

# LOCAL DEVELOPMENT II URBAN PROJECT

## 1991 STATUS REPORT

Prepared for  
**USAID/CAIRO AND ARAB REPUBLIC OF EGYPT**



**TRAINING OF EGYPTIAN ENGINEERS**  
**WSA TRAINING CENTER - WASHINGTON D.C.**

Prepared by  
**WILBUR SMITH ASSOCIATES**

in association with

**PUBLIC ADMINISTRATION SERVICE**  
**DEVELOPMENT CONSULTING OFFICE**

**DELOITTE AND TOUCHE**  
**ENGINEERING AND GEOLOGICAL**  
**CONSULTING OFFICE**

# LOCAL DEVELOPMENT II URBAN PROJECT

1097 CORNICHE EL NIL ST., GARDEN CITY . CAIRO, EGYPT . 355 7078 . 355 7933 . FAX 356 4294

January 26, 1992

Mr. Jack Gisiger  
Chief, Urban Development Branch  
Office of Local Administration  
USAID, Cairo

Contract No. 263-0182-C-00-8017

Dear Mr. Gisiger,

We are pleased to submit herewith five copies (English) of the Local Development II Urban Project - 1991 Status Report. The Arabic copies will follow.

We look forward to your review of this deliverable and to receiving any comments you may have.

Respectfully submitted,

WILBUR SMITH ASSOCIATES

*Richard E. Miller*

Richard E. Miller  
Chief of Party

STATUS TABLES  
- GENERALLY VERY GOOD  
X NO SWM TABLES  
LMU TOO EXTENSIVE  
(WHAT IS "GOE EFFORT")  
TRAINING IS STATUS OF USA, NOT GOE  
APPENDIX ON CANAL SPEC. PWS: WHY?

cc: H.E. Dr. Mahmoud Sherif  
Minister of Local Administration

H.E. Omar Abdel Akhar  
Governor of Cairo and  
Chairman of the ULDC

Gen. Moustafa Sadek  
Chairman, Amana  
For Local Administration

Mr. Ahmed El Kashef  
Cairo Secretary General  
and ULDC Rapporteur

PIC's

To all General Secretaries

Note: Please acknowledge receipt by signing the attached letter.

INCONSISTENCY IN PRESENTATION  
INCOMPLETE GOAL CHARTS  
EXCESSIVE FICTION (SWM)  
THOUGH MIS HAS NICE "VERBAL" GOAL  
SOME SECTIONS HAVE BIBLIOGRAPHY,  
LIST OF DELUSION IDEAS (TRAINING,  
COURSES - OTHERS DON'T + MILESTONES  
• COORDINATION OF INFO  
(EX. BDS STRATEGIES P&FV, MIS  
CONCIOUS THEIR DISTANCE TO P&FV)  
(EX. "OVERVIEW" STRATEGIES LHM+LMU  
COMPREHENSIVE PLNG. | LMU  
PLANS IT DOWN)  
- OMBD LISTS ON GOING ACTIVITIES AS  
"ACHIEVEMENTS". OTHERS DON'T  
MENTION "ACHIEVEMENTS".

WILBUR SMITH ASSOCIATES

DELOITTE AND TOUCHE  
DEVELOPMENT CONSULTING GROUP

PUBLIC ADMINISTRATION SERVICE  
ENGINEERING AND GEOLOGICAL  
CONSULTING OFFICE

## TABLE OF CONTENTS

<u>SECTION</u>		<u>PAGE NUMBER</u>
1.	INTRODUCTION AND OVERVIEW	
1.1	1990 LD II Urban Status Report Structure	1-1
1.2	LD II Urban Program Overview	1-1
1.3	Summary Of Project Status - By Technical Area	1-4
2.	ENGINEERING SERVICES	
2.1	Section Overview	2-1
2.2	Basic Services Delivery System (BSDS)	2-2
2.3	Operations and Maintenance (O&M)	2-24
2.4	Solid Waste Management (SWM)	2-63
3.	PILOT OFFICE INSTITUTIONALIZATION	
3.1	Section Overview	3-1
3.2	Programming and Budgeting (OMED)	3-2
3.3	Management Information Systems (MIS)	3-6
3.4	Land Management (LMU)	3-28
4.	TRAINING	
4.1	Introduction	4-1
4.2	Training Activities	4-1
4.3	Milestones	4-7
4.4	Achievements	4-7
4.5	Summary and Recommendations	4-8

### APPENDIX A

TRAINING STATISTICS

### APPENDIX B

STATUS OF TASKS

## LIST OF TABLES

<u>TABLE</u>	<u>PAGE NUMBER</u>
<u>SECTION 2</u>	
2.2-1 LD II Urban Project Investment Plan Status	2-5
2.2-1 LD II Urban Funding - All Sources	2-7
2.2-3 Number of Sub-Projects And Allocations Broken Out By Priority	2-13
2.2-4 LD II Urban Project - Maintenance Program Summary	2-16
2.2-4A Distribution of FY 92 Maintenance Funds Per District	2-19
2.3-1 Summary of "On The Road" Availability 1989 Thru 1991	2-25
2.3-2 Amreya Garage Pilot Project Income Generated Balance	2-27
2.3-3 Courses Completed During 1991 (By Course)	2-30
2.3-4 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Cairo Governorate	2-34
2.3-5 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Alexandria Governorate	2-35
2.3-6 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Giza Governorate	2-36
2.3-7 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Qaliubia Governorate	2-37
2.3-8 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Suez Governorate	2-38
2.3-9 O&M Proposed and Actual Sub-Projects and Annual Budget Allocation Port Said Governorate	2-39
2.3-10 Current Garages and Workshops Construction and Renovation Program Phase I - Cairo	2-40
2.3-11 Current Garages and Workshops Construction and Renovation Program Phase I - Alexandria	2-41
2.3-12 Current Garages and Workshops Construction and Renovation Program Phase I - Giza	2-42
2.3-13 Current Garages and Workshops Construction and Renovation Program Phase I - Port Said	2-43

## LIST OF TABLES

<u>TABLE</u>	<u>PAGE NUMBER</u>
<u>SECTION 2</u>	
2.3-14 Current Garages And Workshops Construction And Renovation Program Phase I - Suez	2-44
2.3-15 Current Garages And Workshops Construction And Renovation Program Phase I - Qaliubia	2-45
2.3-16 Current Garages And Workshops Construction And Renovation Program Phase II - Cairo	2-46
2.3-17 Current Garages And Workshops Construction And Renovation Program Phase II - Alexandria	2-47
2.3-18 Current Garages And Workshops Construction And Renovation Program Phase II - Giza	2-48
2.3-19 Current Garages And Workshops Construction And Renovation Program Phase II - Qaliubia	2-49
2.3-20 "On-The-Road" Availability in Urban Governorates	2-50
2.3-21 Financial States	2-55
2.3-22 Prioritization of O&M Effort January to September 1992 - Port Said	2-58
2.3-23 Prioritization of O&M Effort January to September 1992 - Alexandria	2-59
2.3-24 Prioritization of O&M Effort January to September 1992 - Suez	2-60
2.3-25 Prioritization of O&M Effort January to September 1992 - Cairo	2-61
2.3-26 Prioritization of O&M Effort January to September 1992 - Qaliubia & Giza	2-62

**LIST OF TABLES**

**TABLE**

**PAGE NUMBER**

**SECTION 3**

3.3-1	MIS Center System Development	3-7
3.3-3	LD II Urban TA System	3-8
3.4-1	Land Management Demonstration Project Information	3-36

## LIST OF FIGURES

<u>FIGURE</u>	<u>PAGE NUMBER</u>
<b><u>SECTION 2</u></b>	
2.2-1 LD II Urban Project Basic Services Delivery System	2-4
2.2-2 LD II Urban Sub-Projects By Service Sector 1987 Thru 1991 (000 L.E.) 1987 Thru 1991 (Number of Projects)	2-8
2.2-3 LD II Urban Program Beneficiaries by Service Sector 1987 Thru 1991	2-10
2.2-4 Investment Plan Funds Distribution By Type Expenditure in L.E No. of Sub-Projects	2-11
2.2-5 Investment Plan Funds Distribution By Priority Total Funding (L.E.) Total No. of Sub-Projects	2-12
2.2-6 Analysis of Program Completion Times Mean 90% Completion (Days/Sub-Project)	2-15
2.3-1 Fleet Availability in Cairo Governorate	2-51
2.3-2 Fleet Availability in Alexandria Governorate	2-52
2.3-3 Fleet Availability in Port Said Governorate	2-53
2.3-4 Fleet Availability in Suez Governorate	2-54
<b><u>SECTION 3</u></b>	
3.2-1 Programming & Budgeting - OMED	3-5
3.3-1 LD II Urban Project - MIS Implementation	3-10
3.4-1 LD II Urban Project - LMU Implementation	3-30
<b><u>SECTION 4</u></b>	
4-1 LD II Urban Training - Number of Participants Per Governorate 1990 - 1991	4-3
4-2 LD II Urban Training - Total Trainees Per TA Group 1990 - 1991	4-5
4-3 LD II Urban Training - Trainee Days Per TA Group 1990 - 1991	4-6

## Section 1

### INTRODUCTION AND OVERVIEW

This Report summarizes the results of the calendar year 1991 of the Local Development II (LD II) Urban Program. Additionally, results have been combined with those from previous years to provide an overview where it was considered necessary to show a particular pattern or progression. Emphasis has also been placed upon the success of the Technical Assistance Contractor (TAC), Wilbur Smith Associates in meeting the targets and goals set forward in the Contract Scope of Work, the Inception Report, the Diagnostic Report and subsequent Work Plans.

The major thrust of the calendar year 1991 was the enhancement of the institutionalization program which will ensure that improved local government units will be in place at the end of the Project. Milestone charts for Project technical areas have been used to measure planned target dates for implementing major Project tasks against actual completion dates. Charts and narrative are given in this report to provide a detailed discussion of implementation progress.

#### 1.1 1991 LD II URBAN STATUS REPORT STRUCTURE

- 1.1.1 Section 1, Introduction and Overview, presents the basic components of the LD II Urban Program and its expected results and outputs. Detailed discussions of work task implementation rates are found in later sections of the Report.
- 1.1.2 Section 2 encompasses a discussion of the "engineering" side of the Program, namely the construction, maintenance, vehicle/equipment repair and solid waste tasks which have remained as core components of the 1981-1991 Urban Decentralization Program.
- 1.1.3 Section 3 presents the implementation progress of "newer" institutionalization efforts in Management Information Systems (MIS), Land Management (LMU) functions and Management and Economic Development (OMED) offices.
- 1.1.4 Training activities cover all sections of the LD II Urban Program and, as such, are discussed as a comprehensive unit in Section 4. Details of Phase 2 and overseas training efforts are presented, as well as expanded activities which are under way and which are scheduled to be completed during the 1992 period.
- 1.1.5 Appendix B presents detailed statistical tables concerning Project Implementation.

#### 1.2 LD II URBAN PROGRAM OVERVIEW

- 1.2.1 Program Objectives And Concepts: The general objective for implementation of the Local Development II Urban Program (LD II) was the improvement of administrative and operational efficiency in six urban governorates, namely: Cairo, Giza, Qalubia, Alexandria, Port Said and Suez. This objective has been approached by development of decentralized municipal management systems and new technical functions in the six governorates. The program has, moreover, sought improvements in the quality and quantity of economic/financial analysis capabilities of the Governorates in order to cope with the large number of capital investments currently under implementation.

The program has been implemented over a period of four years, in two phases as follows:

Phase I: "Urban Program Inception" which included four tasks:

Task (1): Orientation Seminars, Task (2): Data Base, Task (3): Work Units and Staffing, Task (4): Diagnostic. This effort was completed in the first six months of the work program.

Phase II: "Development and Implementation of the Core Action Packages". All possible means to shorten the time necessary for each task were considered, particularly in the area of manpower development. The Work Plan was based upon the following objectives and concepts:

- o Upgrading and expanding local government management and operational capability to provide basic services.
- o The institutionalization of improved systems, practices and procedures into present-day local government structures.
- o Continued priority and emphasis placed on up-grading the quality of life of lower income residents in urban neighborhoods.
- o Major program emphasis upon district-level activities.
- o Intensive training and technical assistance to both governorate and district personnel.
- o During the summer of 1991, a revised Work Plan was developed to reflect actual accomplishments and shortfalls and to establish meaningful goals by June 1992.

**1.2.2 Basic Program Relationships:** The following activities, functions and technical efforts form the basic program structure of the LD II Urban Project.

- o LD II Urban activities are coordinated and directed in each governorate by a Local Development II Urban Committee (GLDC), with membership on the committee from all major participants in the LD II Urban Program.
- o Each governorate has appointed at least one full-time LD II Urban Project Implementation Coordinator (PIC) to manage Local Development II program activities. He reports directly to the Governor and to the GLDC on all Program implementation components.
- o The basic mandate for sub-project investment in LD II Urban has been to maintain, improve and expand existing district facilities and infrastructure. This means that district and governorate maintenance facilities (garages, workshops, repair centers, etc) have first priority for all LD II Urban investment monies received by the districts and governorates.
- o The GOE is also contributing investment and maintenance funds to LD II Urban. These funds (whether coming from district local accounts, the Ministry of Planning or the Ministry of Finance) have been deposited in governorate and district bank accounts before USAID funds are distributed.



FIELD TRIP TO PRIVATE TIRE REPAIR SHOP, OUTSIDE BALTIMORE, MD

## **LD II URBAN OVERSEAS TRAINING: OPERATION OF GARAGES & WORKSHOPS**

REST PERIOD BETWEEN CLASSES, FALLS CHURCH, VA



- o Because the LD II Urban Program placed more emphasis through the Decentralization I Program on appropriate maintenance of infrastructure facilities, more funds have been made available in this area and technical assistance provided to improve the management of maintenance and operation of services at all local levels.
- o In LD II Urban, new work units (offices) have actually been established at the governorate level for LD II Urban PICs, land management, budgeting and financial development and computerized management information systems.

**1.2.3 Program Outputs:** In general, the expected outputs of implementing LD II Urban were as follows:

- o Significant improvement of administrative and operational efficiency in each governorate, vis-a-vis upgraded management structures, operational systems, staffs, equipment and training.
- o More effective dialogue and inter-coordinated functional relationships with regional, central and parastatal authorities. This could also be a basis for improvement of inter-agency services and investments according to agency plans and country policy.
- o Tangible improvements in the prioritization, planning, and management of basic infrastructure projects required for local development.
- o Support and participation of private assistance in the implementation and maintenance of local government capital investments and basic services.

In particular, the implementation of the program with good coordination between the governorates, the TA Contractor Team and USAID resulted in the following outputs in each governorate:

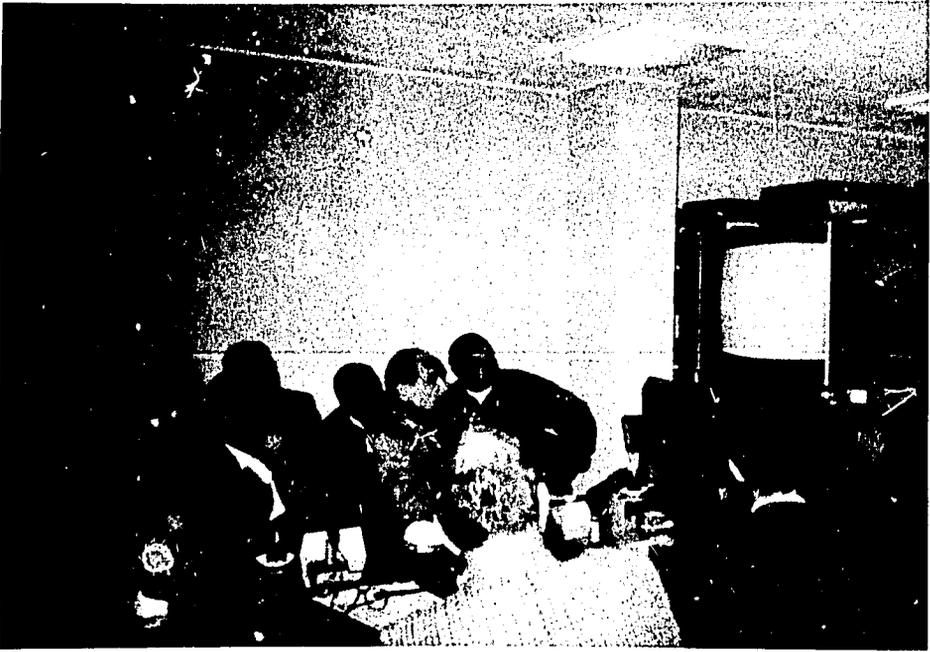
- o Intensification of the BSDS and maintenance facility investment programs (NUS and LD II Urban), with improving performance in these areas.
- o Generally, Governorate OMED staff showing good progress with administrative and management systems.
- o The development of a series of governorate pilot MIS systems (housing, water billing, property tax, etc), building upon the basic MIS tracking systems established in earlier years.
- o The initiation of "on-ground" LMU upgrading projects in two governorates.
- o The implementation of rationalized maintenance systems which reflect realistic levels of available manpower and financial resources.
- o Integration of most LD II Urban management and investment procedures and systems with GOE planning and budgeting cycles, resulting in some OMEDs playing a lead role in annual budget development.
- o The foundation of an institutionalized manpower development and training program that appears to be able to be basically supported through GOE resources.
- o Programs emphasizing local resource mobilization, cost recovery and private sector participation gained momentum in 1991.
- o A successful 1991 Overseas training program completed for over 100 GOE staff.

## 13 SUMMARY OF PROJECT STATUS - BY TECHNICAL AREA

1.3.1 **BSDS:** This technical area encompasses a major portion of the LD II (Urban) Work Program. The general status of this effort is as follows:

- o Planning and design targets for FY 91 Investment Plans were met. District personnel completed all of the required backup documentation for cost estimates and Form 1s.
- o Transfer of monitoring functions to governorate-level Planning and Follow-up Departments (GLPFUDs) is underway in all governorates. Detailed briefings of their roles in the implementation of the three major BSDS programs were provided to all Chiefs of GLPFUDs.
- o Field work and preliminary compilation of updated health, education, and youth needs assessment reports were completed by district and governorate personnel. As soon as the computer training is provided to GLPFUD personnel, the automated completed reports can be issued annually to the governors.
- o The water, waste water, roads, and street lighting needs assessment survey, analysis, and final report was completed for Giza Governorate. This report was used as a training course for the urban governorates.
- o FY 91 Investment Plan showed continued emphasis on upgrading and renovation of sub-projects in conformance with LD II (Urban) criteria.
- o Districts provided much greater engineering details and careful costing in developing their maintenance plans. Two manuals previously developed by the BSDS Team, "Special Construction Details" and "Cost Analysis Report" proved extremely beneficial to engineers involved in development of both investment and maintenance plans.
- o Maintenance plans, in conformance with LD II Urban criteria, were largely focused on facilities constructed by the NUS Project.
- o One-day Financial Institutionalization Seminars were conducted in all six governorates.
- o The core engineering and budget/finance courses were conducted throughout the year in all six urban governorates to fill a continuing need criteria for one new engineering course, Foundations For Light Construction, and one new finance course, Accounting And Financial Reporting, were initiated by BSDS and developed into highly beneficial training programs.
- o Twenty-four governorate - level officials from Contracting, Finance, Engineering, and Planning and Follow-Up participated in a successful two-week overseas training course in Sub-Project Planning and Monitoring. A number of city, state, and federal offices in the Washington, D.C. area opened their offices and gave detailed briefings for the Egyptian trainees.

