	Completed.
01/31/90	05/13/90		Materials under development for IA1 Course by contracted firm.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
	B) Internal Audit Module II	Materials
	C) Loan Classification System	Materials
9.10.5	Pilot Courses: IA-1 IA-2	Course Course
9.10.6	Ongoing APCP Course Support	500 p/d
9.10.7	BDAC Chairmen Audit Workshop	Workshop, 34 p/d Materials
9.10.8	Procedures Orientation Workshop	Workshop, 90 p/d Materials
9.10.9	Strategic Planning Workshop	Workshop, 60 p/d Materials
9.11 9.11.1	TECHNICAL SUPPORT: TRAINING STAFF Ongoing TRG Skills Course Support	300 p/d
9.11.2	Strategy for Training Staff Development	Recommendations
9.12 (A) 9.12.1	PARTICIPANT TRAINING/ENGLISH LANGUAGE ENGLISH LANGUAGE Ongoing Course Support	Trainees(#TBD)
9.12.2	Special Purpose English Training Plan	Plan
9.12.3	SPE Implementation with USAID/Egypt	Courses(#TBD)
(B) 9.12.4	PARTICIPANT TRAINING Priority Identified Observation Tours	
	A) 1st Turkey Study Tour	Predepart. Materials Tour/15 Participants Trip Reports
	B) PBDAC/BDAC Senior Mgt. Tour	
	C) 2nd Turkey Study Tour	
	D) U.S. Technical Study Tour (Training)	
9.12.5	Priority Identified ST Technical TRG A) Executive Management Skills	Participants & Courses (#TBD)

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
01/31/90	AWP-III		Decision taken to concentrate on module-1, and defer second module to AWP-III using same firm.
02/28/90			(Pending System Approval)
06/30/90 06/30/90	05/13/90 AWP-III		
Ongoing			Ongoing.
07/30/89			34 p/d held.
03/30/90	06/30/90		Pending Procedures Approval.
TBD	05/20/90		Materials development and workshop preparation continues on target.
			(88 p/d to date)
06/30/90	AWP-III		This will require a ST SOW. Work initiated on new task involving assessment of training staff resource & organizational structure needed to implement APCP activity life of project.
Ongoing			PBDAC staff continue enrollement in AUC evening & intensive language courses.
09/30/89	TBD		
09/30/89	TBD		
			See 9.12.8 below. Meetings held in March with APCP Executive Managers to review objectives, sites, and nominations.
11/05/89 11/05/89 01/30/90	04/30/90	11/05/89 11/05/89	Trip held. Report written & ready to print.
March 90	May 90		
Spring 90	April 90		
Spring 90	July 90		
TBD			An official from Univ. of Pittsburgh visited with COP & TRG TAs to review their Arabic language mgt. program. Good potential.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
9.12.6	Survey Overseas Training Institutes	Assessments
9.12.7	Preliminary Survey Trips	Turkey Trip Rpt.
9.12.8	Tour and ST Technical Proposals for Mgt.	Proposals Approvals
9.13	<b>TRAINING MANAGEMENT SYSTEM</b>	
9.13.1	Analysis of User Requirements (& Hardware) A) Training Database Requirements B) Budget and AID Rpting Requirements C) Training Administration Requirements D) Materials Development Requirements	Requirements
9.13.2	Software Development &/or Purchase	Software
9.13.3	Development of Users Manual	Manual
9.13.4	Training of Training Department Staff	Person/Days TBD
9.14	<b>TRAINING FACILITIES DEVELOPMENT</b>	
9.14.1	Training Facilities Needs Assessment	Equipment/Fur. lists Assessment/Plan
9.14.2	Ongoing Development Support	Recommendations
9.15	<b>ADMINISTRATION AND SPECIAL PROJECTS</b>	
	A) Periodic Reporting	Reports
	B) Staff/TA/PBDAC Executive Meetings	Handouts & Presentations
	C) Workplan II & III / Workshop(s)	Workplan & Presentations
	D) Resource Needs	TR2 SOW
10	<b>HUMAN RESOURCES DEVELOPMENT</b>	
10.1	Develop Scope of Work	Scope of Work
10.2	Approval by PBDAC	Approval
10.3	Develop Initial Schedule	Schedule
10.4	Assign Task Force	List/Approval
10.5	Development of Recommendations	Recommendations
11	<b>PROGRAM SUPPORT</b>	
11.1	<b>ADMINISTRATION</b>	
11.1.1	Communications: Maintain All Fax, Pouch, and Correspondence Systems	Registers, Log-books, books, Subject Files

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
Ongoing			
10/30/89		11/01/89	Completed.
Add on	04/12/90	03/29/90	4 proposals submitted to Noor in March. Covering 3 Tours (9.12.4) and 8 ST Courses (9.12.5) pending mgt. approval to proceed.
TBD/89	(See MIS Rpt) 04/30/90		ArabSoft is actively working with the Training Dept. to assess user requirements & design the database and reports. Target end April.
	April 90		
09/30/89 09/30/89	12/03/89 04/13/90	12/03/89	Development of complete specs. near completion.
Ongoing			Ongoing.
		08/28/89	Completed.
08/30/89		08/30/89	Completed.
09/15/89			Delayed till after Strat. Plan. Wkshop.
05/15/90			Delayed till after Strat. Plan. Wkshop
04/30/90			Delayed till after Strat. Plan. Wkshop
05/15/90			Delayed till after Strat. Plan. Wkshop
Ongoing			