1.3.2 **Q&M:** 1991 has seen the most intensive efforts to date as more and more facilities have come 'on line'. Each governorate has, or will have in the near future, fully functioning modern garages and workshops to conduct necessary preventative maintenance and repair programs. The construction of these modern facilities is something which the LD II program can be proud of. Other significant landmarks which had an effect on the way the O&M team have functioned during the year were:



## **SUEZ GOVERNORATE**

SPECIAL PROJECT PRESENTATION  
DECEMBER 1991



- o The preparation of a preliminary economic analysis to determine the financial effects of undertaking preventative maintenance in Sayeda Nafissa garage in Cairo. This analysis was subsequently extended to give relative figures for other facilities and governorates. A clear message from this report showed that increased funding for maintenance, repair and fleet replacement would be necessary if the gains of the program were not to be lost. This was considered so important that a video presentation is being developed to be shown to the governors during January 1992.
- o The emphasis on income generation/privatization which has continued to be a key element in the O&M team's efforts to ensure sustainability. A noteworthy boost to this effort was given in January when the Prime Minister delivered the budget speech to the parliament. He highlighted the benefits of privatization and pointed the way forward by stating that the government should give priority to privatization endeavors. As a result of this approach, there was a noticeable quickening of the pace in governorates and districts to apply the lessons learned in facilities such as Amreya in Alexandria. Our maintenance specialists have, therefore, taken every opportunity to assist garage and workshop managers to prepare cost analysis and draft bylaws for submission to governors and district chiefs.
- o Training, continued to be a priority for O&M and this year's efforts culminated in two very successful three week training courses given in Wilbur Smith Associates' Falls Church Offices in Virginia.

1.3.3 **Solid Waste Management:** In recognition that the needs of the urban solid waste sector are far greater than the available funds, the SWM Team was downgraded in size from 3.5 persons to 1.5 and the objectives of the team were refocused to several "niches" in which the governorates requested technical or management assistance.

- o A Solid Waste Management Conference was sponsored in Alexandria, and each governorate provided presentations on their waste collection, transportation, and disposal activities. This was the first high level SWM conference in Egypt to discuss this major urban problem.
- o In Alexandria, the SWM Team worked with local manufacturers to identify common (non-patentable) components of composting plants. The next step would be for a local consulting firm to be employed for preparing detailed specifications for these components which can then be fabricated locally. The result would be substantial reductions in price for future compost plants built in Egypt.
- o In Port Said, the SWM Team was effectively involved in the attempt to resolve the solid waste disposal problem in this small but densely populated area which is not only surrounded on three sides by water but is confronted with a situation where all refuse leaving the city must go through customs. The Team performed a variety of important engineering tasks to clarify the issues.
- o In Suez, continuous management and technical assistance were provided over the year to the new Suez Cleaning and Beautification Authority. This new agency is slowly acquiring staff and developing a disposal plan which encompasses an in-town transfer site and a new landfill at Km 12 on the Cairo Suez Road.

1.3.4 **OMED:** The 1991 work program has been essentially completed. The following accomplishments highlight the activities of this period:

- o Four OMEDs are now taking the lead role for development of their Governorate's Operating or Current Budgets.

- o Implementing a program budgeting process and system in Qalubia Governorate (a 'first' for the Government of Egypt).
- o Completing an intensive two-week training program in the United States for selected OMED and governorate management staff.
- o Initiating the design phase of the first automated accounting and financial management system in Alexandria Governorate (Budget Monitoring System).
- o Improving the computerized budget development systems to increase the governorates' independent capacity to carry out the budget development process.
- o Assisting the MIS task to initiate the development of the Giza Property Tax Collection System.

1.3.5 **MIS:** the MIS technical assistance group continues to meet all scope of work requirements and has modified its role to address changing project needs and local resource mobilization initiatives.

- o The MIS centers are functioning independently in all six governorates with technical assistance only for specific systems.
- o Pilot project software has been successfully programmed in all six governorates MIS centers.
- o Pilot project systems have been implemented in Cairo and Suez, Qaliubia, Giza and Port Said. Alexandria will implement the systems after procuring new hardware.
- o Systems for BSDS and the Ministry of Local Administration are being implemented, to further institutionalize quarterly project reporting, sub-project rating, and needs assessment.
- o The O&M kardex parts inventory system has been successfully automated at the Sayeda Nafissa warehouse.
- o A new system for property tax collection in Giza is now under development.
- o A program budget system for OMED was successfully implemented in Qaliubia and Alexandria. Other OMED systems have received extensive upgrading and tenance in all governorates.
- o The Land Management roster system was successfully implemented in five governorates.
- o Fifteen governorate MIS Managers participated in a two week training program in Washington D.C.

1.3.6 **LMU:** The Land Management Program continued to make significant progress in 1991;

- o Cairo Governorate began active participation in the program:- All six urban governorates have now allocated staff and office space, and received LD II Urban provided equipment.
- o Both Land Management in-country and overseas Turkey Study Tour training programs were successfully completed.



## **LD II URBAN TECHNICAL SEMINARS**

**FINANCE AND COST RECOVERY (ABOVE); OPERATIONS  
AND MAINTENANCE (BELOW)**



- o Intensified training in project cash-flow and revenue generation (cost recovery) was accomplished. This resulted in five Urban governorates identifying viable projects with revenue generating (cost-recovery) components.
- o Installation of Land Management information and project development systems in those LMU's with trained staff and equipment to handle such systems was accomplished in four governorates with the other two requesting such equipment to be installed soon.
- o A dialogue with senior governorate management concerning incorporation of LMU projects in LD II Urban investment plans was accomplished. This resulted in four governorates identifying sub-project components for their pilot LMU project programs using LD II Urban investment plan resources.
- o Initiation of "on-the-ground" activity on LMU projects was realized in Suez and Port Said.
- o Credibility of the LMU concept and purpose was established with senior governorate management through project presentations and briefings by GOE LMU staff in Giza, Suez, Port Said, Qaliubia, and Cairo. This resulted in approval of all five pilot projects by senior management. In addition, land allocation decrees consolidating LMU powers to implement pilot projects were issued by governors in four governorates.

**1.3.7 Training:** The Training group achieved significant and substantial results in 1991.

- o Approval and implementation of seven overseas training tours using four different training companies and one U.S. University for 117 GOE officials from six governorates.
- o Strengthened the performance of the six governorates' training centers and Land Management Offices through an Organizational Development Training Program.
- o Completed evaluations of the impact of training courses on job performance in all areas of TAC assistance to the governorates.
- o Institutionalized the training administration functions of TAC in each governorate by developing a trained staff.
- o Completed the installation of an arabized training Roster System in the six governorates to track individual participants, courses and training costs.
- o Conducted 131 courses for 1,929 trainees over a total of 11,541 trainee days.



FSU LEARNING SYSTEMS INSTITUTE STAFF  
AND TRAINEES FROM PORT SAID AND SUEZ

## OVERSEAS TRAINING : TRAINING GROUP

FSU TRAINING DIRECTOR AND INSTRUCTOR WITH  
PARTICIPANTS FROM MINISTRY OF LOCAL ADMINISTRATION,  
ALEXANDRIA, GIZA, QALUIBIA , PORT SAID,  
AND LDII SENIOR TRAINING ADVISOR



## 2.0 BASIC SERVICES INSTITUTIONALIZATION

### 2.1 SECTION OVERVIEW

This section of the report describes the Basic Services Delivery System (BSDS), Operations & Maintenance (O&M) and Solid Waste Management (SWM).

- 2.1.1 BSDS: This activity has been a mainstay of the Decentralization Program effort since 1982. BSDS is the vehicle for the allocation of annual funds to local government units for capital investment and urban upgrading projects. As a component of the Decentralization Program, it is designed to improve local government capability to plan, budget and implement basic services to lower income neighborhoods and constituents.

To date, the LD II Urban BSDS effort has enabled districts to comprehensively address urgent service needs based upon district priorities and district capital development decisions. Technical assistance and training in 1991 has emphasized institutionalization by encouraging governorate level planning and follow up departments to take over all administrative functions.

- 2.1.2 O&M: 1991 saw both a reinforcement of previous technical gains and a marked improvement leap in attitudes toward income generation. These benefits were reflected in the new facilities coming on line. All six urban governorates can now take pride in their garage/workshop programs. Complacency was, however, discouraged as the fragility of gains made was recognized in a preliminary economic study which was concluded early in the year. In particular, this study defined the level of expenditure necessary to ensure that governorate fleets continue to serve the public need.
- 2.1.3 SWM: Continues to be problematic as there is still the dichotomy between the need for, and the availability of funds. Efforts in 1991 have there for been concentrated on specific areas where it was thought possible to provide the type of technical assistance which would result in little or no additional expenditure by the GOE.

## 2.2 BASIC SERVICES DELIVERY SYSTEM (BSDS)

### 2.2.1 INTRODUCTION

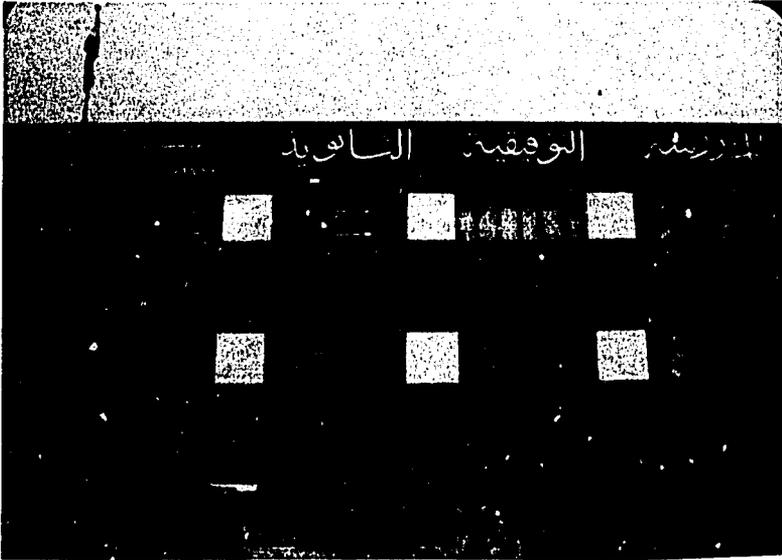
#### o Status of Institutionalization

1. Accomplishments: As a result of eight years of working with the planning, engineering, accounting, and contracting personnel at the district level, a system is now in place in which GOE officials of the six largest urban centers in Egypt routinely perform the following critical tasks:
  - identify needed projects
  - design and estimate costs for projects
  - prioritize lists of projects to correspond with available funds
  - prepare tender documents, advertize, and award projects
  - keep accurate financial records and issue payments to contractors
  - monitor construction and procurement activities
  - complete projects and close out financial records
  
2. Deficiencies: This system is in place but it needs fine tuning and a few major improvements. A number of weaknesses are:
  - the Local Popular Council, due to a variety of reasons, does not share fully with the Executive Council in implementation of the capital investment program.
  - often designs are incomplete and cost estimates are low
  - some construction quality is marginal
  - senior officials at the governorate level receive monthly reports with computerized tracking of the Investment Plans but they do not use the data to make timely decisions to resolve problem areas
  - financial officials are continuously changing and OJT is needed for each new chief accountant.
  - the concept of building maintenance is not fully understood at the district level. Many buildings built by either NUS or LD II funds should be receiving Maintenance Plan funds for such common items as painting, upgrading of lighting fixtures, and repair of broken treads in stairways; however, funds are not being allocated for this work.

#### o Methodology

During 1991, the governorate Secretaries General approved the BSDS plan for institutionalization and the TAC began training the personnel of the governorate-level planning and follow-up departments (GLPFUD) to:

1. Coordinate district efforts in collecting and compiling data to update the automated education, health and youth needs assessment reports (governorate level).
2. Conduct the water/wastewater, street lighting and road needs assessment reports.
3. Review and monitor the performance of the district level personnel in implementing a large number of sub-projects meant to improve the living conditions of the urban masses in low income areas. Specific tasks include:



## CAIRO GOVERNORATE

CONSTRUCTION OF NINE CLASSROOMS  
AL TAWFIKIA SCHOOL



- Spot check design and construction of sub-projects stressing quality and maintainability of construction. Foster technology transfer in site visits.
  - Regularly review Arabic Form 13s and 14s currently being generated by MIS staff at the governorates. Follow-up to resolve problems.
  - Validate financial status of each sub-project and check bank accounts.
4. Conduct sub-project rating program to assess quality of design and construction; evaluate level of usage and facility maintenance; and utilize the computer in developing comparisons of scores between districts and between sectors.
  5. Review and monitor the financial status of the special project funds.
  6. Review and monitor the implementation of the Maintenance Plan.

## 2.2.2 REVIEW OF MILESTONES

In the FY 91 Work Plan (January 1 - December 31, 1991) four BSDS Milestones were established for the fourth calendar year of the LD II (Urban) Project. Figure 2.2-1 summarizes Milestones Achievements for the BSDS Group.

o Milestone 1 (Milestone 2 on FY 91 Work Plan): ULDC Approvals for the 5<sup>th</sup> Year Investment Plan

Due to delays in the policy reform negotiations between USAID and GOE, the funding date for the 5<sup>th</sup> year Investment Plan (IP) was delayed. That caused, in turn, the rescheduling of all the IP preparation cycle. (The actual ULDC approval took place on September 4, 1991).

o Milestones 2 & 3 (Milestones 3 & 4 on the FY 91 Work Plan): Funding the Fifth Year Investment Plan

The ULDC in its meeting of September 4, 1991 declared all districts and governorates except Qaliubia Headquarters eligible to receive the 5<sup>th</sup> year LD II Block Grant. The first tranche checks were tentatively scheduled to be issued by Oct. 15, 1991 but all governorates actually received from the MLA the checks of the first tranche, in the amount of L.E. 22 million, on November 20 1991. To date, there is no announced schedule for the second tranche of L.E. 33 million.

o Milestone 4: (Milestone 5 on the FY 91 Work Plan) Funding the 6<sup>th</sup> Maintenance Plan

All 6 urban governorates received their checks on October 14, 1991.

## 2.2.3 ACHIEVEMENTS

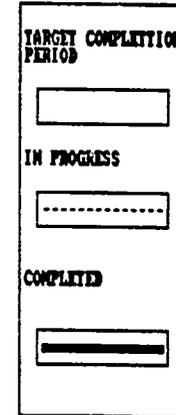
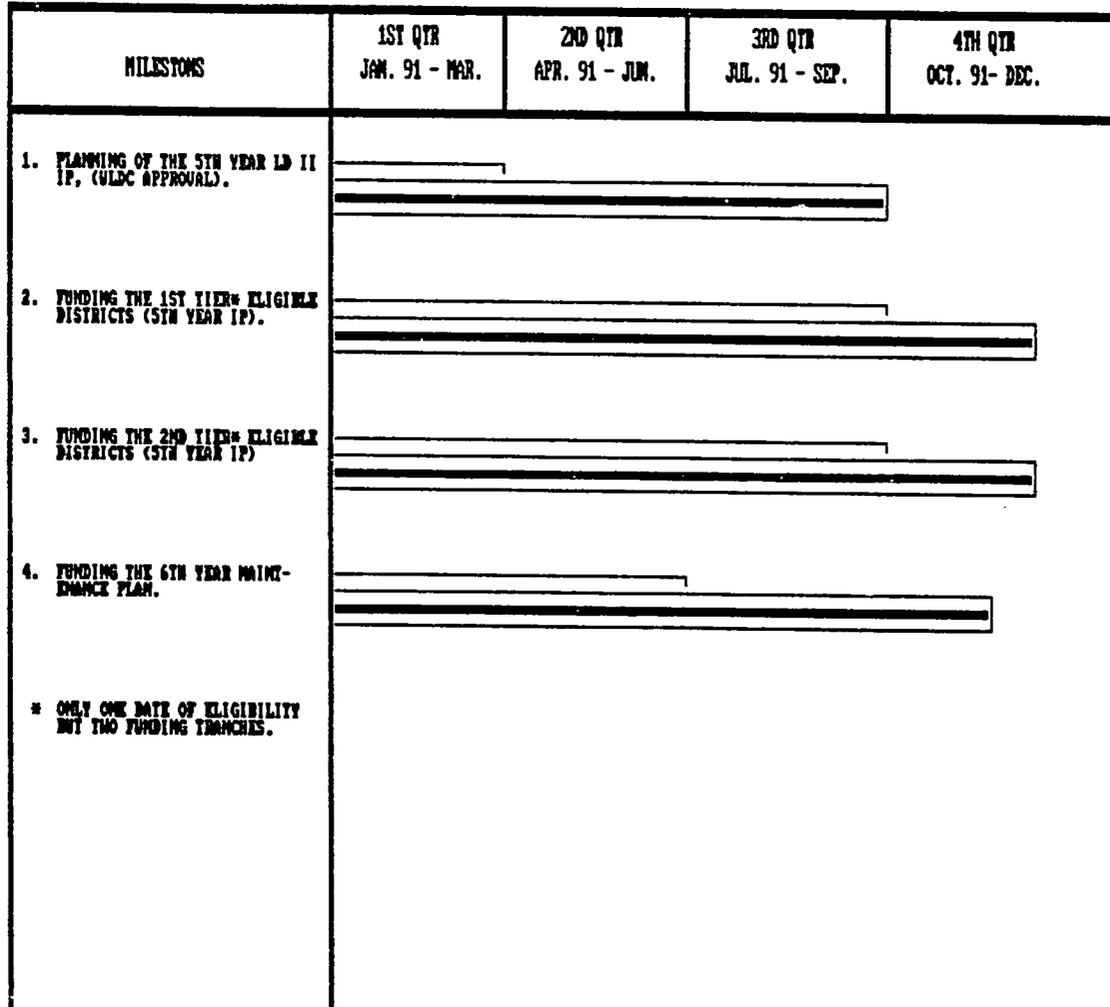
BSDS Project achievements are outlined below:

2.2.3.1 Numbers and Costs of Investment Plan (IP) Sub-Projects: Table 2.2-1, as of November 30, 1991, provides the status of the Investment Plans for the period FY 87-91. Although the number of sub-projects in any FY is liable to change as the plans are modified, it is noted that the current total for the LD II (Urban) Program is approximately 2,486 sub-projects: 381 in FY 87; 539 in FY 88; 627 in FY 89; 685 in FY 90 and 254 in FY 91. Of these sub-projects, approximately 720 are for procurement of equipment.

2792

# LD II URBAN PROJECT

## BASIC SERVICES DELIVERY SYSTEM



2-4

FIGURE 2.2-1

22

TABLE 2.2-F  
 LD II URBAN PROJECT INVESTMENT PLAN STATUS  
 L.E. 1000:

AS OF NOVEMBER 30, 1991

Governorate	FY 87				FY 88				FY 89				FY 90				FY 91				Total			
	Construction		Financial		Construction		Financial		Construction		Financial		Construction		Financial		Construction		Financial		Construction		Financial	
	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent	No. of SP	% of Constr. Compl.	Alloc. L.E.	% of Funds Spent
Cairo Gov.	9	100	3,454	100	4	100	5,435	100	17	84	4,855	93	--	--	--	--	6	0	2,130	0	38	82	15,693	84
Districts	129	100	4,769	100	253	100	16,545	100	241	99	16,361	96	330	93	23,277	86	192	0	6,939	0	1,145	89	67,890	84
Sub-total	138	100	4,032	100	257	100	21,980	100	258	96	21,216	95	320	93	23,277	86	209	0	9,069	0	1,183	86	83,572	84
Alex. Gov.	8	100	1,966	100	10	100	2,544	100	11	100	907	100	14	93	2,677	87	4	0	1,348	0	47	84	9,463	82
Districts	55	100	2,135	100	139	100	7,873	100	121	89	8,062	98	119	97	8,134	87	141	0	4,042	0	578	86	30,274	83
Sub-total	66	100	4,080	100	149	100	10,417	100	132	99	8,969	98	133	96	10,811	87	145	0	5,390	0	625	85	397	82
Giza Gov.	6	100	379	100	17	100	1,477	100	23	99	2,508	97	12	100	2,059	98	7	0	981	0	65	86	7,403	85
Districts	44	100	1,757	100	85	100	4,540	100	84	100	5,395	100	87	94	6,398	86	69	0	3,212	0	369	84	21,302	81
Sub-total	50	100	2,135	100	102	100	6,017	100	107	100	7,903	91	99	95	8,457	89	76	0	4,193	0	434	85	28,706	82
Qal. Gov.	5	100	181	100	1	100	465	100	4	91	1,721	89	2	71	1,702	65	0	0	0	0	12	85	4,070	81
Districts	24	100	808	100	30	100	2,289	100	26	100	2,209	100	34	95	2,936	79	33	0	2,297	0	147	78	10,541	72
Sub-total	29	100	989	100	31	100	2,754	100	30	96	3,930	95	36	86	4,641	74	33	0	2,297	0	159	79	14,611	75
P.S. Gov.	6	100	569	100	--	--	--	--	7	100	746	100	7	82	760	76	7	0	455	0	27	78	2,531	75
Districts	40	100	1,724	100	--	--	--	--	40	100	2,251	100	35	94	2,406	89	49	0	1,353	0	164	81	7,734	79
Sub-total	46	100	2,294	100	--	--	--	--	47	100	2,997	100	42	92	3,165	86	56	0	1,808	0	191	80	10,264	78
Suez Gov.	7	100	311	100	--	--	--	--	12	100	676	100	8	100	832	60	7	0	460	0	34	80	2,279	65
Districts	45	100	1,279	100	--	--	--	--	41	100	1,804	100	37	94	1,900	90	33	0	1,476	0	156	77	6,458	74
Sub-total	52	100	1,590	100	--	--	--	--	53	100	2,479	100	45	95	2,732	81	40	0	1,936	0	190	78	8,737	72
Total	381	100	19,119	100	539	100	41,167	100	627	98	47,494	97	685	94	53,153	85	550	0	24,693	0	2,782	85	18,562	82

G/INVEST

23



## QALIUBIA GOVERNORATE

CONSTRUCTION AND EQUIPPING  
BAHTEEM HEALTH CENTER



The total of the Block Grants for these fiscal years is approximately L.E. 175.4 million: L.E. 12.9 million in FY 87, L.E. 41.5 million in FY 88, L.E. 48.4 million in FY 89, L.E. 48.4 in FY 90 and L.E. 24.2 million in FY 91. The total of the funds actually available for Project disbursements, however, is L.E. 191.2 million when money retained at USAID for US procurement plus revenues and GOE NUS residual is included. Table 2.2-1 shows current allocations which include both Block Grants and GOE contributions.

Table 2.2-2 indicates the LD II funding details starting with FY 87 through FY 91.

**2.2.3.2 Numbers and Costs of IP Sub-Projects in each of the Major Services Sectors:** Figure 2.2-2 provides, as of November 30, 1991, the distribution of the LD II (Urban) Program sub-projects in each of the major sectors and also the fund allocations per sector. Analysis of the data indicates that, continuing the trend of previous years, most of the LD II (Urban) Program allocations are focused on infrastructure/utilities, education, and maintenance centers. Public health, social affairs, and food security have lesser allocations for their sub-projects.

110 utility and infrastructure sub-projects, 77 maintenance center sub-projects, 71 education sub-projects, 45 health sub-projects and 33 youth sub-projects were initiated within the last year (October 31, 1990 - December 31, 1991).

During 1991, more funds were allocated for utilities and vehicle maintenance sub-projects compared with the average for the whole program, while less funds were allocated for education and health sub-projects. This trend was most obvious in Alexandria and Giza.

Low income urban citizens benefitted from the LD II (Urban) Project follows:

Infrastructure

- Street Paving	2,353,848	m <sup>2</sup>
- Street Lighting	634,100	l.m.
- Potable Water	58,496	l.m.
- Sewers and Drainage	44,422	l.m.

Education Sector Construction

- Classrooms	2,106	
- WCs	957	
- Equipment	40,472	pieces

Health Sector

- Health Facilities	34,173	m <sup>2</sup> (construction of new patient wards, hospital additions and clinics)
- Health Equipment Procurement	11,028	pieces

Youth Sector Construction

- Youth Facilities	59,030	m <sup>2</sup>
--------------------	--------	----------------

Maintenance Facility Construction

- Vehicle Maintenance Facilities	229,138	m <sup>2</sup>
- Road Maintenance Facilities	3,694	m <sup>2</sup>
- Building Maintenance Facilities	3,270	m <sup>2</sup>
- Maintenance Equipment Procurement	10,352	pieces

Table 2.2-2

## LD-II URBAN FUNDING - ALL SOURCES

(L.E. 000)

As of November 30, 1991

FISCAL YEAR	USAID 90%	GOE 10%	(1) BLOCK GRANT	(2) ADD. FUNDS		(3) TRANSFERS		(4) REVENUES			(5) TOTAL ALLOC.	(6) RETAIN. BY AID	(7) NET ALLOC.
				USAID A	GOE/MUS RESID. B	FROM	TO	INTEREST	PENAL.	TENDER DOCUMENTS			
86/87	11,726	1,173	12,899	1,100	6,209	258	2,061	627	75	12	19,119	-	19,119
87/88	37,741	3,774	41,515	0	0	1,276	3,476	1,228	591	33	41,167	-	41,167
88/89	44,000	4,400	48,400	1,102	0	5,242	4,459	1,663	342	91	52,381	4,887	47,494
89/90	44,000	4,400	48,400	0	0	5,166	1,438	1,402	265	68	53,863	710	53,153
90/91	22,000	2,200	24,200	0	0	493	0	0	0	0	24,693	0	24,693
TOTAL	159,467	15,947	175,414	2,202	6,209	12,435	11,434	4,920	1,273	204	191,223	5,597	185,626

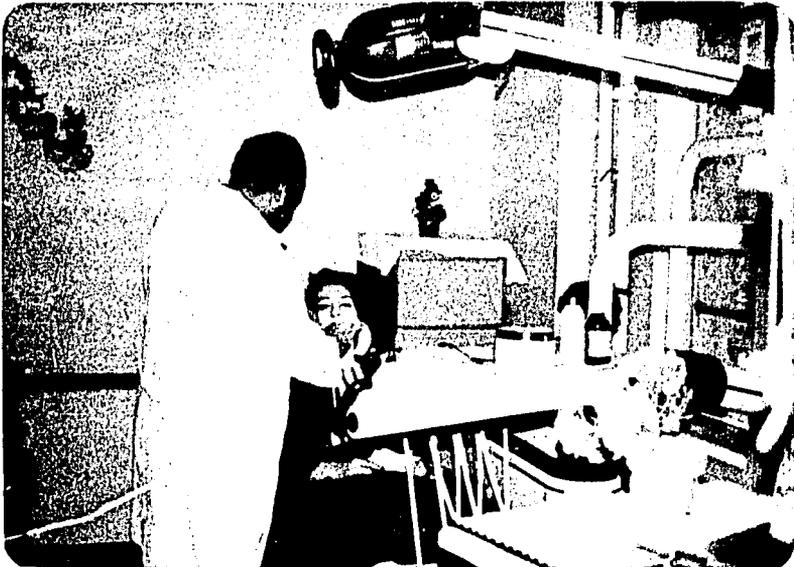
NOTES

1. The block grant through the five fiscal years.
2. The additional funds represent:
  - A. The amounts disbursed from USAID for the increase of rate of exchange for garage program funds, L.E. 1.100 million, and the NUS Program residuals, L.E. 1.102 million.
  - B. NUS GOE counterpart residuals for financing priority 1 maintenance facility sub-projects in FY 87 Investment Plan.
3. These amounts represent the funds transferred between the LD-II fiscal years plus the residuals from the NUS Program block grant.
4. The revenues generated represent the receipts from bank interest, contractor penalties, and sale of tender documents. This is according to Article 5-9 of the Agreement "Retention of Penalty Fees and Interest."
5. The total available funds of all sources.
6. The amounts retained by USAID for US procurement.
7. The net allocation represent the available funds in the six urban governorates.



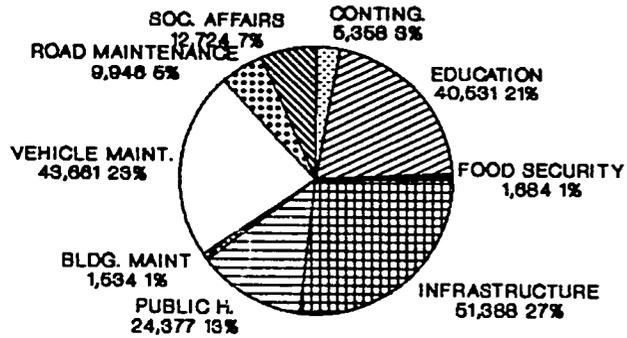
## CAIRO GOVERNORATE

RENOVATION AND EQUIPPING  
STUDENT HEALTH CARE HOSPITAL



## LD II URBAN SUB-PROJECTS BY SERVICE SECTOR

1987 THRU 1991  
(X 1000 LE)

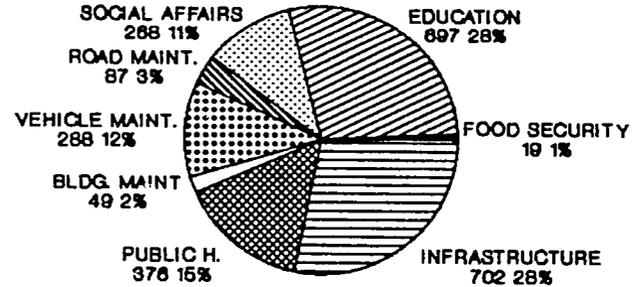


**TOTAL FUNDING (L.E.): 191,224**

## LD II URBAN SUB-PROJECTS BY SERVICE SECTOR

1987 THRU 1991  
(NUMBER OF SUB-PROJECTS)

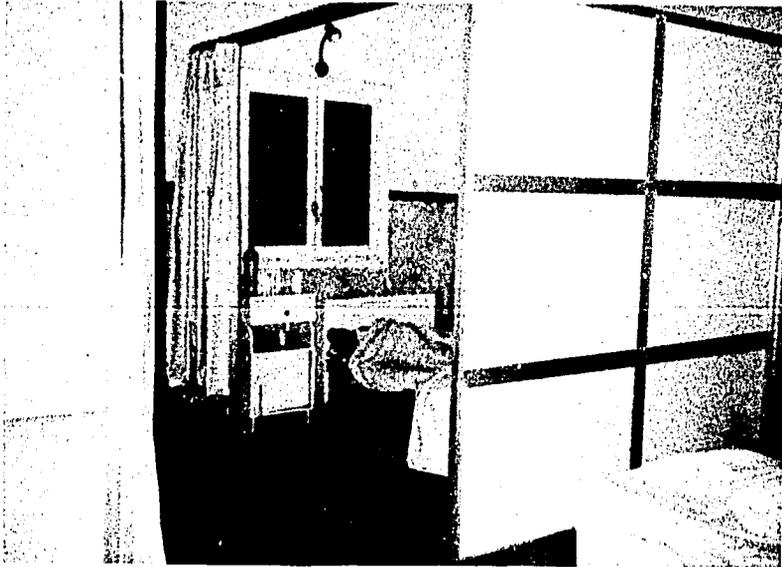
AS OF NOV. 28, 1991



**TOTAL NO. OF SUB-PROJECTS: 2,486**

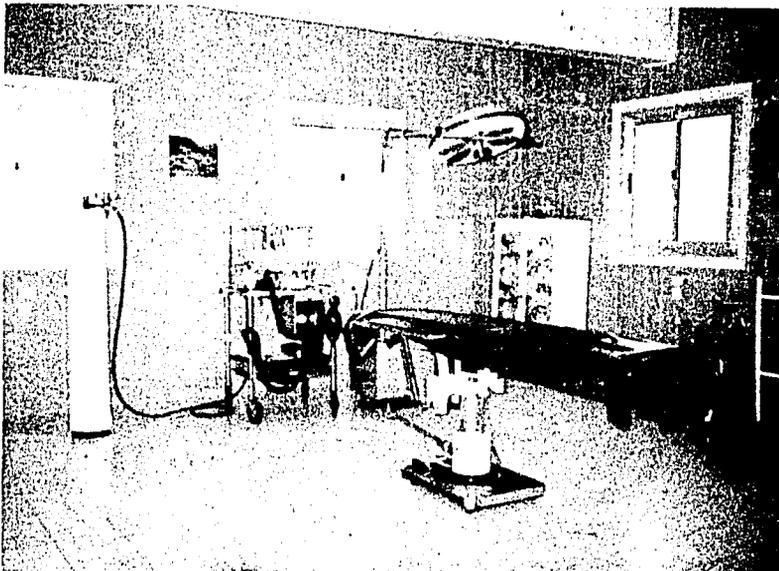
Figur 2.2-2

28



## GIZA GOVERNORATE

UPGRADING AND EQUIPPING  
OM EL MASREEN HOSPITAL



Over the five years of the LD II (Urban) Program, the average cost per sub-project varied, as follows:

- L.E. 51,000      FY 87
- L.E. 78,000      FY 88
- L.E. 80,000      FY 89
- L.E. 79,000      FY 90
- L.E. 97,000      FY 91

This indicates that, in the three years following the major change in the exchange rate in 1987, the size of the sub-projects was surprisingly stable, completely ignoring inflationary trends whereas the high average cost for FY 91 was distorted due to the fact that large projects were selected for the first tranche. Separate analysis of the FY 91 Program clearly shows that the highest average costs are for vehicle maintenance and infrastructure sub-projects while the youth, health and education sub-projects have lesser average costs.

**2.2.3.3 Numbers of Beneficiaries Per Service Sector:** Figure 2.2-3 indicates that about 22 million urban citizens have benefited from the five years of the LD II (Urban) Program, based on Project standard methods for calculation of beneficiaries. These methods which evolved during the NUS Project are an attempt to quantify the complex and somewhat subjective determination of who benefited from different types of sub-projects (such as youth centers, garages or clinics). These methods were detailed in the 1989 Annual Report.

The pie chart (Figure 2.2.3) shows that the largest number of beneficiaries (48% of the total) are associated with the infrastructure and utilities sub-projects which only constitute 28% (Figure 2.2.2) of the total number of LD II sub-projects. On the other hand, although the education sub-projects are 28% of the total number of LD II sub-projects (Figure 2.2.2), this sector has a low number of beneficiaries (3%) because only the actual students using the classroom are listed as beneficiaries.

**2.2.3.4 Breakout of Sub-Projects into Priorities and Categories of Construction, Renovation, and Equipment:** Figures 2.2-4 and 2.2-5 graphically portray this distribution in terms of numbers of sub-projects and in terms of expenditure for the five-year period.

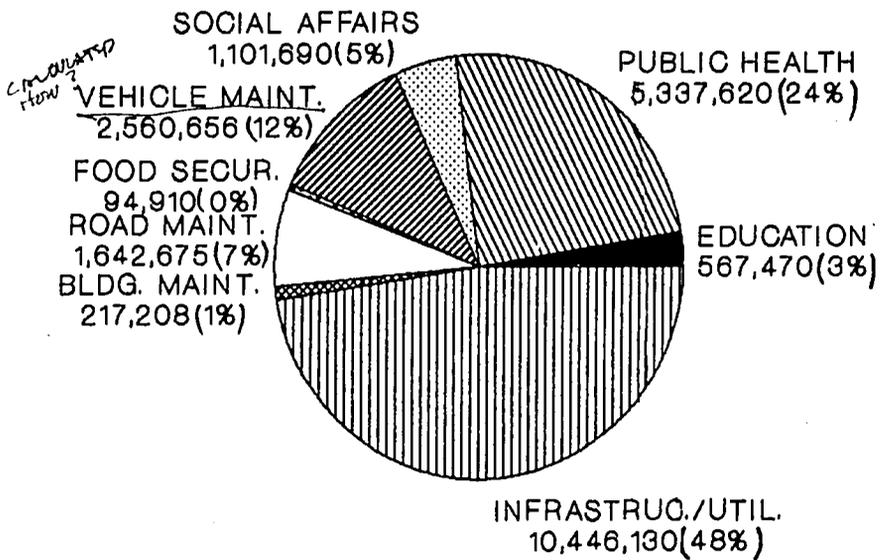
When Figure 2.2.4, is compared with the four-year totals of FY 87-90 shown in last year's report, it is seen that the five-year period ending with FY 91 has no radical changes in percentages of allocations in each type.

Figure 2.2.5, displays the priority distribution by funds over the five-year period FY 87-91. By comparison, it is seen that many of the Priority 1 jobs are relatively expensive as 17 percent of these sub-projects constitute 29 percent of the total expenditures.

Table 2.2.3, indicates how each governorate, over the total LD II (Urban) Project, has invested its capital improvement funds within each of the priorities. It is seen that, percentage-wise, Port Said still has the highest percentage investment in Priority 1 (i.e. 50 percent of total allocations) while Giza has the highest percentage Priority 2 (70 percent of the total allocation-higher than last years 58 percent). The highest percentage in Priority 3 is Suez (12 percent of total allocations) which is still within the recommended range for Priority 3 (0-20%).

**2.2.3.5 Analysis of Program Completion Time:** As was demonstrated in last year's Annual Report, it is possible, by plotting the sub-project program implementation period (days) and the respective total cost of the program in million of L.E. per governorate (which gives a result of days for Program completion per million L.E. for each individual urban governorate), to calculate a resulting number which can serve as an indicator of the capacity of an urban district to implement capital improvement programs in an expeditious manner. Then, in comparing the results, we can see that this number, in days per L.E. million, will decrease as a result of an increase in competence by the local staff.