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.1.2	Filing System: Maintain the Master Filing System	Master Filing Index
11.1.3	Inter-Office Communications: Maintain Reliable and Routine Messenger Service	Performance Standard
11.1.4	Typing: Process All Typing Requests	Letters, Reports, Memos and Other Documents
11.1.5	Travel: Handle all Required Travel Arrangements	Confirmed Air, Rail, and Hotel Reservations; Expediter Service
11.1.6	Office Maintenance: Routine Cleaning and Major Office Repairs and Renovations	Clean Offices, Repairs
11.1.7	National Staff Personnel: Maintain Personnel Files for all National Staff and Ensure Compliance with GOE Labor Laws	Up-To-Date Personnel Files
11.1.8	Inventory Control: Maintain Master Inventory Lists	Up-To-Date Master Inventory
11.1.9	Small-value Local Procurement: Process Small-value Local Procurement Requests	Competitive Proper Invoices
11.1.10	Importation/Exportation: Process Importation Exportation of Commodities	Delivery Receipts, Air Waybills Bills of Lading
11.1.11	Visas, Licenses, and Work Permits: Process Visas, Licenses and Work Permits	Valid Visas, Licenses, and Work Permits
11.1.12	Vehicle Supervision	Vehicle Files, Registration Certificates, Fleet Insurance Policy, O&M Date

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
Ongoing		02/28/90	Revamping of master filing system completed; ongoing filing.
Ongoing			
Ongoing			
Ongoing			
Ongoing			Problems persist with expatriate work permits, and thus, residence "work endorsed" visas.
Ongoing			

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.1.13	Business Community Liaison	Purchase Orders, Correspondence, Terms of Reference
11.1.14	Formulation of Policy and Procedures	Policy and Procedure Memorandums
11.1.15	Supervision of Leases	Master Lease File
11.2 11.2.1	<b>FINANCIAL CONTROL AND REPORTING</b> Financial Reporting: Prepare and Submit all Required Financial Reports	Financial Reports
11.2.2	Ledgers & Journals: Maintain all Required Ledgers and Journals	Up-To-Date, Accurate Ledgers and Journals
11.2.3	Banking Activities: Arrange International Transfers; Monthly Reconciliation; Liaison with Banking Community	Deposited Transfers; Monthly Account Reconciliation Statements; Banking Correspondence
11.2.4	Vouchers: Process all Vouchers	Disbursement Memos
11.2.5	Petty Cash: Maintain all Petty Cash Accounts	Petty Cash Vouchers
11.2.6	Invoices: Process Monthly Invoices	Reimbursed Invoices
11.2.7	National Staff Salaries: Process Salary Payments including Deductions for Social Insurance and Taxes	Social Insurance Taxes
11.2.8	National Staff Medical Insurance: Supervise and Process Payments for Medical Insurance	In-Force Medical Insurance Policy
11.2.9	Financial Filing: Maintain Financial Files	Financial Files
11.2.10	Financial Data Research and Retrieval: Retrieve and Compile Financial Data for Planning, Verification, and Reporting	Financial Data Reports

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
Ongoing			
Ongoing			
Ongoing			Terminated Credit Specialist's lease effective April 9.
Ongoing			Chemonics fiscal year closed at end of March.
Ongoing			

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.2.11	Budget Preparation and Control: Prepare both Micro and Macro Budgets and Monitor Expenditures	Budgets and Reports
11.2.12	Formulation of Financial Policies and Procedures:	Policy and Procedure Memorandums
11.3 11.3.1	REPORTING AND PUBLICATIONS Report and Special Documents Writing  AWP-II, Engl. Final  AWP-II, Arabic Final  Baseline Final  QPR III  QPR IV  QPR V  Annual II/QPR VI  AWP-III, Engl. Draft  AWP-III, Arabic Draft	Reports/Docs.
11.3.2	Publications Library a. Set Up  b. Maintain	Library
11.3.3	Editing: Edit Reports and Other Printed Deliverables	Edits
11.3.4	Translation	Translations
11.3.5	Formating	Formatted Docs.
11.3.6	Reproduction and Binding	Bound Docs.
11.4 11.4.1	TRAINING MATERIALS AND MANUALS PRODUCTION Establish Office	Furnished Equipped Office
11.4.2	Staffing	Staff
11.4.3	Policies, Procedures and Management Integration	Memorandums and Systems
11.5 11.5.1	PROCUREMENT PLANNING Identify Procurement Categories	Category List

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TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
Ongoing			
Ongoing			
Ongoing			Ongoing.
10/31/89	12/31/89	12/21/89	Completed.
10/31/89	01/31/90		Translation halted as this was "after-the-fact" document. More urgent translation needs.
10/31/89		10/24/89	Completed.
11/15/89		11/15/89	Completed.
01/29/90		01/30/90	Completed.
04/30/90			
07/25/90			
08/07/90			Timeline for preparation submitted to COP Feb. 28.
06/21/90			
08/31/89		08/31/89	Completed.
Ongoing			Ongoing.
Ongoing			Ongoing. Arabic Lang. Editor hired April 1.
Ongoing			Ongoing.
Ongoing			Ongoing.
Ongoing			Ongoing.
			High-volume copier for PBDAC Training Department arrived Cairo Airport April 5.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.5.2	Needs Identification and Analysis	Needs Statement
11.5.3	Development of Specifications	Specification Lists
11.5.4	Contract Planning	Cost Estimates, Acquisition Strategies, Contract Methods, Solicitation Strategies, Statements of Approval, Statements of Waiver, Statements of Advertising, Export/Import Analysis
11.5.5	Technical Evaluation and Award Considerations	Technical and Award Criteria and Evaluation, Panel Roster
11.5.6	Review and Approval	Letters of Approval
11.5.7	Solicitation of Bids	Invitation for Bids
11.5.8	Selection and Award	Purchase Order
11.5.9	Contract Administration	Progress Reports
11.5.10	Shipping and Customs Clearance	Proper Legalized Documentation
11.5.11	Dealer Servicing, Delivery, Installation	Properly Installed Equipment
11.5.12	Establishment of Long-Term Service and Maintenance Procedures	Service Contracts

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
			Local procurement RFQ for nine microcomputers being developed.
			Contract award for minicomputers RFQ should be finalized in April.
			High-volume copier arrived Cairo Airport April 5; vehicle spare-parts being consolidated in Baltimore.
			Xerox-Cairo contracted regarding copier installation.
			Xerox-Cairo has made initial contract with PBDAC regarding long-term service and maintenance contract.