# LD II URBAN PROGRAM BENEFICIARIES BY SERVICE SECTOR 1987 THRU 1991



**TOTAL NO. OF BENEFICIARIES : 21,968,363**

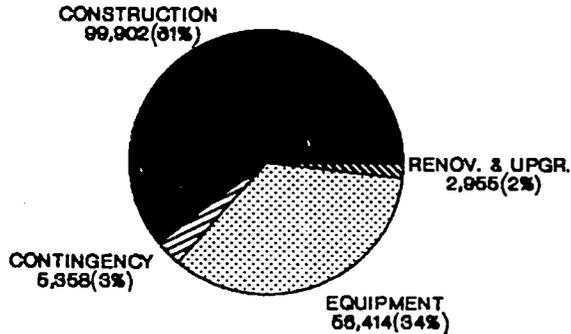
*1.5 BENEF/ART.*

**PERCENTAGES ROUNDED TO NEAREST WHOLE NUMBER**

Figure 2.2-3

**INVESTMENT PLAN SUB-PROJECT  
DISTRIBUTION BY TYPE  
(000 L.E.)**

**FY 86/87-90/91  
AS OF NOV. 30, 1991**



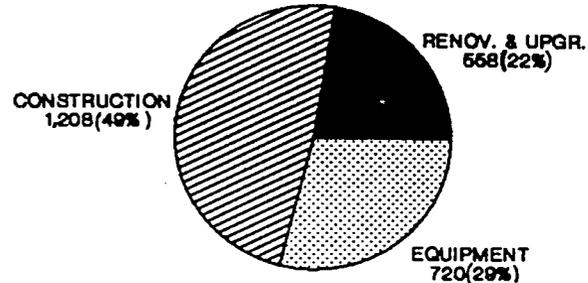
**(191,224) : ALLOCATION IN L.E.**

**NOTE:** IN THIS CONTEXT, THE "RENOVATION AND UPGRADING" CATEGORY includes those renovation and upgrading sub-projects where some new construction (e.g.) vertical addition has also taken place where as the "category" includes both new construction and horizontal addition at existing sites

**SOURCE :** WILBUR SMITH ASSOCIATES FROM TA CONTRACTOR RECORDS

**INVESTMENT PLAN SUB-PROJECT  
DISTRIBUTION BY TYPE**

**FY 86/87 - 90/91  
AS OF NOV. 30, 1991**



**(2486): NO. OF SUB-PROJECTS**

**NOTE:** In this context, the "renovation and upgrading" category includes those renovation and upgrading sub-projects where some new construction (e.g.) vertical addition has also taken place where as the "category" includes both new construction and horizontal additions at existing sites

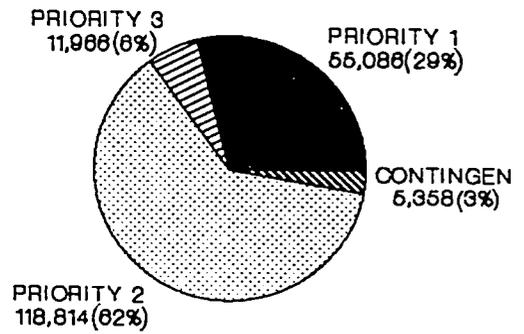
**SOURCE :** WILBUR SMITH ASSOCIATES FROM TA CONTRACTOR RECORDS

Figure 2.2-4

22

# INVESTMENT PLAN FUNDS DISTRIBUTION BY PRIORITY

FY 86/87 - 90/91  
AS OF NOV. 30, 1991  
(000 LE.)

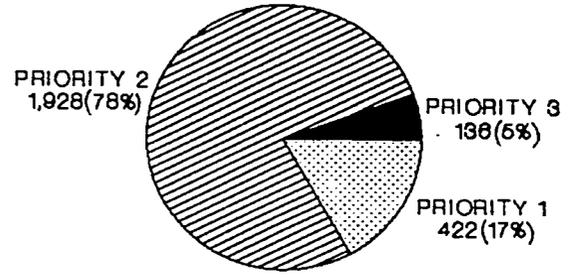


TOTAL FUNDING (L.E.) : 191,224

PRIORITY 1 : MAINTENANCE FACILITIES  
PRIORITY 2 : RENOVATION & UPGRADING  
PRIORITY 3 : NEW CONSTRUCTION  
NOTE: IN THIS CONTEXT PRIORITIES 1 & 2 INCLUDE SOME CONSTRUCTION COMPONENTS

# INVESTMENT PLAN SUB-PROJECT DISTRIBUTION BY PRIORITY

FY 86/87 - 90/91  
AS OF NOV. 30, 1991



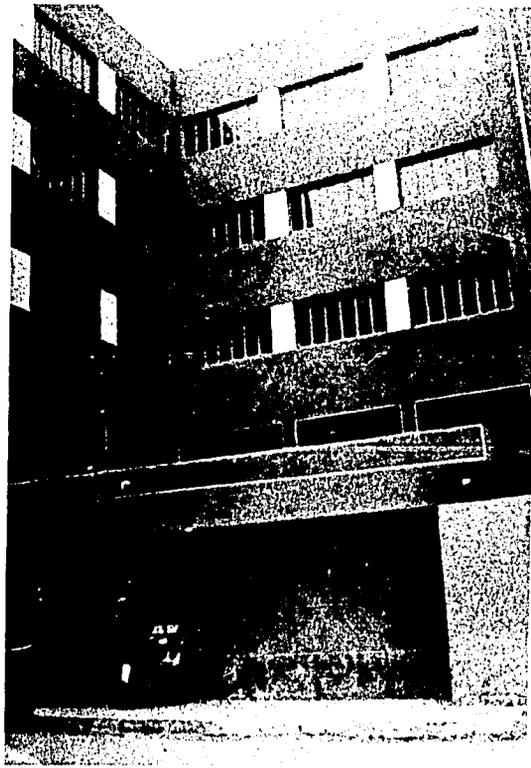
TOTAL NO. OF SUB-PROJECTS : 2,486

PERCENTAGES ROUNDED OFF TO THE WHOLE NO.

Figure 2.2-5

2-12

30  
11



## CAIRO GOVERNORATE

CONSTRUCTION AND EQUIPPING OF  
AN OUTPATIENT CLINIC,  
SHOUBRA GENERAL HOSPITAL



NUMBER OF SUB\_PROJECTS AND ALLOCATIONS BROKEN OUT BY PRIORITY  
FOR FY 1987 - 1991

As of 11/30/91

NO. SP.	TOTAL ALLOCATION	PRIORITY 1				PRIORITY 2				PRIORITY 3				CONTINGENCY	
		NO. SP.	PER %	ALLOC. (L.E.)	PER %	NO. SP.	PER %	ALLOC. (L.E.)	PER %	NO. SP.	PER %	ALLOC. (L.E.)	PER %	ALLOC. (L.E.)	
CAIRO	1080	86,934,376	148	13	23,717,986	27	901	83	57,591,960	66	31	2	3,705,890	4	1,918,540
ALEXANDRIA	544	41,711,919	85	15	12,242,065	29	431	79	25,916,259	62	28	5	2,477,683	5	1,075,912
GIZA	390	28,705,506	51	13	5,514,192	19	314	80	20,339,137	70	25	6	2,078,483	7	773,694
QALIUBIA	136	14,870,742	32	23	5,663,378	38	90	66	6,692,904	45	14	10	1,605,276	10	909,184
PORT SAID	163	10,264,417	63	38	5,152,912	50	83	50	3,973,568	36	17	10	992,597	9	145,340
SUEZ	173	8,736,840	43	24	2,795,078	31	109	63	4,300,243	49	21	12	1,106,230	12	535,289
----- Total =====	2486	191,223,800	422	16	55,085,611	28	1928	77	118,814,071	62	136	5	11,966,159	6	5,357,959

PRIORITY 1 : MAINTENANCE FACILITIES  
PRIORITY 2 : RENOVATION AND UPGRADING  
PRIORITY 3 : NEW FACILITIES

SOURCE : MILBUR SMITH ASSOCIATES (CAPMAS CENSUS FIGURES)

In this report, one additional step was taken in that recognition was given to the fact that a governorate does not, itself, implement all the work in its total governorate allocation. Rather, the implementation is done by a number of districts, each with their own staff. Thus, in our analysis, we must weigh (multiply) each program completion period by a factor involving the number of districts in the governorate divided by the total number of urban districts (e.g. Cairo factor  $20/42 = 0.48$ ). Then, if we wanted to calculate the exact days per governorate, the process is reversed and the vertical coordinate shown is divided by the factor.

With respect to overall trends, it is seen in Figure 2.2-6 that:

1. The downward trend in the number of days per L.E. million of sub-project cost has started to flatten out for all governorates except for Suez and Port Said. This seems to indicate that incremental improvements in efficiency will be smaller from now on.
2. It is not readily apparent why results are slightly worsening in Port Said and Suez.

**2.2.3.6 Numbers and Costs of Maintenance Plan Sub-Projects:** Table 2.2-4 Maintenance Program Summary, as of November 30, 1991 provides the overall status of the Maintenance Plans for the period of FY 87-91 for all the six urban governorates. It is seen that the total funds allocated for five fiscal years are approximately L.E. 20.3 million of which L.E. 19.7 million (97%) were spent and L.E. 0.612 million (3%) were returned to MOF. (The GOE has announced that these recaptured funds will be released upon request of governorates).

Table 2.2-4 also shows that the current total of maintenance sub-projects for the five fiscal years of the LD II (Urban) Program is 1324, of which approximately 61 percent involved the specific program objective, namely, maintenance of LD II (Urban) or NUS sub-projects. Prior to 1990, there was a disappointing trend in that the percentage of special maintenance funds spent on maintaining the LD II and the NUS sub-projects was reducing, but the TAC review of the FYs 91 and 92 Maintenance Plans indicated that this trend has been reversed, (Table 2.2-4A indicates 77% for 1992). This is due to the continuous OJT used in prior years. Table 2.2-4A also indicates the distribution of FY 92 Maintenance funds per district.

The comparison between FY 91 and FY 92 Maintenance Funds indicated an overall increase of L.E. 1,819,034, as follows:

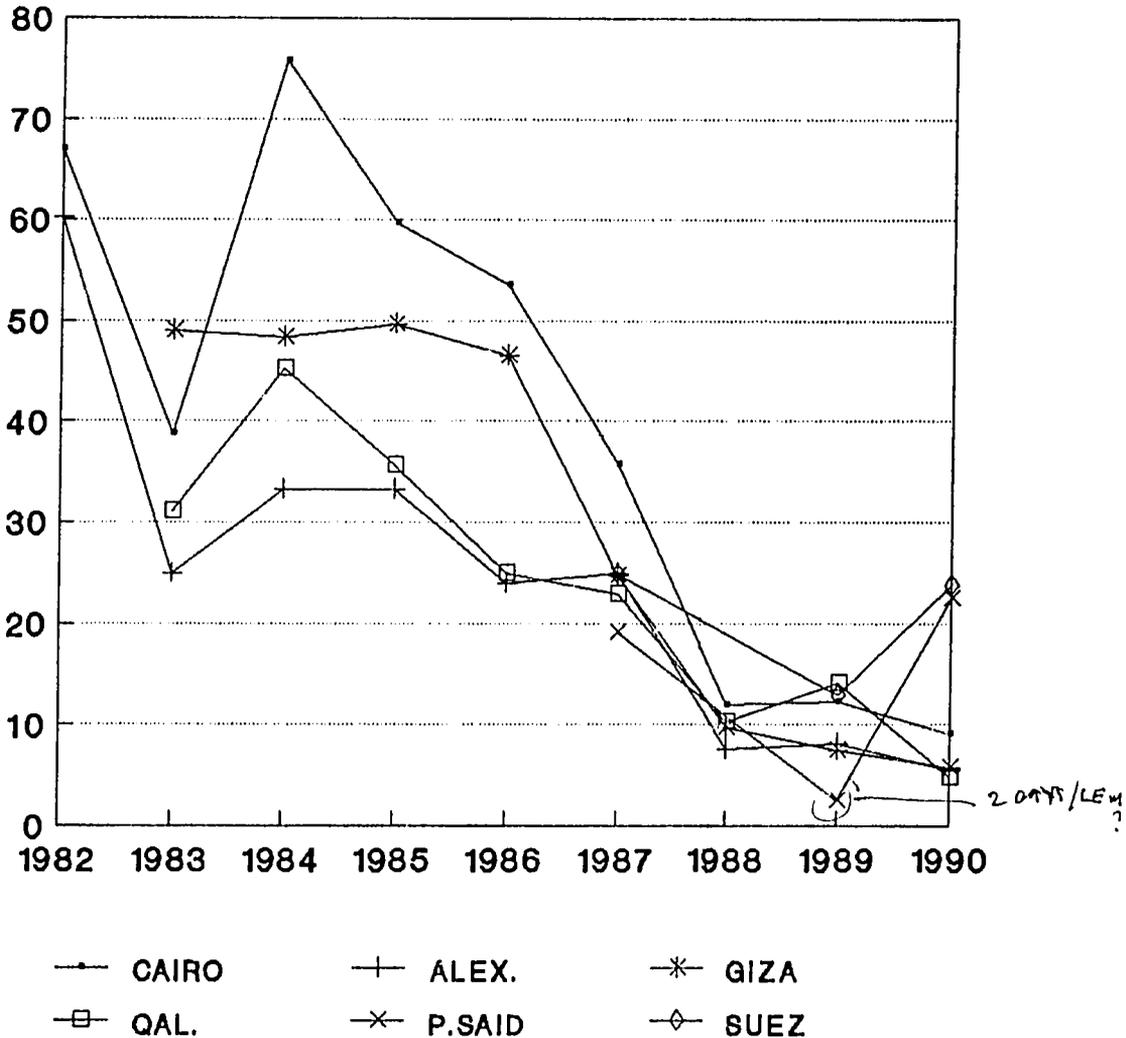
<u>Governorate</u>	<u>FY 92</u>	<u>FY 91</u>	<u>Increase</u>
Cairo	4,770,300	3,873,588	896,712
Alexandria	2,350,300	1,795,840	553,460
Giza	1,918,000	1,532,850	385,150
Qaliubia	867,110	961,138	(94,028)
Port Said	395,500	372,170	23,330
Suez	<u>338,100</u>	<u>283,690</u>	<u>54,410</u>
<b>TOTAL</b>	<b>10,639,310</b>	<b>8,820,276</b>	<b>1,819,034</b>

### 2.3.7 INSTITUTIONALIZATION

After approval by the Secretaries General of the BSDS institutionalization plan for three management systems, needs assessment, sub-project rating, and sub-project tracking, continuous progress has been made over the last four months of 1991. Some details are provided below:

- o If the GLPFUD is to control and monitor these three systems, then one of the first steps is the nomination of finance, engineering, and keypunch personnel in each GLPFUD. The following tabulation shows the progress as of December 31, 1991. It is noted that four people (3 as backup) were required for the keypunch function but in all of the governorates, senior people insisted on becoming qualified also so that they could obtain the computer training.

# ANALYSIS OF PROGRAM COMPLETION TIME MEAN 90% COMPLETION (DAYS/MILL L.E. OF SUB-PROJECT COST) AS OF NOV. 30, 1991



NOTE: VERTICAL COLUMN IS DAYS PER MILLION L.E. OF  
SUB-PROJECT COST FOR MEAN 90% COMPLETION OF PROGRAM FY  
SOURCE: WILBUR SMITH ASSOCIATES TA CONTRACTOR RECORDS

Figure 2.2-6

TABLE 2-2-4  
LDII URBAN PROJECT  
MAINTENANCE PROGRAM SUMMARY  
FY 87 - 91

PAGE 1/2

AS OF 11/30/91

GOVERNORATE/ DISTRICT	TOTAL NO SP.	TOTAL NO. NUS OR LDII	ALLOC. (L.E.)	DISB. (L.E.)	RETURN TO MOF
<b>CAIRO</b>					
GOVERNORATE	26	17	1,763,747	1,759,022	4,725
HELMAN	61	49	629,640	611,069	18,571
HELIOPOLIS	38	23	660,057	654,825	5,232
WEST	47	35	430,300	429,234	1,066
ABDEEN	35	14	444,693	394,941	49,752
CENTRAL	32	25	385,239	382,917	2,322
WAILY	42	16	505,629	495,823	9,806
EL MATAREYA	62	40	464,023	404,394	59,629
ZEITOUN	53	25	478,743	437,921	40,822
SOUTH	42	14	365,413	361,031	4,382
MISR EL KADIMA	55	37	451,852	409,800	42,052
ROD EL FARAG	63	25	407,973	377,107	30,866
SHOUBRA	44	30	441,675	436,344	5,331
NASR CITY	16	9	182,810	181,350	1,460
EL ZAWIA	34	14	388,121	382,842	5,279
EL SALAM	39	12	354,517	232,671	121,846
MAADI	23	18	390,957	387,528	3,429
EL SAHEL	39	21	463,288	455,417	7,871
AIN SHAMS	19	4	175,902	175,902	0
TEBBEEN	12	2	223,000	223,000	0
MANCHIET NASER	0	0	0	0	0
<b>SUB-TOTAL</b>	<b>782</b>	<b>430</b>	<b>9,607,579</b>	<b>9,193,138</b>	<b>414,441</b>
<b>ALEXANDRIA</b>					
GOVERNORATE	14	9	810,472	810,078	394
EASTERN	43	28	631,844	614,735	17,109
MID-TOWN	42	26	616,215	596,219	19,996
WEST	41	32	590,000	520,789	69,211
AMREYA	39	29	598,000	596,075	1,925
MONTAZAH	36	20	609,288	575,622	33,666
GOMROK	33	23	578,621	540,600	38,021
<b>SUB-TOTAL</b>	<b>248</b>	<b>167</b>	<b>4,434,440</b>	<b>4,254,118</b>	<b>180,322</b>
<b>GIZA</b>					
GOVERNORATE	10	10	1,097,098	1,097,098	0
NORTH	36	27	396,493	396,493	0
SOUTH	41	26	420,336	420,336	0
WEST	36	30	446,008	446,008	0
CENTRAL	28	18	342,912	342,912	0
EL HARAM	11	10	225,444	224,076	1,368
<b>SUB-TOTAL</b>	<b>162</b>	<b>121</b>	<b>2,928,291</b>	<b>2,926,923</b>	<b>1,368</b>

TABLE 2-2-4  
 LD11 URBAN PROJECT  
 MAINTENANCE PROGRAM SUMMARY  
 FY 87 - 91

PAGE 2/2

AS OF 11/30/91

GOVERNORATE\ DISTRICT	TOTAL NO SP.	TOTAL NO. NUS OR LOII	ALLOC. (L.E.)	DISB. (L.E.)	RETURN TO MOF
<b>QALIUBIA</b>					
GOVERNORATE	13	8	543,770	543,770	0
EAST	24	10	798,441	798,428	13
WEST	27	18	904,641	892,499	12,142
SUB-TOTAL	64	36	2,246,852	2,234,697	12,155
<b>PORT SAID</b>					
GOVERNORATE	5	3	224,578	224,578	0
PORT FOUAD	5	5	78,673	78,673	0
EL ARAB	4	4	66,000	66,000	0
EAST	9	7	64,280	64,280	0
EL MANAKH	5	5	158,020	158,020	0
EL DAMAHY	3	3	36,589	36,589	0
SUB-TOTAL	31	27	628,140	628,140	0
<b>SUEZ</b>					
GOVERNORATE	11	5	186,050	182,071	3,979
SUEZ	7	6	93,900	93,792	108
EL ARBEEIN	6	6	83,640	83,306	334
ATAKAH	6	5	87,200	87,194	6
EL GANAIEH	7	4	17,850	17,850	0
SUB-TOTAL	37	26	468,640	464,213	4,427
<b>TOTAL</b>	<b>1324</b>	<b>807</b>	<b>20,313,942</b>	<b>19,701,229</b>	<b>612,713</b>

<u>Governorate</u>	<u>Engineers</u>	<u>Finance</u>	<u>Computer Data Entry</u>
Cairo	2	4	7
Alexandria	-	2	6
Giza	-	2	9
Qaliubia	-	2	6
Port Said	-	2	5
Suez	2	2	6

o **Work Areas**

1. **Needs Assessment**

- a. **Education, Health and Youth (Updating):** In all of the governorates, the field visits and filling out of the survey forms was completed by the district engineers. All the forms were then forwarded to the GLPFUDs who are being trained to prepare the updated reports. The computer system which was previously developed for Port Said governorate is now being installed in the MIS section of each governorate. The MIS sections will handle the work until the new computer work stations are on line in each GLPFUD.

In Cairo Governorate, very tangible progress has been noted as the GLPFUD personnel have now completed entering the updated education, health, and youth data for all districts. The work is also in operation in Alexandria and the updated reports will be available soon in all of the governorates.

- b. **Water/Wastewater, Roads and Street Lighting:** Using the report for Giza City which includes maps showing location of all existing and proposed water mains, sewers, roads and street lighting, training has now been conducted in all of the six urban governorates. During January and February, the TAC engineers will accompany the GLPFUD personnel out to the districts to monitor progress in this activity.

2. **Sub-Project Monitoring**

- **Arabic Tracking System (ATS):** The detailed on-the-job training (OJT) in updating and reviewing the Arabic monitoring forms has been completed for the six urban governorates. BSDS is now working with each governorate to expand the quarterly output to include Tables 5 through 9. This task has been completed in Cairo, Suez, and Port Said.
- **Parallel System:** It is planned to operate the parallel system for the data of the month of December. Then, if the governorates submit adequate quarterly reports to USAID by the end of January, the system will be shut down.
- **Sub-Project Coding:** As parts of the institutionalization program, the BSDS engineers have reviewed the FY 91 Investment Plan sub-project coding which had been done by the GLPFUDs. Essentially, the GOE work was quite good and only a few corrections were needed.
- **Financial Monitoring:** The financial follow-up personnel who have been seconded to the governorate-level Planning and Follow-Up Department (GLPFUD) are now regularly accompanying the TAC financial specialists to the districts and are learning the monitoring/auditing function formerly performed by the TAC. Every GLPFUD has commercial graduates so availability of financial personnel does not constitute a problem as it does with engineers; however, many of the FFUP have never been in the LD II program implementation and so they need a continuing effort with on-the-job training.

PER DISTRICT

GOVERNORATE	No	DISTRICT	TOTAL SP	# OF LD II/ NUS SP	AMOUNT L. E.
CAIRO	00	Govern. H.Q.	3	3	1,192,575
	01	Helwan	15	11	223,000
	02	Heliopolis	11	10	214,700
	03	West	11	8	203,500
	04	Abdeen	10	7	193,224
	05	Central	8	8	150,000
	06	Waily	6	5	200,000
	07	El Matarya	8	6	117,100
	08	Zeitoun	10	8	150,000
	09	South	13	9	104,185
	10	Misr El Kadima	24	16	200,000
	11	Rod El Farag	6	6	120,000
	12	Shoubra	8	6	168,700
	13	Nasr City	9	8	135,000
	14	El Zawia	17	12	221,000
	15	El Salam	16	15	174,460
	16	Maadi	28	16	229,000
	17	El Sahel	15	12	276,000
	18	Ain Shams	10	8	140,000
	19	El Tebeen	14	9	223,000
20	Manshiet Naser	11	11	134,856	
Sub-Total			253	194	4,770,300
ALEXANDRIA	00	Govern. H.Q.	3	3	340,300
	01	Eastern	4	4	335,000
	02	Mid-Town	14	11	335,000
	03	West	18	12	335,000
	04	Amreya	10	9	335,000
	05	Montaza	9	5	335,000
	06	Gomrok	6	6	335,000
Sub-Total			64	50	2,350,300

maint-92/sy

Table 2.2-4 A  
DISTRIBUTION OF FY 92 MAINTENANCE FUND  
PER DISTRICT

GOVERNORATE	No	DISTRICT	TOTAL SP	# OF LD II/ NUS SP	AMOUNT L.E.
GIZA	00	Govern. H.Q.	5	5	965,000
	01	North	11	8	130,000
	02	South	5	5	175,000
	03	West	9	5	150,000
	04	Central	7	5	165,000
	05	El-Haram	16	8	333,000
Sub-Total			53	36	1,918,000
QALIUBIA	00	Govern. H.Q.	6	6	282,110
	01	East	-	-	263,000
	02	West	14	9	322,000
Sub-Total			20	15	867,110
PORT SAID	00	Govern. H.Q.	2	2	131,000
	01	Port Fouad	2	2	50,000
	02	El Arab	3	3	51,000
	03	East	6	5	44,000
	04	El-Manakh	1	1	94,500
	05	El-Dawahy	5	4	25,000
Sub-Total			19	17	395,500
Suez	00	Govern. H.Q.	7	7	189,100
	01	Suez	1	1	25,600
	02	El-Arbaeen	2	1	44,000
	03	Attaka	3	3	60,000
	04	El-Ganayen	3	3	19,400
Sub-Total			16	15	338,100
TOTAL			425	327	10,639,310

mant-92b/sy

- Engineering Monitoring: As reported previously, the institutionalization is being hindered by a lack of engineers attached to the GLPFUD. Cairo and Suez, however, have nominated personnel and they are being trained.
  - Investment Plan Review: Meetings were held in all urban governorates between the BSDS monitoring personnel and their counterparts in the GLPFUD. The purpose was to conduct a joint review of the FY 91 IP and FY 92 MP in conformance with the guidelines laid out in the BSDS User's Manual.
3. Sub-Project Rating System: Training GLPFUD engineers to rate LD II sub-projects has started in Cairo and Suez Governorate. An agreement was concluded with H.E. Cairo Deputy Governor, Mohamed Youssef, to prepare a recorded video tape demonstrating the rating items based on field visits to some of the LD II sub-projects in his zone. This video tape will be used as training material to instruct the other governorates so that they can also run the rating program.

### 2.3.8 TRAINING IN SUPPORT OF BSDS

In addition to the continuous on-the-job training provided during the field visits, the BSDS Team has participated in developing, conducting and informally evaluating the impact of the following courses which were given to the GOE district personnel for the first time during the last year:

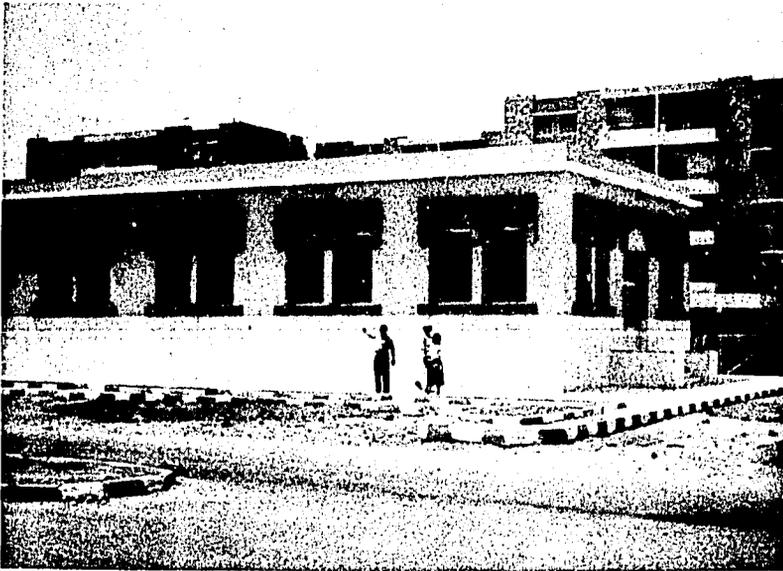
1. Cost Analysis and Construction Details: Early in the year, orientation seminars were conducted in all the urban governorates during which the contents of both of the reports were explained in detail to all the concerned district officials. The engineers and planners have been using these manuals in preparation of the FY 91 Investment Plan.
2. Water/Wastewater, Roads and Street Lighting: Training sessions were conducted for the concerned urban governorate engineers and planners to teach them how to gather field data, compile reports and use the findings to establish priorities on capital improvement plans.
3. Sub-Project Planning and Monitoring Overseas Training: The BSDS overseas training course was successfully completed. The course started on October 19 in Washington, DC and was conducted by the United States Department of Agriculture Graduate School (USDA). The course was of great benefit to the GOE participants and provided a look at new technology and unique methods which can possibly be applied in capital project monitoring in Egypt.
4. Financial Institutionalization: The financial institutionalization seminar was successfully conducted for all the six governorates. The comprehensive financial institutionalization strategy was explained and discussed with the participants. The Maintenance fund problems were given more importance in an attempt to develop an adequate solution.
5. Accounting and Financial Reporting: This new training course has been successfully conducted for Cairo, Port Said and Suez Governorates. It will be continued for the three other governorates during January and February 1992.

? POPULAR COUNCILS

### 2.3.9 WORK IN PROGRESS

#### o FY 92 Maintenance Plan

The BAB II checks were delivered on October 1991 to the governorates; the specific amounts per district have been announced. The sub-project implementation started after receipt of the checks and it is expected to be completed by the end of the fiscal year (i.e. June 30, 1992). TAC is working with GLPFUD personnel to monitor this program.



ATTAKA CEREMONIAL HALL

## SUEZ GOVERNORATE

EXTENSIVE REHABILITATION OF CHEST HOSPITAL



o **FY 91 Investment Plan Implementation**

The governorate/districts have started the sub-project implementation but limited to the 40% first tranche of the total Plan which was disbursed. Priority was given to the phased sub-projects begun but not completed in previous programs. TAC is working with GLPFUD personnel to monitor this program.

o **FY 89 Final Accounting**

The TAC is assisting the financial follow-up GOE personnel in closing out financial accounts for FY 89 Investment Plans and transferring the residual funds to the next fiscal year.

o **Training Popular Councils**

A suggestion has been made that the required popular council training course be handled jointly by the urban and rural contractors. A meeting will be held in January to coordinate the common and different areas of interest to start the course.

o **Water/Wastewater, Roads and Street Lighting Needs Assessment**

OJT is being rendered by TA engineers to the governorate and district staffs to prepare the reports (all concerned staff have attended a three-day training course explaining the procedures to prepare the report).

o **Preparation of Quarterly Progress Report**

Training the GLPFUDs staff to prepare a complete report (QPR) with tables and graphs similar to those prepared by the TAC.

o **Sub-Project Rating Program:** To date, it has been started only in Cairo and Suez Governorates. The program is awaiting secondment of engineers in the other governorates.

o **Institutionalization Manual**

This is under preparation and it will be used to instruct the GOE personnel in the tasks formerly conducted by TAC personnel. The manual will include the description of areas of work, responsibilities of the specific staff, description of monitoring, items of needs assessment and rating forms.

o **Contractor Pre-Qualification Reports**

Data regarding contractors dealings with all of the urban districts will be presented to GLPFUDs to update and review. A report will be issued for each urban governorate.

## BIBLIOGRAPHY

### Basic Services Delivery Systems 1991

1. LD II Investment Plan FY 91.
2. LD II Maintenance Plan FY 92.



NEW FOOD MARKET, PORT FOUAD

## PORT SAID GOVERNORATE

RENOVATION OF GENERAL HOSPITAL



017

## **2.3 OPERATION AND MAINTENANCE (O&M)**

### **2.3.1 INTRODUCTION**

o **Principal Goal**

The development of local governorate's ability to manage and maintain rolling stock, roads and streets.

o **Methodology**

The O&M team has worked on the following main issues:

- Economic Analysis
- Income Generation
- Privatization/Leasing
- Libraries
- Training
- Construction/Renovation Program
- Development of Management Systems
- Needs Assessment
- Spare Parts Inventory Control/Computerization
- Road Maintenance
- Special Projects

### **2.3.2 ECONOMIC ANALYSIS**

The purpose of this analysis was to: (1) assess the cost savings incurred as a result of the preventive maintenance (PM) program; (2) demonstrate the effects of increased productivity and (3) highlight the need for increased maintenance and capital investment funding.

The Central District Garage (CDG) located at Sayeda Nafissa was chosen as the benchmark because of its available data, its modest productivity improvements and its thorough execution of preventive maintenance policies. For these reasons the garage was considered to exemplify the intentions of the PM program; the results of which were increased equipment availability, reduced repair costs, elimination of equipment misuse and abuse, reduction of unexpected failures and breakdowns, and extension of equipment utilization and life span.

The financial benefits derived from the program were found to be (i) lower Bab III capital investment needs (when compared to sums which would otherwise be necessary for replacement of the fleets) (ii). Reduced pressure for additional Bab II maintenance funding through reduced equipment repairs and lower major repair costs. Representative findings from the report were:

- (1) The total annual cost savings attributable to the implementation of the preventive maintenance program at the CDG garage was estimated to be over LE 1.2 million (these savings represented 41% of the current equipment inventory value of LE 3.0 million).
- (2) The overall program has resulted in an additional LE 120,000,000.00 worth of equipment (at current replacement value) being 'on the road' in the urban governorates of Cairo, Giza, Qaliubia , Alexandria, Port Said and Suez. On the road availability statistics have been summarized in table 2.3-1.

The report found that vehicle availability improved dramatically soon after the implementation of the PM program although both positive and negative factors were present:

- o Positive: - A small amount of simple PM yields quick fleet operation improvements.

Table 2.3-1

SUMMARY OF ON THE ROAD AVAILABILITY  
1989 THRU 1991

I T E M		CAIRO	ALEX.	SUEZ	P. SAID	GIZA	QALIUBIA
AS OF END OF SEPTEMBER  1989	TOTAL	1,526	595	152	192	509	83
	I.O	900	357	84	117	316	50
	NEED REPAIR	626	238	68	75	193	33
	AVAIL. %	59	60	55	61	62	60
AS OF END OF SEPTEMBER  1990	TOTAL	1,526	595	152	192	509	83
	I.O	992	405	105	125	310	47
	NEED REPAIR	534	190	47	67	199	36
	AVAIL. %	65	68	69	65	61	57
AS OF END OF SEPTEMBER  1991	TOTAL	1,488**	635*	183*	348*	509	117*
	I.O	1,011	451	153	266	300	72
	NEED REPAIR	477	184	30	82	209	45
	AVAIL. %	68	71	84	76	59	60

\* CCBA scrapped 60 pieces.

\*\* Other governorates received new pieces in 1991, as follows:

- Alexandria received 40 new pieces
- Qaliubia received 12 new pieces and the other pickups and passenger cars
- Suez received 3 new pieces, the remainder is the road directorate fleet
- Port Said received 7 new pieces, the remainder is the pickups and the passenger cars.



EL KASSARAT GARAGE - P.M. TRAINING

## CAIRO GOVERNORATE

INVENTORY COMPUTERIZATION IN SAYEDA NAFISA



- o Negative: - GOE Bab II operations and maintenance funding levels have not increased and were being rapidly depreciated by the 25 percent annual inflation rate.
- The age of the overall vehicle fleet and equipment is increasing, hence they required more repair when everything else held constant.

These last two points were considered worthy of particular mention as the levels of service provided by the governorates will diminish to critical levels in the very near future if sufficient attention is not paid to them.

Many of the older vehicles will soon require capital repairs due to the effects of no PM prior to this program. Lack of funds to perform these repairs will then lead to a decline in availability. To prevent this decline in the benefits of the PM program which have been gained over the past two years, the governorates and districts must receive an increase in Bab II maintenance and Bab III capital investment funding (over and above that of the 25 percent annual inflation rate).

### 2.3.3 INCOME GENERATION

As O&M budget allocations are generally insufficient to cover costs, it was recognized early in LD II that district, zonal and central garages and workshops should be given the opportunity to utilize any excess capacity by providing O&M services to other governmental agencies, the private sector, and the public; the object of this being to provide incentive payments, to allow for better maintenance of facilities, to assist in replacement of shop equipment/tools and to provide additional revenue to purchase the spare parts necessary to keep the fleets on the road. Some progress in this regard was made in previous years but 1991 has seen the growth in interest rise exponentially as a result of the Prime Minister's budget speech in which he said:

- o "Freeing Our Economic Policy

The free economic policies should be applied at all areas so as to widen the circle of the effect of market powers in the economic activity. This also requires freeing the administrative and organizational policies so as to release the production capabilities of the different sectors and expand the base of private ownerships.

- o Freeing the Public Sector

Phase I: Urgent: Amending Law 97/1983 (the articles that set restrictions and limits to the freeing of management of the public sector and thus unimizing its capacity to compete in the national and international markets).

Phase II: Merging the public sector law into law 159/1981.

Phase III: Merging all the laws regulating the private sector and those of the public sector so as to become one law and one treatment with no distinction.

- o Government Management Reform

Freeing the Egyptian economy assumes the necessity of freeing the governmental agencies within the framework of some principles such as: (1) the government handles the works that can be implemented effectively and that individuals cannot implement; (2) develop investment related agencies; (3) develop work systems; (4) apply a new system in manager's recruitment and evaluation; and (5) upgrading information systems."

To help ensure successful introduction of income generation efforts, TAC maintenance specialists have assisted district chiefs and governorate officials develop bylaws, cost analysis and charge-out rates.

An 'Income Balance Sheet' for a district workshop which has adopted income generation is given in table 2.3-2 for reference.

Table 2.3-2

AMREYA GARAGE PILOT PROJECT  
INCOME GENERATED BALANCE  
FROM APRIL 1, 1990 TO SEPTEMBER 31, 1991

P E R I O D	TOTAL INCOME L.E.	GARAGE EXPENSES		INCENTIVE PAYMENTS		NET PROFIT IN L.E.
		in L.E.	% of Total Income	in L.E.	% of Total Income	
April 1, 90 - June 30, 90	5,445.00	89.75	1.65	862.00	15.83	4,493.25
July 1, 90 - Sept. 30, 90	10,087.75	7,496.00	74.31	1,422.50	14.10	1,169.25
Oct. 31, 90 - Dec. 31, 90	14,027.00	7,943.00	56.63	1,900.95	13.55	4,183.05
Jan. 1, 91 - March 31, 91	19,152.97	6,997.03	36.53	5,099.55	26.63	7,056.39
April 1, 91 - June 30, 91	24,233.97	19,199.10	79.23	5,279.10	21.78	(244.23)
July 1, 91 - Sept. 30, 91	27,238.50	5,458.60	20.00	4,724.15	17.34	17,055.75
<b>TOTAL</b>	<b>100,185.19</b>	<b>47,183.48</b>	<b>47.01</b>	<b>19,288.25</b>	<b>19.25</b>	<b>33,713.46</b>

### 2.3.4 PRIVATIZATION/LEASING

Privatization and leasing options have been studied by each governorate but none have been adopted to date. Of the two, leasing seems to have the most chance of success in the urban context and Qaliubia and Cairo are giving it consideration. TAC contacted representative companies with the capacity and possible interest in leasing facilities from governorates; the interest shown has been positive.

The committee set up to investigate income generation, privatization and leasing arrangements in Qaliubia reported to the governor in December 1991. It is understood that they have recommended the 'leasing' option for the central maintenance center which is due to be completed early in 1992. If the governor accepts this recommendation, the TAC will assist governorate staff to prepare standard terms of reference for prospective bidders.

### 2.3.5 LIBRARIES

A survey of the six urban governorate workshops indicated that for the 350 pieces of vehicular and heavy duty equipment that were furnished through the C.I.P. and USAID grant-funded projects, there were no spare parts catalogues or service manuals available for the LD II warehouses or workshops. As the mechanics had no visual information available for disassembling and assembling, breakage of internal gears and bearing housings were causing the scrapping of good reliable equipment. While the parts books and service manuals are printed in English, they still show the same exploded views of vehicle or equipment components as if printed in Arabic. With the exploded views the mechanics may see hidden snap rings etc.