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.6 11.6.1	PBDAC ADMINISTRATIVE ASSISTANCE Premises Enhancement	Specifications Cost Estimates, Tender Documents, Contracts, Bid Evaluation Criteria, Monitoring Reports, Change Orders, Claims, Turn-Over Reports
11.6.2	Procurement Procedures	Procurement Plans, Justification Statements, Specification Standard, Solicitation and Advertising Procedures, Contracts
11.6.3	Inventory Control	Inventory Lists, Inventory Procedures, Spare Parts Control Logs
11.6.4	Administrative Reporting	PBDAC Administrative Periodic and Ad Hoc Reports
11.7	PROMOTIONAL MATERIALS	
11.7.1	Assess Needs	Needs Assessment
11.7.2	Design Implementation Phase	Implementation Plan
11.7.3	Recruit Short-term Expertise	Contracted Staff
11.7.4	Develop and Produce APCP Newsletter	Newsletter
11.7.5	Develop and Produce APCP Brochure	Brochure

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
			Program support will implement the following premises activities: (1) Helwan Stores Project, (2) PBDAC Printing Room, and (3) MIS-Data Processing Renovations.
			PBDAC has been requested to assign personnel and to select an inventory system (Kardex or otherwise) for the Helwan Spares Project.
			(Subtask not officially approved for AWP-II).
	AWP-III?		

AWP-II TASKS AND DELIVERABLES TABLE - STATUS AS OF MARCH 31, 1990

TASK, SUBTASK, OR STEPS	DESCRIPTION	DELIVERABLE
11.7.6	Develop and Produce PBDAC Annual Report	Annual Report
11.7.7	Develop and Produce APCP Video	Video
11.8 11.8.1	PROGRAM SUPPORT EXPANSION Expansion Assessment	Expansion Assessment Report
11.8.2	Expansion Planning	Expansion Plan
11.8.3	Expansion Implementation: Process for the Establishment of New Office Facilities	Specifications, Contracts, Monitoring Reports, Delivery Schedules, New Staff

TARGET DELIVERY M D YR	REVISED DELIVERY M D YR	ACTUAL DELIVERY M D YR	NOTES ON STATUS
06/30/90			Weekly mtgs w/newly-assigned counterpart have resulted in formulation of local & U.S. budget options, an MOU for Vice Chairman's signature. Financial statements, graphs, preliminary text gathered/prepared.
	AWP-III?		
			TOR for A/E preparation of tender-ready documents issued; bids received, contractor selected.

ANNEX B

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)  
DOCUMENTS LIBRARY

List of Documents, Including Deliverables  
Through March 31, 1990

I. ACCOUNTING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No</u>
ACC 1	Baseline Study Accounting May 15, 1989	(WP-I/4.1.1)
ACC 2	Financial Performance Indicators and Financial Statement Format June 1, 1989	(WP-I/4.2.1)
ACC 3	Training Needs Assessment/ Accounting June 30, 1989	(WP-I/4.1.2.5)
ACC 4	General Ledger Reporting Requirements (English vers.) June 30, 1989	(WP-I/4)
ACC 5	Accounting Manual I Draft	(WP-II/5.1.1)
ACC 6	Financial Reporting Specialist Scope of Work	(WP-II/5.3.1)
ACC 7	General Ledger Pilot- Implementation Plan and Procedures	(WP-II/5.2.1)
ACC 8	Revisions to Accounting Manual I	(WP-II/5.1.1)
ACC 9	Recommendations for Loans and Credit Automated System Requirements	(WP-II/5.2)
ACC 10	Ziraat Bankasi Trip Report	(WP-II/5.5.1)
ACC 11	Financial Report Format for Liquidity Report	(WP-II/5.5.2)
ACC 12	PBDAC & BDAC Consolidated Financial Statements Presentation March 20, 1990	(WP-II/5.5)
ACC 13	Training Course Outline: Advanced Accounting	(WP-II/5.4.3)

AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)  
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List of Documents, Including Deliverables  
Through March 31, 1990

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I. ACCOUNTING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
ACC 14	Training Course Outline: Financial Analysis	(WP-II/5.4.2)
ACC 15	General Ledger Procedures Module	(WP-II/5.1.3a)
ACC 16	Procedures for Monthly Accrual of Interest Expense for Savings Accounts, Deposits & Due to Banks	(WP-II/5.1.3b)

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List of Documents, Including Deliverables  
Through March 31, 1990

II. ADMINISTRATION/PROGRAM SUPPORT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
ADM 1	First Annual Work Plan Draft (English)	(WP-I/8.1.1)
ADM 2	First Annual Work Plan Draft (Arabic)	(WP-I/8.1.3)
ADM 3	First Annual Work Plan Final (Bilingual)	(WP-I/8.1.5)
ADM 4	Quarterly Progress Report No.1 (QPR.1/89) (January - March 1989)	
ADM 5	Second Annual Work Plan Draft One (English)	(WP-II/11.3.1)
ADM 6	Second Annual Work Plan Draft One (Arabic)	(WP-II/11.3.1)
ADM 7	Second Annual Work Plan Draft Two (English)	(WP-II/11.3.1)
ADM 8	Second Annual Work Plan Draft Two (Arabic)	(WP-II/11.3.1)
ADM 9	Baseline Study: Vol. I Draft (English)	(WP-II/11.3.1)
ADM 10	Request for Quotations for Four Microcomputers August 1989	Not Deliverable
ADM 11	Combined APR No.1 & QPR No. 2 Annual Progress Report No. 1 (Oct. 1, 1988 - June 30, 1989) & Quarterly Progress Report No. 2 (April - May - June 1989) October 15, 1989	
ADM 12	Request for Quotations for Two Minicomputers October 17, 1989	Not Deliverable

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Through March 31, 1990

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II. ADMINISTRATION/PROGRAM SUPPORT (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
ADM 13	Quarterly Progress Report No. 3 (July-August-September 1989) November 15, 1989	(WP-II/11.3.1)
ADM 14	Second Annual Work Plan Final Approved Version December 21, 1989	(WP-II/11.3.1)
ADM 15	Quarterly Progress Report. No. 4 (October-November-December 1989) English January 30, 1990	(WP-II/11.3.1)
ADM 16	Quarterly Progress Report No. 4 (October-November-December 1989) Arabic Summary January 30, 1990	Not Deliverable
ADM 17	Request for Quotations for High-Volume Photocopier January 1990	Not Deliverable
ADM 18	Request for Quotations for Cherokee Spart Parts Orders November 1990	Not Deliverable
ADM 19	Request for Quotations for Astro Spare Parts Orders December 1990	Not Deliverable

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List of Documents, Including Deliverables  
Through March 31, 1990

III. AUDIT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
AUD 1	Course Outline for Management Development-- Bilingual March 31, 1989	Not Deliverable
AUD 2	Terms of Reference and Mandate for Internal Auditing (Final Draft) August 1989	(WP-I/5.1.2& WP-I/5.5.2)
AUD 3	Baseline Report (Draft Two) Task's input submitted May 31, 1989	(WP-I/5.1.1) " /5.2.1 " /5.3.1 " /5.4.1 " /5.5.1
AUD 4	Loan Classification Concept Paper (Draft One) August 1989	(WP-I/5.2.2) (Same as WP-I/1.2.1)
AUD 5	Organizational Infrastructure Discussion Paper (Draft One) August 1989	(WP-I/5.1.3& " /5.5.3)
AUD 6	Internal Audit I & II Core Courses Outline August 31, 1989	(WP-I/5.4.3& WP-I/5.4.4)
AUD 7	Reference List for Training	(WP-I/5.4.5)
AUD 8	Loan Monitoring and Classification Action Plan	(WP-I/5.2.3)
AUD 9	Second Annual Work Plan Task's Input	(WP-II/6.3.5)
AUD 10	Workshop on Audit and Follow-up (Terms of Reference and Mandate) July 25, 1989	(WP-II/6.2.4)

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AGRICULTURAL PRODUCTION AND CREDIT PROJECT (APCP)  
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List of Documents, Including Deliverables  
Through March 31, 1990

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III. AUDIT (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
AUD 11	Presentation on Audit, Follow-up, and Control (First of Three) July 31, 1989	(WP-II/6.2.5)
AUD 12	Review of Chart of Accounts and Descriptions October 30, 1989	(WP-II/6.3.4)
AUD 13	Audit Objectives and Procedures Credit (Lending) and Financial (Cash) Audit Progress December 1989 (Audit Procedures Manual)	(WP-I/5.1.4 & WP-II/6.1.3, 6.2.1, 6.2.2)
AUD 14	Audit Handbook-- Audit Policy Manual	(WP-II/6.1.1 & 6.1.2)

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IV. CREDIT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
CRE 1	Activity Total of the Unsubsidized Loans Issued By Governorate Banks	(WP-I/1.5.4)
CRE 2	APCP Enterprise Budgets Report Covering the Crop Packages of the Executive Committees of the 12 APCP Governorates September 20, 1988	(WP-I/1.6)
CRE 3	Crop Packages Winter 1988-89: The Pipeline Application of Research (Engl. transl.)	(WP-I/1.6)
CRE 4	Crop Packages Technical Recommendations Winter 1988-89 (Engl. transl.)	(WP-I/1.6)
CRE 5	Crop Packages Technical Recommendations Summer 1989	(WP-I/1.6)
CRE 6	Loan Classification Concept Paper (Bilingual) June 30, 1989	(WP-I/5.2.2)
CRE 7	Baseline Report (Draft One) Task's input submitted May 10, 1989	(WP-I/1.1.1& " /1.4.1)
CRE 8	Training Needs Assessment	(WP-II/1.4.1)
CRE 9	Remedial Loan Servicing Specialist--Terms of Reference	(WP-II/1.5.1)
CRE 10	APCP Monthly Credit Reports Period July 1, 1987 to June 30, 1989	Not Deliverable

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IV. CREDIT (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
CRE 11	Needs Assessment for Improvement of Village Bank Environments	(WP-II/1.1.1)
CRE 12	Proposal to Integrate CTS Functions in PBDAC (Draft)	(WP-II/1.3.1)

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V. FARM-RELATED BUSINESS

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FRB 1	Preliminary Memo & Work Plan on Tile Drainage Project December 12, 1988	(WP-I/3.3a)
FRB 2	Preliminary Memo & Work Plan on Farm Mechanization Project	(WP-I/3.5a)
FRB 3	Preliminary Memo & Work Plan on Land Improvement Pilot Project	(WP-I/3.4a)
FRB 4	FRB-Soil Improvement Pilot Project Workshop March 12-13, 1989	(WP-I/3.4b)
FRB 5	FRB-Farm Mechanization Pilot Project Workshop April 26-27, 1989	(WP-I/3.5b)
FRB 6	Recommendation to Change Wording on Bids for Tender for Purchase of Commodities May 25, 1989	(WP-I/3.1.3a)
FRB 7	Recommendations in Anticipation of the June 4, 1989 Tender for The Purchase of Corn June 1, 1989	(WP-I/3.1.3b)
FRB 8	Recommendations to Change Wording on Tender Terms and Conditions for The Purchase of Corn June 12, 1989	(WP-I/3.1.3c)
FRB 9	The Corn Trade and How The Markets Work June 20, 1989	(WP-I/3.1.3d)
FRB 10	Short-Term Assignment on the Purchase of Imported Corn: Final Report and Recommendations June 28, 1989	(WP-I/3.1.3e)

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V. FARM-RELATED BUSINESS (Continued).