As these problems were also common to Chemonix and Edu-Systems, USAID coordinated efforts between them and WSA to establish libraries. The following was achieved in the urban areas:

- o Over 1900 pieces of equipment were located during the initial stage of registration. This figure did not include pickups, ambulances, mobile workshops, motorcycles and scrapped obsolete items. Only 350 pieces were of American manufacture. Complete descriptive information was compiled on the latter and then categorized by:
  - Vehicular equipment - refuse collecting, sweepers, pumpers, sewage and tow trucks.
  - Heavy equipment - front loaders, dozers, graders, etc.
- o Following the categorization of vehicles and equipment, it was determined that the following numbers of different parts books and service manuals were needed for the various makes and models of vehicles and equipment.
  - Spare parts catalogues 60
  - Operators manuals 41
  - Repair service manuals 60

A thorough search was made of different O&M offices and workshops and the following original books and manuals (approximately 30% of the total originals required) were found:

	<u>Needed</u>	<u>On Hand</u>	<u>%</u>
- Spare parts books	60	23	38
- Operators manuals	41	15	36
- Shop service manuals	60	15	25

- o Permission from the manufacturers was requested to reproduce their manuals locally and tenders were received from printers in Egypt. Negotiations resulted in the necessary work being divided between three companies. Actual placement of the manuals in the libraries is anticipated during January and February 1992.

### **2.3.6 TRAINING**

O&M training continued to be a focus of effort during 1991. Table 2.3-3 indicates courses and field training conducted through 1991.

### **2.3.7 CONSTRUCTION/RENOVATION PROGRAM**

The majority of the garages and workshops planned for construction in Phase I have either now been completed or will be handed over in 1992. These units probably form the most visible manifestation of the LD II (Urban) program and they stand as a proud reminder of GOE achievement. Tables 2.3-4 through 2.3-9 summarize O&M proposed and actual budget allocations. Tables 2.3-10 through 2.3-19 show construction and renovation status in all governorates as of the end of September 1991.

### **2.3.8 DEVELOPMENT OF MANAGEMENT SYSTEMS**

These systems were basically developed early in the LD II Program and implementation has continued successfully during 1991. All governorates have now developed and submitted revised organization charts to the CAO for formal approval. However, none of these approvals were forthcoming and governorates continue to operate the new systems unofficially.

Preventive maintenance and repair scheduling is now undertaken in most new facilities as a matter of course but there is still cause for concern as 'on-the-road availability' has a tendency to fall when TAC maintenance specialists complete their assignments and leave the facilities. It was noted in the third quarterly report for 1991 that "the following factors affect this decline:

- Quality of managers available to governorates within the confines of existing salary and incentive policies.
- Lack of skilled labor in garages and workshops.
- Shortage of spare parts and unavailability of hard currency to import spare parts.
- Inadequate O&M budgets.
- Lack of money to spend on major repairs in specialized dealers firms.

'On-the-road availability' for individual facilities is shown in Table 2.3-20 and figures 2.3-1 to 2.3-4.

The answer to this dilemma seems to be income generation, as the very discussion of the concept is enough to stir the interest of most garage managers and district chiefs. Port Said, for example, has enthusiastic support for income generation from the managers and staff of El-Shark District, Port Fouad District and the Central Workshop; the latter having already received written requests from surrounding companies for fleet servicing facilities. These workshops, together with the El-Manakh facility when it is complete, should provide a comprehensive income generation network for Port Said.

### **2.3.9 NEEDS ASSESSMENTS**

Needs assessment seminars were conducted in January and February. These resulted in preparation of needs assessment reports for 1991 which in turn aided the GOE in the preparation of Investment and Maintenance Plans. Governorates began to submit their 1992 needs assessment plans to TAC in November and these are currently being revised following comment by the O&M team.

### **2.3.10 SPARE PARTS INVENTORY CONTROL/COMPUTERIZATION**

In the work plan for this period it was stated that expected attainments would include: development of functioning warehouses operating on Kardex or computerized systems.



TRAINING OF TRAINERS, SHOUBRA EL KHEIMA

## TRAINING ACTIVITIES

ON-SITE MAINTENANCE TRAINING, AMREYA GARAGE,  
ALEXANDRIA GOVERNORATE (1989)

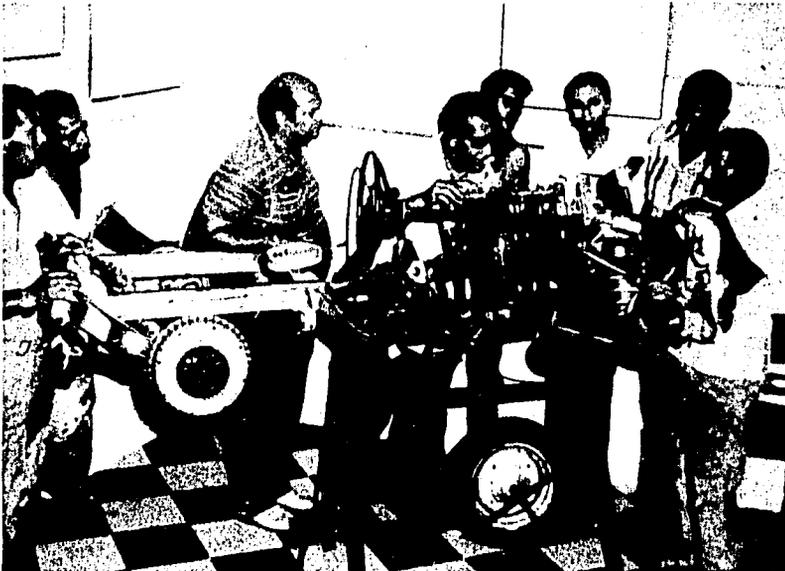


TABLE 2.3.3  
LOCAL DEVELOPMENT II URBAN PROJECT

01/21/92  
Page -1-

COURSES COMPLETED DURING 1991  
(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
OM004	O&M INTRODUCTION TO DOS	ENGINEERS	ALEXANDRIA	10/14/91	12	4	48
			CAIRO	10/07/91	7	4	28
			Subtotals :			19	8
OM006	PREVENTIVE MAINT./ TRUCKS 1H	MECHANICS	ALEXANDRIA	08/13/91	12	3	36
			ALEXANDRIA	02/11/91	15	4	60
			ALEXANDRIA	06/17/91	12	3	36
			ALEXANDRIA	06/11/91	12	3	36
			CAIRO	05/28/91	13	3	39
			CAIRO	10/22/91	12	3	36
			CAIRO	02/18/91	10	4	40
			PORT SAID	06/08/91	12	3	36
			GALUBAYIA	06/25/91	12	3	36
Subtotals :				110	29	355	
OM007	PREVENTIVE MAINT./ TRUCKS F350	MECHANICS	CAIRO	08/13/91	12	3	36
			CAIRO	10/15/91	12	3	36
			GIZA	07/29/91	12	3	36
			GIZA	02/16/91	14	4	56
			CAIRO	06/29/91	12	3	36
Subtotals :				62	16	200	
OM008	MANAGEMENT - GARAGES	MANAGERS	ALEXANDRIA	06/29/91	5	18	90
			QALUBAYIA	06/01/91	4	18	72
			CAIRO	06/01/91	15	18	270
			PORT SAID	06/29/91	4	18	72
			GIZA	06/01/91	2	18	36
			SUEZ	06/29/91	6	18	108
			Subtotals :				36
OM009	PREVENTIVE MAINT./ TRUCKS F900	MECHANICS	CAIRO	09/24/91	12	3	36
			QALUBAYIA	02/24/91	13	3	39
			GIZA	05/07/91	12	3	36
			ALEXANDRIA	07/15/91	10	3	30
			SUEZ	03/09/91	12	4	48
			ALEXANDRIA	07/27/91	12	3	36
			CAIRO	07/30/91	12	3	36
			GIZA	09/07/91	12	3	36
			CAIRO	05/04/91	7	3	21
			Subtotals :				102
OM027	PREVENTIVE MAINT./ TRUX-MORE	MECHANICS	CAIRO	02/09/91	12	4	48
			SUEZ	09/28/91	13	3	39
			ALEXANDRIA	09/14/91	10	3	30
		ENGINEERS	CAIRO	05/18/91	12	3	36
			ALEXANDRIA	03/09/91	12	4	48
			ALEXANDRIA	03/13/91	12	4	48
Subtotals :				71	21	249	
OM031	PREVENTIVE MAINT./ LOADERS	MECHANICS	CAIRO	08/20/91	10	3	30
			ALEXANDRIA	07/08/91	12	3	36
			SUEZ	05/07/91	12	3	36
			GIZA	03/02/91	10	11	110



## LOCAL DEVELOPMENT II URBAN PROJECT

01/21/92

Page -3-

COURSES COMPLETED DURING 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
U0060	ROAD MAINT. TECH. SEMINAR	ENGINEERS	GIZA	02/24/91	2	1	2
			CAIRO	07/31/91	4	1	4
			CAIRO	02/24/91	3	1	3
			ALEXANDRIA	07/31/91	2	1	2
			ALEXANDRIA	02/24/91	3	1	3
Subtotals :					24	10	24
U0600	MECHANICAL QUALITY CONTROL	SUPERVISORS	ALEXANDRIA	01/05/91	2	36	72
			QALUBAYIA	01/05/91	2	36	72
			SUEZ	01/05/91	1	36	36
			CAIRO	01/05/91	2	36	72
Subtotals :					7	144	252
U0601	MAINTENANCE OF VEH. ELECTRICAL	MECHANICS TECHNICIANS	QALUBAYIA	02/23/91	1	18	18
			SUEZ	02/23/91	1	18	18
			CAIRO	02/23/91	3	18	54
			GIZA	02/23/91	2	18	36
Subtotals :					7	72	126
U0602	MAINTENANCE - DIESEL ENGINES	MECHANICS	QALUBAYIA	02/16/91	3	24	72
			SUEZ	02/16/91	1	24	24
			CAIRO	02/16/91	5	24	120
			GIZA	02/16/91	1	24	24
Subtotals :					10	96	240
U0603	VEHICLES W/S FOREMEN	MECHANICS	GIZA	02/02/91	1	36	36
			SUEZ	02/02/91	1	36	36
			ALEXANDRIA	02/09/91	8	36	288
			CAIRO	02/02/91	4	36	144
Subtotals :					14	144	504
U0609	MAINTENANCE OF TRANSMISSION	MECHANICS	ALEXANDRIA	01/05/91	2	36	72
			GIZA	01/05/91	1	36	36
			CAIRO	01/05/91	4	36	144
			PORT SAID	01/05/91	1	36	36
			QALUBAYIA	01/05/91	1	36	36
			SUEZ	01/05/91	1	36	36
Subtotals :					10	216	360
U0610	TOOL ROOM OPERATOR	MECHANICS	ALEXANDRIA	01/05/91	8	18	144
U0612	CAR SHEET METAL WORK	MECHANICS	ALEXANDRIA	01/05/91	8	30	240
U0613	ELECTRIC WORKSHOP FOREMEN	MECHANICS	ALEXANDRIA	02/09/91	8	36	288
U0615	PURCHASING & STORES KEEPER		QALUBAYIA	01/05/91	1	24	24
			ALEXANDRIA	01/05/91	20	20	400
			SUEZ	01/05/91	1	24	24
			GIZA	01/05/91	3	24	72
			PORT SAID	01/05/91	2	24	48
Subtotals :					27	116	568

COURSES COMPLETED DURING 1991  
(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
U0616	GEAR CUTTING	MECHANICS	GIZA	02/09/91	2	24	48
			SUEZ	02/09/91	1	24	24
			Subtotals :		<u>3</u>	<u>48</u>	<u>72</u>

===== YEAR TO DATE TOTALS =====

Total No. of Trainees                    758  
Total No. of Trainee Days                6178

=====



CLASSROOM TRAINING AT FALLS CHURCH, VA

## **LD II URBAN OVERSEAS TRAINING: OPERATION OF GARAGES & WORKSHOPS**

FIELD TRIP TO CITY GARAGE, BALTIMORE, MD

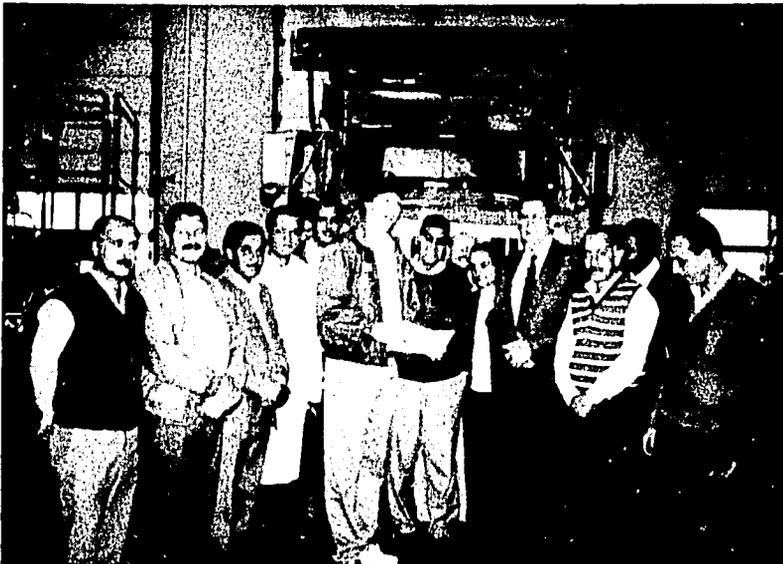


TABLE 2.3-4

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND  
ANNUAL BUDGET ALLOCATIONS FOR  
F.Y. 1991 TO 1993  
CAIRO GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	*1991	1992	1993	
1. Implementing Garages and Workshops Construction and Renovation Program	2,500	2,500	2,500				
2. Purchase of Shop Equipment and Tools	400	400	300				
3. Purchase of Office Equipment and Furniture for New Garages and Workshops	150	-	150				
4. Purchase of Shelves, Bins, Kardex Boxes and Cards for Spare Parts Warehouses	130	-	150				
5. Purchase of Imported Spare Parts for P.M. and Repairs	-	1,200	1,200				
6. Purchase of Locally Produced Spare Parts	500	800	500	2,427.00			
7. Vehicles and Equipment Major Repairs by Contracting Private Sector Specialized Firms	1,200	1,200	1,200	150			
8. Procurement of Vehicles/Equip.				462			
<b>TOTAL</b>	<b>4,880</b>	<b>6,100</b>	<b>6,000</b>	<b>3,009.42</b>			

\* Figures for 1991 reflect actual budget based upon 40% expenditure (first tranche of L.E. 22 million).

TABLE 2.3-5

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND  
ANNUAL BUDGET ALLOCATIONS FOR  
F.Y.s 1991 TO 1993  
ALEXANDRIA GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	1991	1992	1993	
1. Construction of New Central Garage and Central Workshops	1,500	1,800	800	360			
2. Renovation of a Vacated District Garage to be Used by the Road Directorate; and the Purchase of Shop Equipment and Tools	500	-	-				
3. Purchase of Asphalt Testing Lab Equipment and Tools	45	-	-				For Road Director.
4. Purchase of Imported Spare Parts for P.M. and Repairs of USA-Made Vehicles and Equipment	1,200	-	1,200				For Central & Dist. Garages & Workshops
5. Purchase of Locally Produced Spare Parts	450	650	450	510			For Central & Dist. Garages & Workshops
6. Purchase of Shelves, Bins and Kardex Cards for New Spare Parts Warehouses	40	-	120				For East District Garages and Central Workshops
7. Purchase of Office Equipment For New Garages and Workshops	40	-	200				For East District Garages and Central Workshops
8. Major Repairs for the Garbage Collection Fleet and Heavy Equipment by Contracting Private Sector Firms	1,200	1,200	1,200	90			For the Whole Governorate Fleet
9. Procurement of Garbage Collection Trucks				650			
TOTAL	4,975	3,650	3,970				

TABLE 2.3-6

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND  
ANNUAL BUDGET ALLOCATIONS FOR  
F.Y.s 1991 TO 1993  
GIZA GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	1991	1992	1993	
1. Complete Construction of the Cairo-Alexandria Desert Road Garage	1,000	-	-	753			GCBA
2. Construction of a New Garage to Serve Giza City, Two districts	-	1,000	1,000				GCBA
3. Procurement of Shop Equipment and Tools for New Garages	-	700	500				GCBA & Districts
4. Procurement of Locally Produced Spare Parts	500	400	400				
5. Procurement of Imported Spare Parts for P.M. and Repairs for USA-Made Vehicles and Equipment	900	900	900				GCBA & Districts
6. Major Repair in Private Sector Firms for Garbage Collection Vehicles and Heavy Equipment	1,200	1,200	1,000				
TOTAL	3,600	4,200	3,800	753			

TABLE 2.3-7

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND ANNUAL BUDGET ALLOCATIONS FOR F.Y.s 1991 TO 1993 QALIUBIA GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	1991	1992	1993	
1. Complete Construction of Qaliubia Maintenance Center Including Shop Equipment and Tools	600	500	-	700			
2. Construction of a Proposed New Garage for West District	-	800	500				
3. Purchase of Locally produced Spare Parts	300	150	150				
4. Major Repairs by Contracting Private Sector Firms	450	400	400				
5. Procurement of Dump Trucks				265			
TOTAL	1,350	1,850	1,050	964			

TABLE 2.3-8

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND  
ANNUAL BUDGET ALLOCATIONS FOR  
F.Y.s 1991 TO 1993  
SUEZ GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	1991	1992	1993	
1. Complete Renovation of the Central Workshope	300	150	-	312			
2. Purchase of Shop Equipment and Tools for Central Workshope	-	150	-				
3. Complete El Ganayen District New Garage including Shop Equipment and Tools	100	100	100	46.685			El-Ganayen District
4. Construct a new Parking area for Suez District	150	-	-	83.89			Site not assigned
5. Purchase of Shelves, Bins, Kardex Boxes and Cards	-	50	-				Central Workshop
6. Procurement of Spare Parts for P.M. and Repairs	150	200	200	236.1			For Governorate and Districts
7. Major Repairs by Contracting Private Sector Firms	250	350	400	25.6			For Governorate and Districts
8. Governorate Garage, Renovations				95			Governorate Central Garage
9. Attaka Garage, Completion of Construction of Existing Bldg. and Workshope				50			Attaka District
TOTAL	950	1,000	700	849.275			

TABLE 2.3-9

O&M PROPOSED AND ACTUAL SUB-PROJECTS AND ANNUAL BUDGET ALLOCATIONS FOR F.Y.s 1991 TO 1993 PORT SAID GOVERNORATE

I T E M	AMOUNT OF ESTIMATED BUDGET BY FY IN L.E. THOUSANDS			ACTUAL BUDGET BY FY IN L.E. THOUSANDS			R E M A R K S
	1991	1992	1993	1991	1992	1993	
1. Complete Construction of El Arab District Garage including Shop Equipment and Tools	200	100	-	200			El-Arab District
2. Complete Construction of El Manakh District Garage including Shop Equipment and Tools	150	50	50	167			El-Manakh District
3. Complete Renovation of Port Fouad District Garage including Shop Equipment and Tools	80	30	-	40.5			Port Fouad District
4. El Dawahi District Garage, Sewage External, Construction and Purchase of Shop Equipment and Tools	70	120	-	40			El-Dawahi District
5. Equip Central Workshop Training Center	50	50	-				
6. Purchase of Spare Parts for P.M and Repairs	150	150	300	38			For Entire Governnt.
7. Major Repairs by Contracting Private Sector Firms	400	400	500	75			For Entire Governnt.
8. Purchase of one Grader and two Compressors	-	250	250	80			For Road Director.
9. Central Workshop: Shop Equip. and Tools				100			For Central Workshop
10. Procurement of Vacuum Truck				265.875			For Port Fouad and East
11. East Garage, Completion of Construction				27			For East District
TOTAL	1,100	1,150	1,100	1035.375			

Table 2.3-10  
CURRENT GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Cairo

ZONAL/DISTRICT GARAGE	ZONE	ZONAL/DISTRICT WORKSHOP	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
				Anticipated	Actual
El Kassarat	North	El Zawya	Feb. 1990		March 1990
El Salam Zonal Garage*	North-East	El Salam Shark (Mataria & Ain Shams) Zonal Workshop	Oct. 1989*	March 1992	
El Waily	East	El Waily Manshiet Naser	March 1991		June 1991
El Nozha Zonal Garage	East	Heliopolis Nasr City Zonal Workshop	Nov. 1992	Jan. 1993	Jan. 1991
El Mokattam Zonal Garage	South	South Misr El Kadima Zonal Workshop	July 1988		Feb. 1991
El Sayeda Nafisa Zonal Garage	West	Central Abdeen Zonal Workshop	Sept. 1987		Nov. 1988

\* CCBA issued on 11/25/1991 a notice for withdrawal of works from the contractor.