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FRB 11	Detailed Study for Farm Mechanization Pilot Project-- Related to Rice & Corn June 1989	(WP-I/3.5.3)
FRB 12	Detailed Study for Soil Improvement Pilot Project July 1989	(WP-I/3.4.3)
FRB 13	Poultry Alternatives Study March 1989	(WP-I/3.1.1)
FRB 14	Statistical Study on The Role of The Private Sector for Import, Manufacturing, and Distribution of Agriculture Equipment September 1989	(WP-II/3.3)
FRB 15	Fundamentals of Calculating Operating Cost of Farm Machineries December 1989	(WP-II/3.3)
FRB 16	Study on Developing New Marketing System for Corn (Maize) Seeds January 1990	(WP-II/3.4)
FRB 17	Study on Economics of Owning: 1- Seed Drill 2- Rototiller 3- Hydraulic Scraper February 1990	(WP-II/3.3)

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VI. FINANCE & CAPITAL MANAGEMENT

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
FIN 1	Baseline Report June 1989 Revision	(WP-I/2.1.1& WP-I/2.2.1)
FIN 2	Impact of Interest Rate Subsidies on Farmers	Not Deliverable
FIN 3	Discussion Paper on PBDAC's Foreign Exchange Position	Not Deliverable
FIN 4	Training Needs Assessment for Finance and Capital Management September 1989	(WP-II/4.1.3)
FIN 5	Human Resources Support Group-- Recommendations (Meeting No. 1)	(WP-II/4.3.3)
FIN 6	Money Market Tutor & Calculator October 1989	(WP-II/4.1.7)
FIN 7	Job Description September 30, 1989	(WP-II/4.1.1)

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VII. HUMAN RESOURCES DEVELOPMENT

<u>Library</u> <u>Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 1	Data Processing Department, Skills Assessment (58 staff)	(WP-I/7.1.3)
MIS 2	Data Processing Department, Functional Organizational Chart and Staff Assessments	(WP-I/7.1.3.4)
MIS 3	Data Processing Course Syllabus (12 Courses) (Draft)	(WP-I/7.1.3.5a)
MIS 4	PC Course Syllabus (4 Courses) (Draft)	(WP-I/7.1.3.5b)
MIS 5	MIS Training Coordinator Scope of Work	(WP-I/7.1.3.5c)
MIS 6	PBDAC Premises Recommendation and Diagram	(WP-I/7.1.5.1)
MIS 7	PC Support Specialist Scope of Work	(WP-I/7.2)
MIS 8	Data Processing PC Applications Review	(WP-I/7.2.4)
MIS 9	Example of Central Bank Reporting System Outputs: BDACs' March Monthly Balance Sheet	(WP-I/7.2.4.8a)
MIS 10	Consolidated Central Bank Reporting System: Users Manual (Draft)	(WP-I/7.2.4.8b)
MIS 11	Overview Flowchart-System Functional Processes Completed Up to Village Bank: General Ledger, Loans, and Credit	(WP-I/7.3.2.2)

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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 12	PBDAC Savings System Functional Specifications	(WP-I/7.3.2.1a)
MIS 13	PBDAC Lottery System Functional Specifications	(WP-I/7.3.2.1b)
MIS 14	Deposits System: Client Data Statements	(WP-I/7.3.3)
MIS 15	Payroll Forms	(WP-I/7.3.4a)
MIS 16	Payroll: Data Entry Program Modules	(WP-I/7.3.4b)
MIS 17	Payroll: Basic Data Statements Regarding Employees	(WP-I/7.3.4c)
MIS 18	Financial Planning and Reporting Specialist Scope of Work	(WP-I/7.4)
MIS 19	Central Bank Reporting System/Balance Sheet Consolidation/User's Manual May 1989	(WP-I/7.2.4.8)
MIS 20	Loans and Credit System The Services Suggested for Computerization at Village Banks and for Similar Activities of Branches and at Governorates June 1989	(WP-I/7.3.2)
MIS 21	Composite Top-Down Analysis of Village Bank Financial System (Draft) June 1989 (English & Arabic)	(WP-I/7.3)
MIS 22	Procedures for Granting, Follow-up, and Repayment of Loans V. Bank/User's Manual June 1989 (English & Arabic)	(WP-I/7.3.2)

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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 23	Saving Accounts System Specifications June 1989	(WP-I/7.3.3)
MIS 24	General Ledger System Analysis of Requirements June 1989	(WP-I/7.3.1)
MIS 25	Baseline Report May 1989	(WP-I/7.1.1)
MIS 26	Savings Program User Manual (Draft) July 1989	(WP-II/7.7.4)
MIS 27	Computer Procurement Plan Draft One September 11, 1989	(WP-II/7.1.10)
MIS 28	Composite Top-Down Analysis For Loan System (Draft) September 1989	(WP-II/7.3.5)
MIS 29	Mechanization Data Base Information System Program Documentation September 1989	(WP-II/7.2.4)
MIS 30	APCP Monthly Credit Report Documentation and User Manual September 1989	(WP-II/7.4)
MIS 31	Finance and Capital Management I- Commercial Banks Reports II- Documentation (Draft) September 1989	(WP-II/7.2.4)