Table 2.3-11  
 CURRENT GARAGES AND WORKSHOPS  
 CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Alexandria

ZONAL/DISTRICT GARAGE & WORKSHOP	ZONE	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
			Anticipated	Actual
Moharram Bey Garage	Gomrok - West - Mid and Central	Sept. 1988*	-	March 1990
Moharram Bey Garage (Additional Workshops)		July 1991	-	August 1991
East District Garage	East District	Oct. 1991	May 1992	-
Amreya Garage	Amreya	June 1987		Feb. 1989
Ras El-Soda Garage	Montaza		Utilized, but construction defects not repaired yet	

\* Original contract dates

Table 2.3-12  
 CURRENT GARAGES AND WORKSHOPS  
 CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Giza

ZONAL/DISTRICT GARAGE	ZONE	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
			Anticipated	Actual
Upgrading of Central Workshop	Governorate	March 1987*	-	Sept. 1989
Desert Road Garage	Governorate	Dec. 1991	March 1992	-
Upgrading of Imbaba Garage	City Council	Utilized (Fuel Service completed June 1990)	Washing and lubrication facility is still unusable due to construction defects	

\* Original contract dates

Table 2.3-13

CURRENT GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Port Said

ZONAL/DISTRICT GARAGE	ZONE	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
			Anticipated	Actual
Central Workshop and Garage	Governorate	Jan. 1990	-	March 1990
Central Workshops and Garage (Scrap Store & Partitions)	Governorate	March 1991	-	March 1991
El-Arab Garage	El-Arab District	June 1992	July 1992	
El-Manakh Garage	El-Manakh District	Jan. 1992	March 1992	
El-Dawahy Garage	El-Dawahy District	Feb. 1991	Jan. 1992	- Front yard & workshop utilized - Service station completed but not utilized
Upgrading of Port Fouad Garage	Port Fouad District		Completion of Pavement and Shed (April 1992)	Utilized
East District Garage	East District		Additional Carpentry Workshop (April 1992)	May 1990
Roads Directorate		May 1991	-	Utilized Dec. 1991

\* Original contract dates

Table 2.3-14

CURRENT GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Suez

ZONAL/DISTRICT GARAGE	ZONE	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
			Anticipated	Actual
Central Workshop	Governorate	-	July 1992	
Service Station	Governorate	Jan. 1991	-	March 1991
Upgrading of Arbaeen District Garage	El-Arbaeen District	-	Additional Admin. Floor (April 1992)	Utilized
El-Ganayen District Garage	El-Ganayen District	-	Washing Rack (April 1992)	Utilized
Upgrading of Suez District Garage	Suez District	-	Renovation of an Existing Garage Building (July 1992)*	Utilized
Upgrading of Attaka District Garage	Attaka District	-	Repair of Floor (March 1992)	Utilized
Roads Equipment Serv. Station and Admin. Building (Special Project)	Governorate	-	-	Utilized

\* Original contract dates

Table 2.3-15

CURRENT GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase I - Qaliubia

ZONAL/DISTRICT GARAGE & WORKSHOP	ZONE	CONTRACTED COMPLETION DATE	UTILIZATION DATE	
			Anticipated	Actual
Garage and Central Workshops	East District and City maintenance center	Sept. 1992	July 1992	

72

Table 2.3-16

**GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM**

Phase II - Cairo

ZONE	ZONAL/DISTRICT WORKSHOP	PROPOSED SITE	TYPE OF WORK	COST ESTIMATE in L.E.	REMARKS
North	Rod El Farag Shoubra El Sahel	El Zawya El Zawya New Site	Renovation Renovation New Const.	450,000 450,000 1,200,000	Heliopolis Current Garage Shoubra & North Current Grg.
North-East	El Zeitoun	El Zawya	Renovation	500,000	
South	Helwan El Tebbeen Zonal Workshop El Maadi	New Site New Site New Site New Site	New Const. New Const. New Const. New Const.	) ) 1,350,000 ) 350,000	) ) A New Zonal Garage in ) Helwan or in May City ) In Mokattam Zonal Garage
West	West	Current Site	Renovation	550,000	-----
Central Vehicles Workshop Central Heavy Equip. Workshop Central Garage		El Zawya New Site El Zawya	Renovation New Const. Renovation	750,000 1,200,000 600,000	A New Site is a Must
Approximate Total Cost Estimate				7,400,000	

Table 2.3-17

GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase II - Alexandria

ZONE	ZONAL/DISTRICT WORKSHOP	PROPOSED SITE	TYPE OF WORK	COST ESTIMATE in L.E.	REMARKS
Montaza District	Repair of Ras El-Soda Garage		Repair	250,000	
Governorate	Upgrading of Present East District Garage for use as Roads Equipment Garage		Renovation	150,000	Proposed to be included in FY 92 Investment Plan
Governorate	Renovation and Upgrading of the Central Workshop and Garage	El-Hadra	Renovation & Upgrading	2,500,000	
Total For Alexandria				2,900,000	

Table 2.3-18

GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase II - Giza

ZONE	ZONAL/DISTRICT WORKSHOP	PROPOSED SITE	TYPE OF WORK	COST ESTIMATE in L.E.	REMARKS
Governorate District	GCBA to serve South Giza City	Not assigned	New Construction	2,000,000	
Total For Giza				2,000,000	

75

Table 2.3-19

GARAGES AND WORKSHOPS  
CONSTRUCTION AND RENOVATION PROGRAM

Phase II - Qaliubia

ZONE	ZONAL/DISTRICT WORKSHOP	PROPOSED SITE	TYPE OF WORK	COST ESTIMATE in L.E.	REMARKS
West District (Shoubra El- Kheima)	Garage for West District Fleet	Not yet assigned	New Construction	1,000,000	
Total For Qaliubia				1,000,000	

Table 2.3-20

## ON-THE-ROAD

## AVAILABILITY IN URBAN GOVERNORATES

NR.	MONTH/YEAR	CAIRO				ALEXANDRIA			PORT SAID		SUEZ	
		West Zone	Sharabia	South Zone	Waily	Amereya	Montaza	Moharram Bey	Shark (East)	Port Fouad	District Garages	Road Director.
1	Jan. 1990	71.40	55	--	--	81	62.50	--	72	57	45.50	49
2	July 1990	76	67	--	--	82	71	66	82	74	82	69.50
3	Jan. 1991	73.60	75	44	--	81.50	73	76	79	67	79.50	77.70
4	July 1991	60.50	81	58	54	82	68	74	78.60	72	88.50	79.20
5	Dec. 1991	66.50	68	64	57	85	63.50	74	80	64.60	87.80	78

# FLEET AVAILABILITY IN CAIRO GOVERNORATE

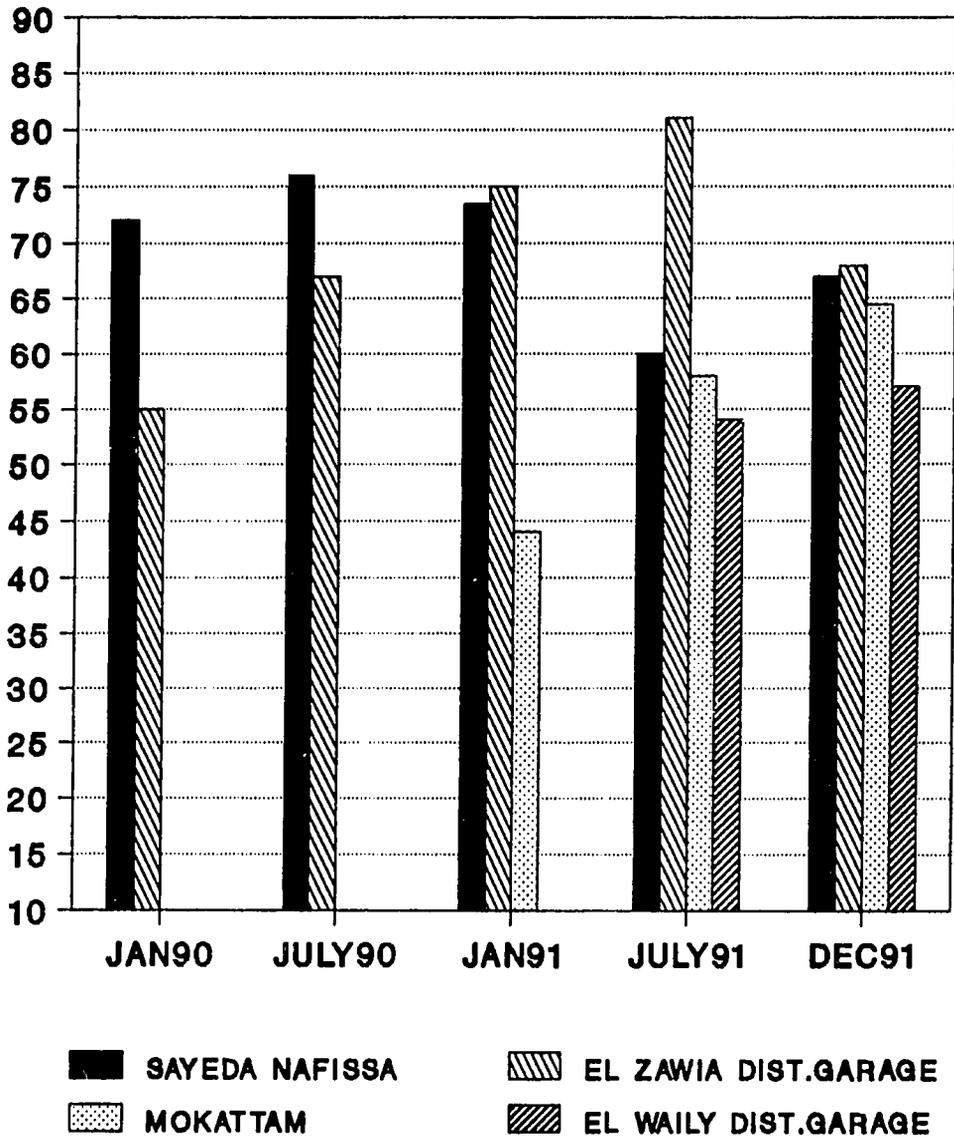
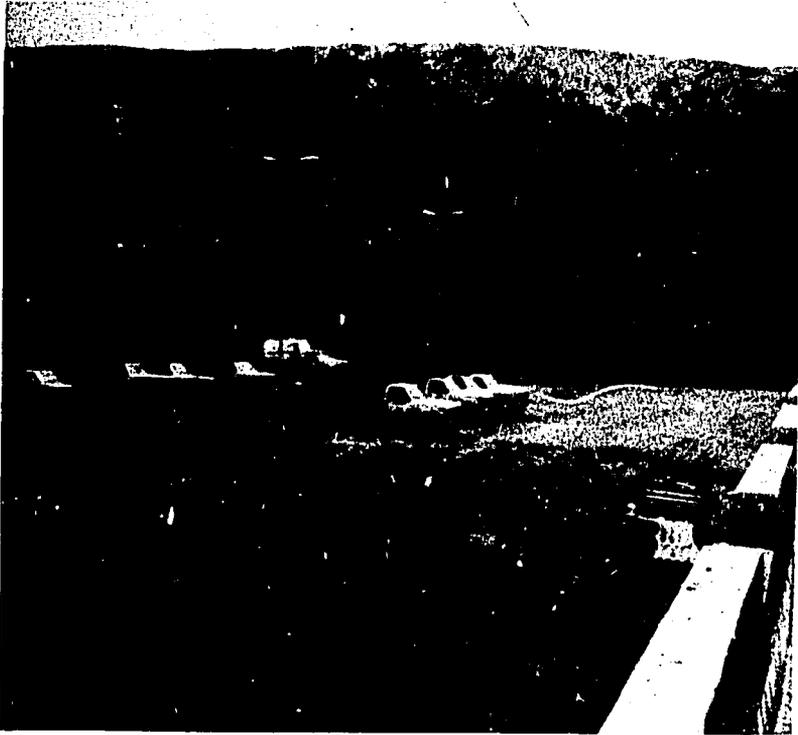
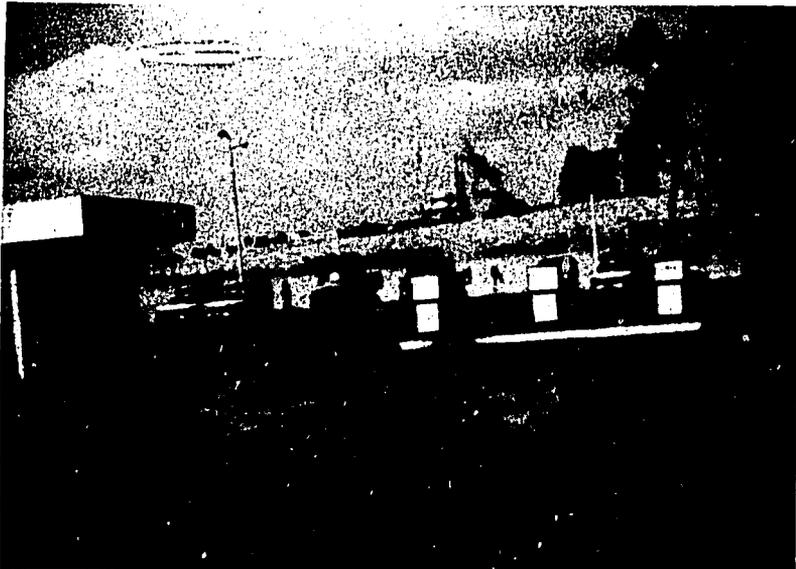