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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 32	The Comprehensive Credit Reporting System I- The Input Forms II- The Output Forms (Draft) September 1989	(WP-II/7.2.4)
MIS 33	PC's Overview Handbook Draft November 1989	(WP-II/7.2.1)
MIS 34	Loans System - Analysis Flow Charts - Report Layouts - Input Forms (English & Arabic) February 1990	(WP-II/7.5.1)
MIS 35	Payroll System (2 Volumes) Technical Documentation February 1990	(WP-II/7.12)
MIS 36	Payroll User Manual (2nd Draft) (Arabic) February 1990	(WP-II/7.12)
MIS 37	Documentation for Withdrawals & Deposits The Principal Bank & Governorate Banks From the Commercial Banks (Arabic) March 1, 1990	(WP-II/7.2.4d)
MIS 38	Current Accounts User Manual (Draft) (Arabic) March 1990	(WP-II/7.11)
MIS 39	MIS/DP BDAC Premises Requirements & Diagrams February 1990	(WP-II/7.1.6)
MIS 40	APCP Monthly Credit Report Period from 07/01/87 until 01/31/90 March 1990	(WP-II/7.2.4)

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VIII. MANAGEMENT INFORMATION SYSTEMS (MIS) (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
MIS 41	Mini Computer Procurement RFQ, Evaluations, & Negotiations March 1990	(WP-II/7.1.10)
MIS 42	Turkey Participant Training MIS/DP Trip Report January 1990	(WP-II/7.1.8)
MIS 43	Sudan Participant Training CD-ROM Workshop MIS/DP Trip Report March 1990	(WP-II/7.1.8)
MIS 44	Cashier System (Draft) Functional Specifications March 1990	(WP-II/7.?)
MIS 45	Planning & Budgets (Draft) Functional Specifications March 1990	(WP-II/7.?)
MIS 46	Technical Training Materials (See listing under Training)	(WP-II/7.?)

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IX. PLANNING, BUDGETING, AND REPORTING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
PBR 1	Second Annual Work Plan Task's Input	(WP-II/8.4.4)
PBR 2	Scopes of Work (Two Drafts) October 4, 1989	(WP-II/8.1.5)
PBR 3	Design of Workshop	(WP-II/8.1.1 & 8.1.2)

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X. SPECIALIZED FINANCIAL SERVICES

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
SFS 1	Training of Trainers I Course Materials July 1989	(WP-II/2.1.2)
SFS 2	Commodities Trading Specialist- Scope of Work	(WP-II/2.7.1)
SFS 3	Crop Packages Technical Recommendations Winter 1989-1990 (Engl. transl.) November 19, 1989	(WP-II/2.4.1)
SFS 4	Trip Report (November 24 through December 5, 1989) January 10, 1990	(WP-II/2.7)
SFS 5	Technical Recommendations for the Cultivation and Production of Vegetable Crops 1990 (Translation) March 1990	(WP-II/2.5.1)

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XI. TRAINING

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 1	Mgt. Skills Trg. Conducted by Center for Management Development (CMD) Technical Training Support Sample of 13 Courses for Credit Staff March 1989	(WP-I/6.3.8)
TRG 2	Technical Training Support Credit & Lending Sample of 33 Core Credit Courses March 1989	(WP-I/6.3.1)
TRG 3	Farm-Related Business Rice & Corn Mechanization & Finance Workshop Materials April 27, 1989	(WP-I/6.3.4)
TRG 4	Governorate Leader Workshops 1st QTR. 1989	(WP-I/6.1.1)
TRG 5	Managerial Development Program 1st QTR. 1989	(WP-I/6.1.2 through WP-I/6.1.15)
TRG 6	Development Banking & Management Skills Program/ Senior Mgt. March 1989	(WP-I/6.1.16)
TRG 7	Course Data 1st QTR. 1989	(WP-I/6.3.1& WP-I/6.3.8& WP-I/6.4)
TRG 8	Technical Training Support: Farm Management February 22, 1989	(WP-I/6.3.3)
TRG 9	Farm-Related Business "Arabic Training Materials for Land Improvement Workshop" March 13, 1989	(WP-I/6.3.4)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 10	Technical Training Support MIS March 1989	(WP-I/6.3.5)
TRG 11	Technical Training Support PBDAC/BDAC Training Staff March 23, 1989	(WP-I/6.3.9)
TRG 12	Overseas Participant Training-English Language 1st QTR. 1989	(WP-I/6.4)
TRG 13	Training Institute/ Capability Assessments March 31, 1989	(WP-I/6.6)
TRG 14	Development Banking and Management Skills Program/Senior Mgt. May 9, 1989	(WP-I/6.1.16)
TRG 15	Technical Training Recommendation for National Training of Trainer Program May 31, 1989	(WP-I/6.2.1)
TRG 16	Governorate Leader Workshops 2nd QTR. 1989	(WP-I/6.1.1)
TRG 17	Development Banking and Management Skills Program/Senior Mgt. April 10, 1989	(WP-I/6.1.16)
TRG 18	National Training of Trainers Program	(WP-I/6.2)
TRG 19	Technical Training Support Needs Assessment Format English/ Arabic April 16, 1989	(WP-I/6.3)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 20	Technical Training Support MIS June 1989	(WP-I/6.3.5)
TRG 21	Course Data 2nd QTR. 1989	(WP-I/6.3.1& WP-I/6.3.8& WP-I/6.4)
TRG 22	Training Institute/ Capability Assessments April 5, 1989	(WP-I/6.6)
TRG 23	National Training of Trainers Program TOT-I Materials July 1989	(WP-II/9.3.1)
TRG 24	National Training of Trainers Program TOT-I Pilot Course Evaluation Results July 1989	(WP-II/9.3.2)
TRG 25	Technical Support: Audit & Monitoring BDAC Chairmen Audit Workshop July 1989	(WP-II/9.10.7)
TRG 26	Technical Support: Farm-related Business Soil Improvement Workshop Revised Curricula September 1989	(WP-II/9.7.1)
TRG 27	Technical Support: Farm-related Business Agricultural Mechanization Workshop Revised Curricula September 1989	(WP-II/9.7.3)
TRG 28	Scope of Work Egyptian Bank Training Specialist August 28, 1989	(WP-II/9.15)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 29	Recommendations for Participant (Overseas) Training Plan (Oct. 1, 1989 - Sept. 30, 1990) September 21, 1989	(WP-II/9.1.3)
TRG 30	Local (In-country) Training Plan Quarterly Progress Report Format USAID Reporting Requirement September 28, 1989	(WP-II/9.1.2)
TRG 31	APCP In-Country Training Plan July 1989 Through June 1990 (Activities Financed Under Pil-7) October 15, 1989	(WP-II/9.1.2)
TRG 32	Technical Support: MIS/Data Processing Course Participant Lists and Test Results: Intro. to PC, MS-DOS, and Arabic MS-DOS Oct.-Nov.-Dec. 1989	(WP-II/9.8.5) & MIS 7.1.9
TRG 33	Technical Support: MIS/Data Processing Approval Document for Unix Training Course October 30, 1989	(WP-II/9.8.3) & MIS 7.1.9
TRG 34	Technical Support: MIS/Data Processing Course Materials for Advanced MSDOS October 10, 1989	(WP-II/9.8.6) & MIS 7.1.9
TRG 35	Technical Support Specialized Financial Services Farm Survey Workshop Materials October 31, 1989	(WP-II/9.6.7)
TRG 36	National Training of Trainers Program - TOT 1 Materials Revisions Agreements During Oct. 30, 1989 Meeting With the MALR's CMD	(WP-II/9.3.7)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 37	Preliminary Study Tour to Turkey Visits With T.C. Ziraat Bankasi, Ankara Field Trip Report November 1, 1989	(WP-II/9.12.7)
TRG 38	First Turkey Observational Study Tour: Tour Reports and Evaluations Tour Site T.C. Ziraat Bankasi, Ankara 15 Training Participants (Total 23 with TAs and Vice Chairman) November 5 through 12, 1989	(WP-II/9.12.4)
TRG 39	APCP Participant Training Plan October 1, 1989 - September 30, 1990 (Draft) November 8, 1989	(WP-II/9.1.3)
TRG 40	Technical Support: Audit & Monitoring List of Institutions and Bid Letter for Internal Audit 1 & 2 Courses November 21, 1989	(WP-II/9.10.1)
TRG 41	Participant Training Turkey Observational Study Tour November 5-12, 1989 Predeparture Orientation Workshop Materials & Questionnaires November 5, 1989	(WP-II/9.12.4)
TRG 42	Technical Support: MIS/Data Processing Course Participant Lists and Test Results: Advanced MS-DOS Oct.-Nov. 1989	(WP-II/9.8.5) & MIS 7.1.9
TRG 43	Technical Support: MIS/Data Processing Computer Workshop for Executives Training Institute Request for Offers, Bid Criteria, Evaluation, Recommendation, and Approval Documents. Nov., Dec. 1989, and Jan. 1990	(WP-II/9.8.1& WP-II/9.8.3) & MIS 7.1.8

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 44	Technical Support: MIS/Data Processing Course Materials for Arabic MS-DOS and MS-DOS November 26, 1989	(WP-II/9.8.6) & MIS 7.1.9
TRG 45	Technical Support: Credit New APCP Governorate Orientation Workshop Design and Materials Minya and New Valley December 12, 1989	(WP-II/9.4.5)
TRG 46	Technical Support: Credit Technical Offer from AUC- Institute of Banking & Finance for Credit Analysis Cash Flow Course and Bank Approval Document. Oct.-Nov. 1989	(WP-II/9.4.6)
TRG 47	Technical Support: Credit New APCP Governorate Orientation Workshop Design and Materials Beheira and Alexandria January 10, 1990	(WP-II/9.4.5)
TRG 48	Technical Support: MIS/Data Processing Course Design and Materials for RM-Cobol January 4, 1990	(WP-II/9.8.6) & MIS 7.1.9
TRG 49	Technical Support: Audit & Monitoring Bid Criteria, Evaluation, Recommendation and Approval Documents Internal Audit 1&2 Courses January 1990	(WP-II/9.10.1b)

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 50	Technical Support: MIS/Data Processing Programming Techniques & Data Structure Course Training Institute Request for Offers, Bid Criteria, Evaluation, Recommendation, and Approval Documents January and March 1990	(WP-II/9.8.1& WP-II/9.8.3) & MIS 7.1.9
TRG 51	Technical Support: Credit Credit Analysis 1 Pilot for Trainers - Course Design and Materials January 6, 1990	(WP-II/9.4.2& WP-II/9.4.3)
TRG 52	Technical Support: Accounting Bank Accounting 1 Pilot for Trainers - Course Design and Materials January 13, 1990	(WP-II/9.9.3)
TRG 53	Technical Support: Farm-related Business Cotton Technical & Economic Package High Clearance Sprayer Workshop Design and Materials Pilot - Daqahliya February 1990	(WP-II/9.7.11)
TRG 54	National Training of Trainers Program MIS TOT Course Design and Materials for Pilot March 10, 1990	(WP-II/9.3.8) & MIS 7.1.9
TRG 55	Technical Support: MIS/Data Processing Training Program for Junior MIS Staff 4 Training Modules: a- Introduction to Computers and PC DOS March 4, 1990 b- Introduction to Lotus 123 March 11, 1990 c- Advanced Lotus 123 March 18, 1990 d- Introduction to DataBase III Plus March 15, 1990	(WP-II/9.8.6) & MIS 7.2.2/7.1.

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XI. TRAINING (Continued)

<u>Library Ref. No.</u>	<u>Title/Description</u>	<u>Deliverable No.</u>
TRG 56	Technical Support: MIS/Data Processing Approval Document NCR Telecommunications Course February 26, 1990	(WP-II/9.8.3) & MIS 7.1.9
TRG 57	Participant Training Proposals for Observational Study Tours and ST Technical Training Submitted to PBDAC Senior Management: a- Turkey Tour to T.C. Ziraat Bankazi b- Senior Level Management Tour to U.S. c- Training Staff Tour to U.S. d- List of Recommended ST Technical Programs March 1990	(WP-II/9.12.8)
TRG 58	Managerial Development Training Programs Training Topic and Design Recommendations - 6 Modules for Senior Level Program English with Arabic Translation March 18, 1990	(WP-II/9.2.3)
TRG 59	Managerial Development Training Program Training Institute Request for Offers, Bid Criteria, Evaluation, Recommendation, and Approval Documents March, April 1990	(WP-II/9.2.1/2)

ANNEX C

BUDGET STATUS, THROUGH MARCH 31, 1990  
 AGRICULTURAL PRODUCTION AND CREDIT PROJECT

	Through 03/31/90	Budget	Balance
TECHNICAL ASSISTANCE	\$5,737,205.38	\$15,621,359.00	\$9,884,153.62
COMMODITIES	\$1,513,380.84	\$2,286,375.00	\$772,994.16
PARTICIPANT TRAINING	\$12,458.86	\$500,000.00	\$487,541.14
TOTAL CONTRACT	\$7,263,045.08	\$18,407,734.00	\$11,144,688.92

ANNEX D

LEVEL OF EFFORT, JANUARY THROUGH MARCH 1990

AGRICULTURAL PRODUCTION AND CREDIT PROJECT

1 unit = 1 person-month

	Life of Project	Current Period	Total to Date	Balance Remaining
<b>LONG TERM EXPATRIATES</b>				
Senior Banking Specialist/COP	60.0	3.0	20.5	39.5
MIS Specialist	36.0	3.0	16.5	19.5
Accounting Specialist	36.0	3.0	16.5	19.5
Finance/Capital Mgt Specialist	24.0	3.0	3.0	11.0
Agricultural Loan Specialist	36.0	3.0	14.0	22.0
Farm-Related Business Specialist	24.0	3.0	16.5	7.5
Monitoring/Audit Specialist	36.0	3.0	15.0	21.0
Farm Management Specialist	36.0	3.0	17.0	19.0
Editor	60.0	3.0	15.0	45.0
Administration Specialist	60.0	3.0	16.5	43.5
Training Specialist	24.0	3.0	17.0	7.0
Commodity Trading Specialist	12.0	3.0	5.9	6.1
<b>SUBTOTAL LONG TERM EXPATRIATES</b>	<b>444.0</b>	<b>36.0</b>	<b>183.4</b>	<b>260.6</b>
<b>HOME OFFICE</b>	<b>30.0</b>	<b>1.0</b>	<b>32.7</b>	<b>-2.7</b>
<b>-----</b>				
<b>SHORT TERM EXPATRIATES</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Tot Quarter</b>
Ag Policy Economist	0.25	1.0	1.0	2.25
<b>SUBTOTAL SHORT-TERM EXPATRIATES</b>	<b>0.25</b>	<b>1.0</b>	<b>1.0</b>	<b>2.25</b>
	Life of Project	Current Quarter	Total to Date	Balance Remaining
<b>SUB-TOTAL EXPATRIATES</b>	<b>558.0</b>	<b>39.25</b>	<b>218.35</b>	<b>339.65</b>

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	Life of Project	Current Period	Total to Date	Balance Remaining
<b>LONG-TERM LOCAL PROFESSIONALS</b>				
Sr Banking Development Specialist	120.0	3.0	10.0	110.0
Local Administrator	60.0	3.0	3.0	57.0
Accountant	60.0	3.0	9.5	50.5
Local Trainer	120.0	3.0	10.5	109.5
Intrepreter/Translator	60.0	6.0	13.5	46.5
Other Specialized firms	20.0	0.0	0.0	20.0
Arabsoft	189.0	30.0	111.5	77.5
<b>SUBTOTAL LT LOCAL PROFESSIONALS</b>	<b>629.0</b>	<b>48.0</b>	<b>158.0</b>	<b>471.0</b>
<b>SHORT TERM LOCAL PROFESSIONALS</b>				
All ST Local Professional	10.0	12.75	28.75	-18.75
Farm Mechanization Specialist		3.25		
Small-scale Agro-industry Specialist		1.50		
Livestock Package Admin. Specialist		2.25		
Farm Machineries Technician		0.50		
Agricultural Survey Analyst		3.25		
Agricultural Survey Data Collection		2.00		
Arabsoft	86.0	15.00	26.0	60.0
<b>SUBTOTAL ST LOCAL PROFESSIONALS</b>	<b>96.0</b>	<b>27.75</b>	<b>54.75</b>	<b>41.25</b>
<b>TOTAL LOCAL EFFORT</b>	<b>725.0</b>	<b>75.75</b>	<b>212.75</b>	<b>512.25</b>

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