Figure 2,3-1



## CAIRO GOVERNORATE

EL MOKATTAM ZONAL GARAGE



# FLEET AVAILABILITY IN ALEXANDRIA GOVERNORATE

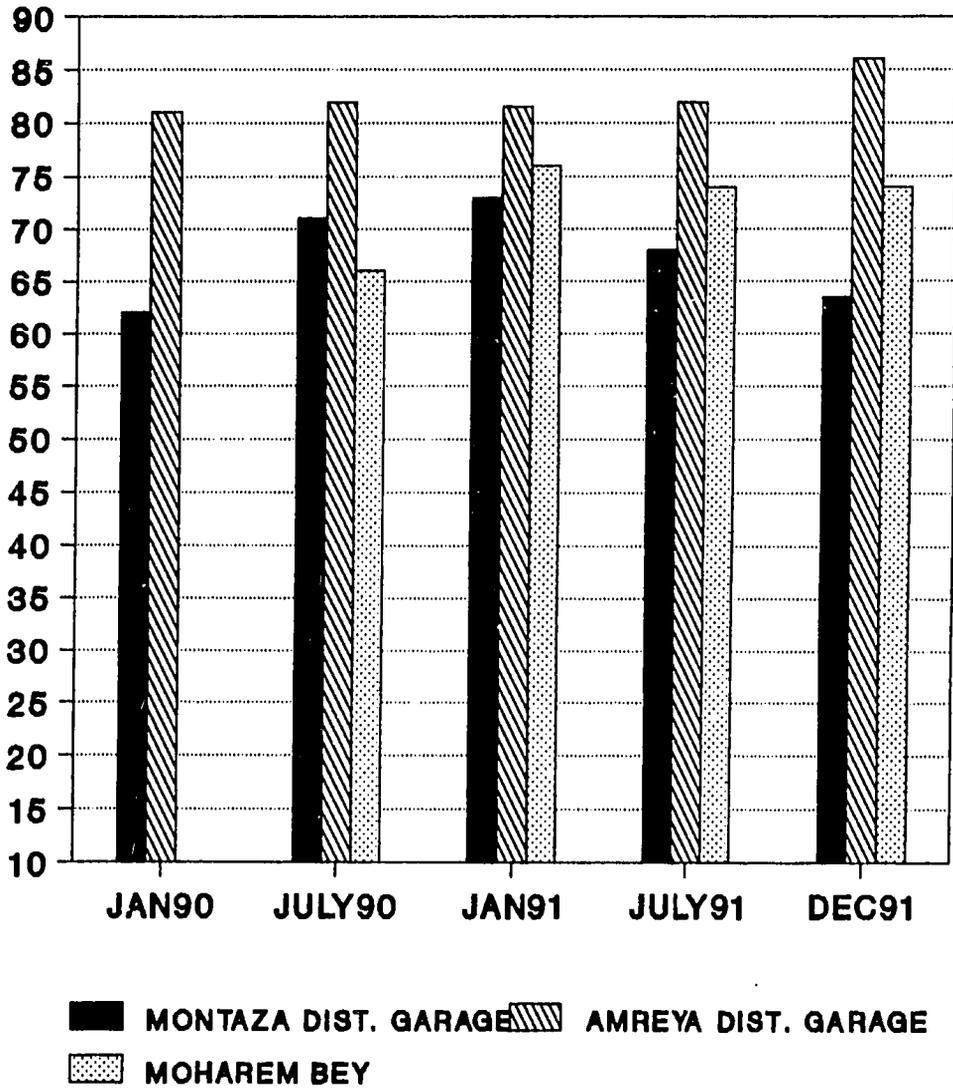


Figure 2.3-2

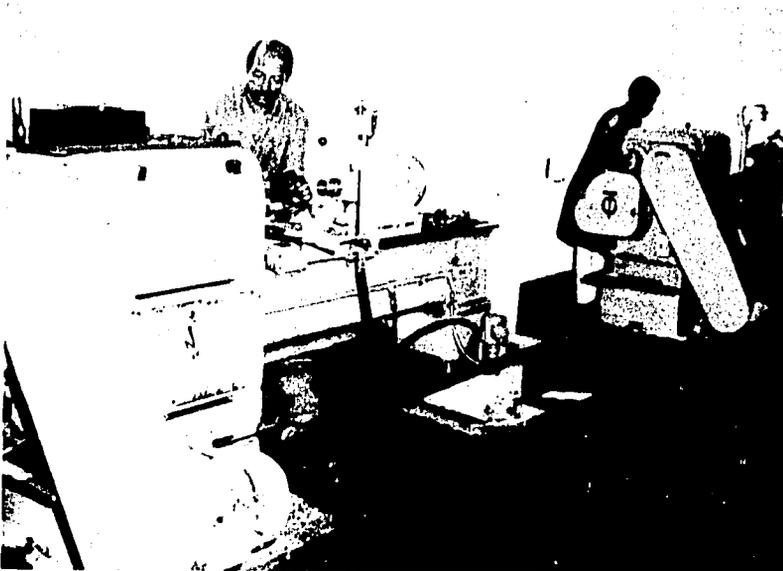
80



KARDEX WAREHOUSING SYSTEM IN CENTRAL WORKSHOP

## ALEXANDRIA GOVERNORATE

AMREYA DISTRICT WORKSHOP



# FLEET AVAILABILITY IN PORT SAID GOVERNORATE

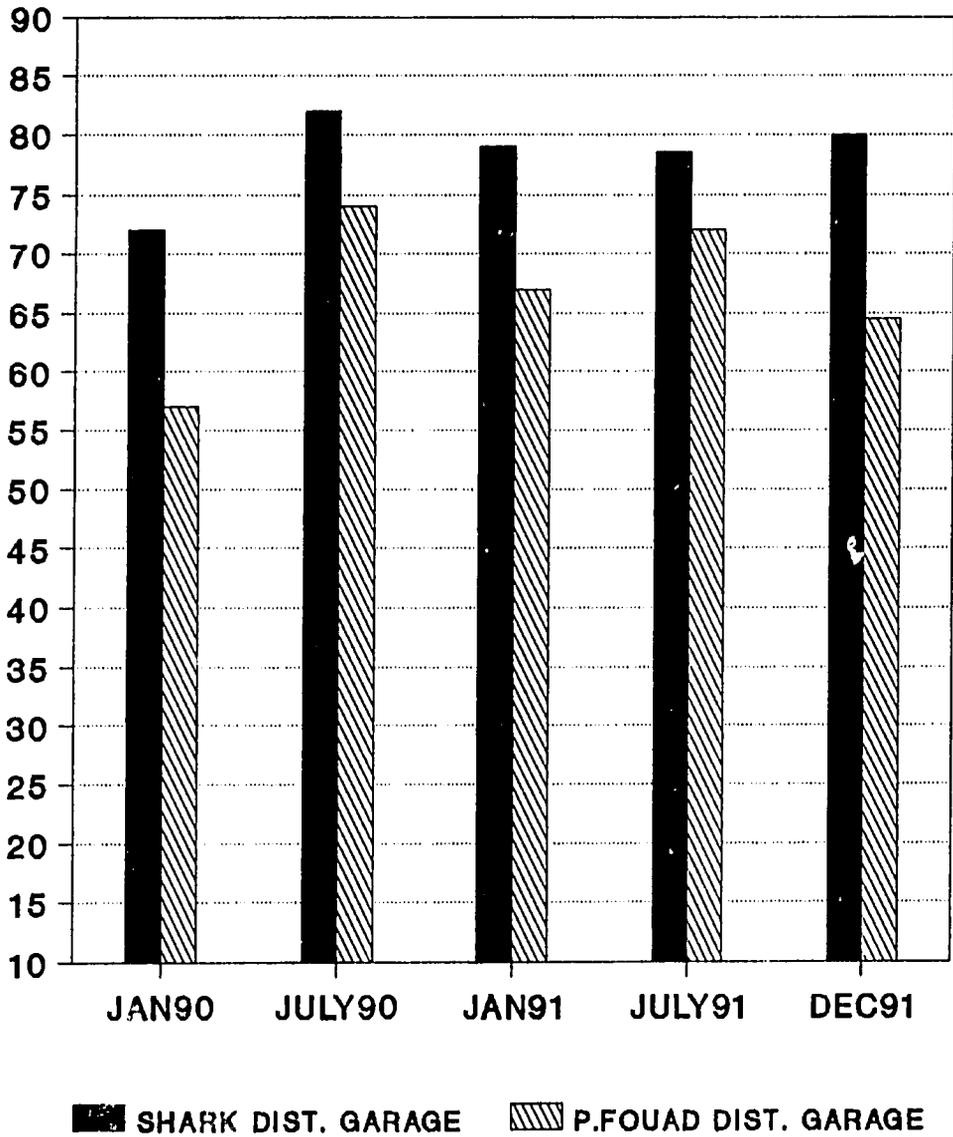


Figure 2.3-3



**PORT SAID GOVERNORATE**

CENTRAL WORKSHOP WAREHOUSE

# FLEET AVAILABILITY IN SUEZ GOVERNORATE

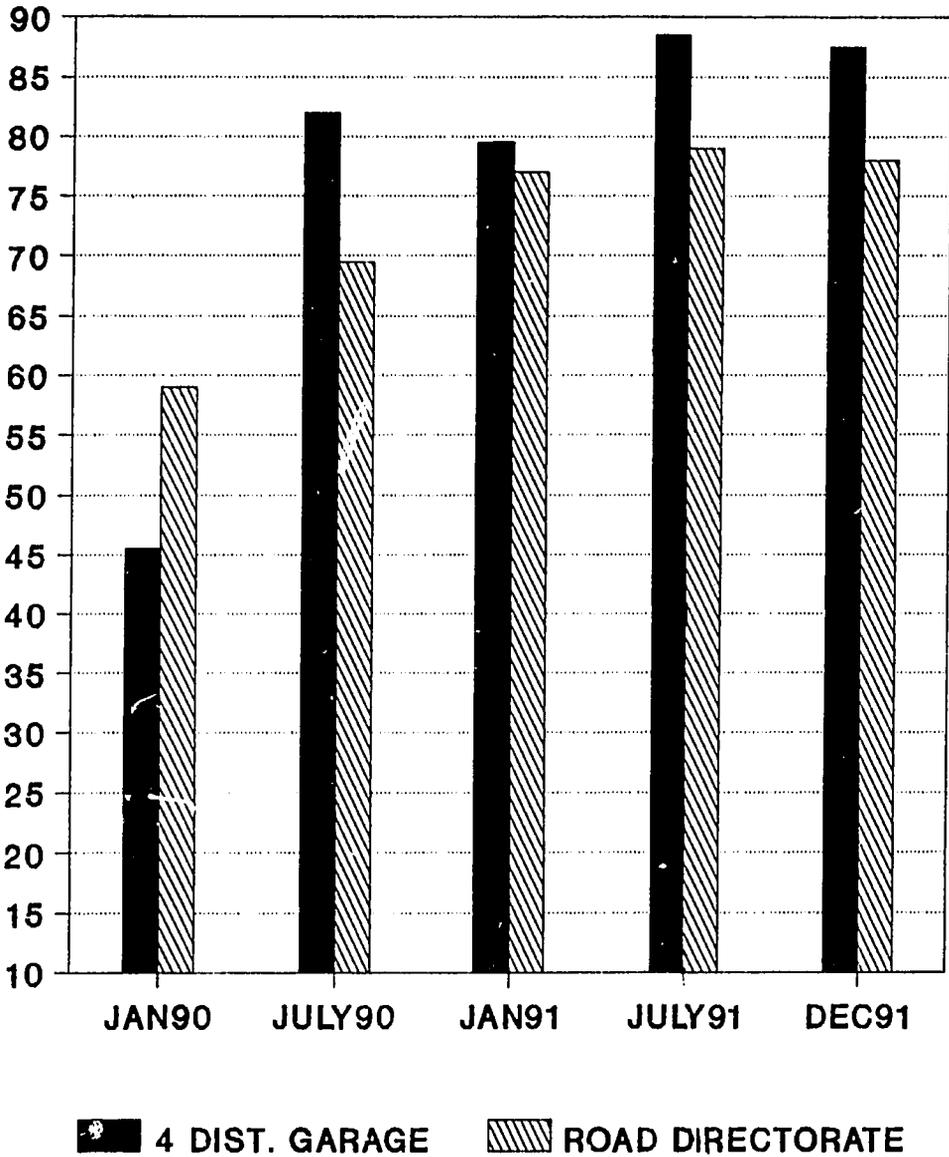


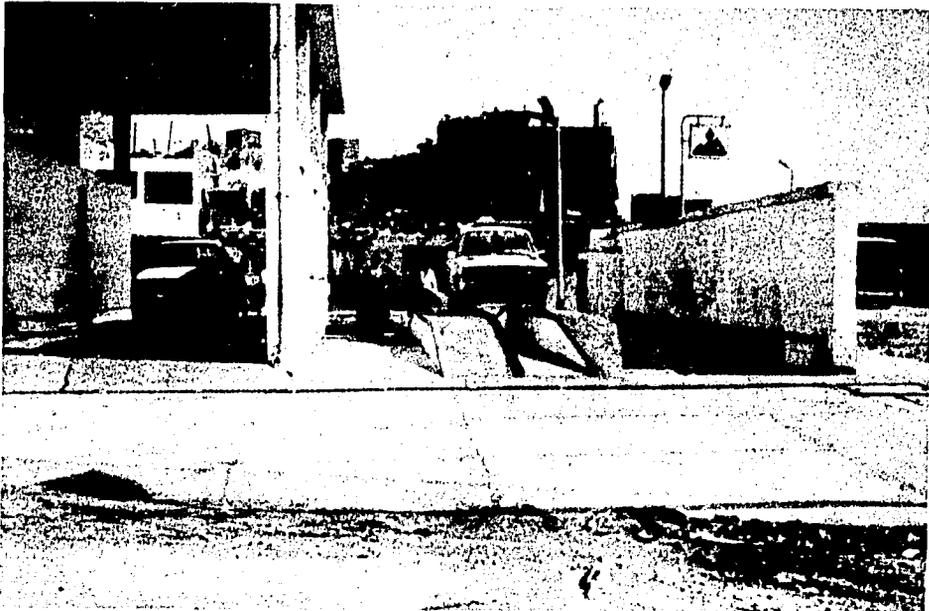
Figure 2.3-4



NEW CENTRAL WORKSHOP

## SUEZ GOVERNORATE

CENTRAL SERVICE STATION



The training for and the implementation of Kardex systems have continued successfully in 1991 and computerization has also started in Sayeda Nafissa based upon a program developed 'in-house' by TAC. A vehicle maintenance system was also developed by TAC, and early results are promising. Training has been given to twelve engineers/technicians in Alexandria in preparation for installing the same facilities in the Central Workshop. This installation is pending preparation of a room to house the computer.

### 23.11 ROAD MAINTENANCE

All strategy plans have now been prepared and issued. Training programs are progressing as follows:

- o Suez and Qaliubia - completed
- o Alexandria, Giza and Port Said - underway
- o Completion of the current program is anticipated before mid-1992 as it is anticipated that the three maintenance specialists will transfer their attentions to Cairo in February 1992.

### 23.12 SPECIAL PROJECTS

These have progressed with varying degrees of success during 1991.

- o CIP Upgrade in Alexandria

This Special Project is virtually completed although only 57% of the total allocation has been spent. The rest of the allocation is, however, obligated as the complete overhauling of 10 Truxmores and Leaches has been contracted. The financial status is given in Table 2.3-21.

Table 2.3-21

SUB-TITLE	ALLOCATION	SPENT	% SPENT	REMARKS
1. Procurement of locally produced spare parts and repair materials.	465,400	465,400	100	Procured spare parts returned to operation 15 vehicles and two loaders.
2. Repair of 10 bulldozers in private sector firms (MANTRAC & ICON).	87,156	87,156	100	Two bulldozers are in operation.
3. Repair of ten refuse trucks (Truxmores and Leaches) in ADATCO.	526,244	133,856	25.4	One Truxmore has been repaired & is in operation. Four other Truxmores will be handed over to Alexandria by the end of January 1992.

This Special Project has been beneficial to Alexandria's fleet. Such projects are very effective and should be repeated in all governorates as more than 35% of the garbage collection fleets need complete overhauling.

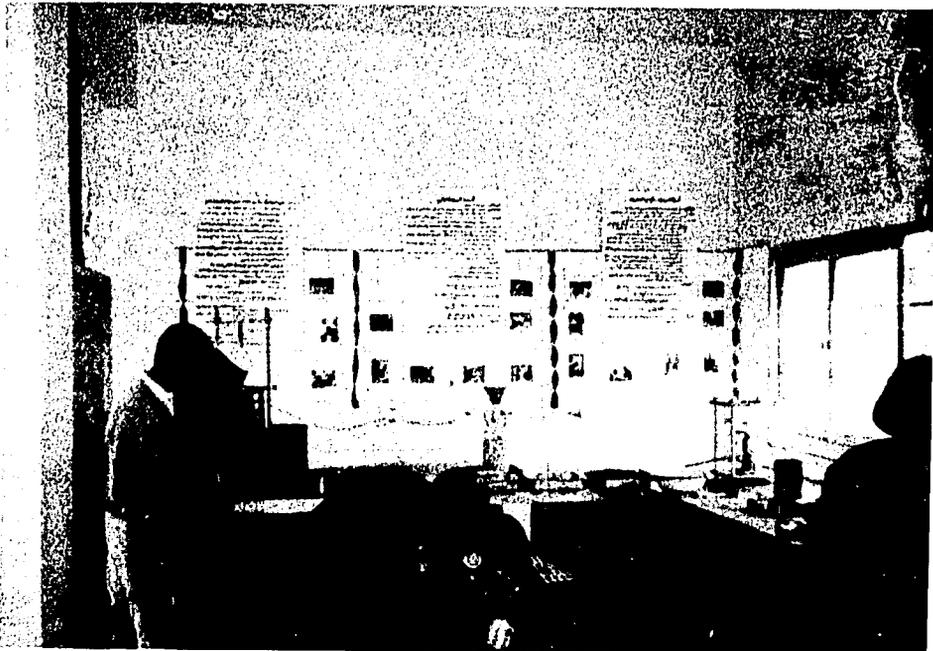
46



ROAD MAINTENANCE TRAINING

## SUEZ GOVERNORATE

ROAD DIRECTORATE - TEST LABORATORY



51

o Suez Road Directorate Upgrading

This special project is almost complete. Road maintenance OJT has been completed, material testing facilities are in place, spare parts have been procured, road equipment repairs done, workshop and garage constructed, and the hot mix plant is under repair (anticipated repair completion has been revised to the end of January 1992).

o Container Repair CCBA

This project is pending approval by USAID of a request from the Cairo Governorate to reallocate funds to allow more utilization of local procurement/fabrication. An analysis of the project and a schedule for completion are given in Appendix B.2.

o Solid Waste Transfer Station - Giza

Construction of this facility progressed steadily during the year until a 'stop work' order was issued by the City Mayor on September 10. This was apparently issued as a result of the reports in 'Opposition' newspapers that the station would pollute the environment. TAC is actively trying to arrange a meeting with the Governor of Giza to re-explain the rationale behind the location of the facility in order that it may be re-started.



### 2.3-13 SUMMARY OF PRODUCTS

Products are shown in the Bibliography.

### 2.3-14 WORK IN PROGRESS

Work will generally continue in needs assessment, garage and workshop construction, establishing maintenance management systems, spare parts inventory control, road maintenance and special projects. Income generation, leasing and privatization of facilities will, however, be the focus of the O&M efforts in 1992 as it is considered to prove most beneficial for the program. Tables 2.3.22 to 2.3-26 have been prepared to show the 'Prioritization of O&M Effort - January to September 1992' emphasis in each governorate.

## BIBLIOGRAPHY

### Operation and Maintenance 1991

1. Industrial safety Trainee Manual (Arabic), November 1991.
2. Cummins Engine overhaul and Testing Trainee Manual (English), November 1991.
3. Automatic Transmission Trainee Manual (Arabic) December 1991.
4. P.M. for Ingersol Rand Rollers Trainee Manual (Arabic) December 1991.
5. Special O&M Report on the GCBA Complex in West Giza, Occupation of the Cairo - Alexandria Desert Road Garage (English and Arabic), December 1991.
6. Road and Streets Maintenance, Cairo Governorate (Arabic and English), October 1991.
7. Road Maintenance Manual (Arabic and English), November 1991.



## **SUEZ GOVERNORATE**

### **ON-SITE STREET MAINTENANCE TRAINING**



PRIORITIZATION OF O&M EFFORT - JANUARY TO SEPTEMBER 1992

Governorate: Port Said

DISTRICT OR FACILITY	CURRENT STATUS			TRAINING				PREPARE P.M. A/D WORK PLANS	ESTABLISH GOE REPORTING/ RECORD KEEPING PROCEDURES	ESTABLISH KARDEX CONTROLLED WAREHOUSE	INCOME GENERATION				REMARKS
	CONST. %	EQUIP. %	STAFF. %	FURNISH ROOM	DISPLAY CHARTS	PROVIDE MODELS	CONDUCT OJR				BY-LAW	COST ANALYS.	COMMEN. OPERAT.	FULLY OPERAT.	
Port Fouad	98	95	O.K.	Jan.	Jan.	--	On Going				Feb.	Comp.	Feb.	July	(1) District chief, garage manager and staff enthusiastically anticipate income generation. (2) TAC to recommend to Governor that income generation by-laws be accepted. (3) TAC forward notice of income generated in Amereya to Governor for reference.
El Shark (East)	100	100	O.K.	O.K.	O.K.	--	On Going		Complete		Jan.	Comp.	Jan.	June	(1), (2), & (3) - It is considered that compet. from adjacent service station may be fairly overcome.
Central	100	(4)	O.K.	(5) Feb.	Avail.	(6) March	On Going		Complete	Complete	Feb.	Comp.	Feb.	July	(1), (2), & (3) (4) New tools required: L.E. 10,000 allocated in FY 91. (5) Being fabricated in adjacent production workshop. (6) L.E 14,000 allocated in FY 91 - unofficial request for TAC (training) to contribute additional L.E. 20,000.
				NOTE Use of peer trainers is envisaged - maintenance specialists will assist								NOTE This may develop into company to operate central garage, central workshop and production workshop			
El Arab	80	Avail.	Avail.	N/A	N/A	N/A	--		March	April	(7)	(7)	(7)	(7)	(7) Income Generation potential limited due to proximity of Manakh.
El Manakh	90	Avail.	Avail.	N/A	N/A	N/A	--		Feb.	March	(8)	(8)	(8)	(8)	(8) Probable potential in 2-3 years time.
El Dawahy	100	100	50				On Going				--	--	--	--	- Income Generation may be possible in the future depending upon success of central. - TAC should advice Governor regarding unsatisfactory staffing levels.

2-58

21

## PRIORITIZATION OF O&amp;M EFFORT - JANUARY TO SEPTEMBER 1992

Governorate: Alexandria

DISTRICT OR FACILITY	CURRENT STATUS			TRAINING				PREPARE P.M. AND WORK PLANS	ESTABLISH GOE REPORTING/ RECORD KEEPING PROCEDURES	ESTABLISH KARDEX CONTROLLED WAREHOUSE	INCOME GENERATION				REMARKS
	CONST. %	EQUIP. %	STAFF. %	FURNISH ROOM	DISPLAY CHARTS	PROVIDE MODELS	CONDUCT OJT				BY-LAW	COST ANALYS.	COMMEN. OPERAT.	FULLY OPERAT.	
Amereya	100	100	100					Complete							
Moharram Bey	100	90	40				On Going	Complete	Complete		--	--	--	--	- Income generation may be possible in the future when the surrounding area is vitalized by introduction of small scale workshops.
Res El Soda	100	100	75	Comp.	Comp.	(1)	(2) Jan.	(2) Jan.	(2) Jan.	(2) Jan.	Jan.	Feb.	Feb.	June	(1) May be possible to develop. (2) This is a revision exercise for the staff. <u>PRIORITY</u> - Effort to revitalize workshop and introduce income generation- very dependent upon district chief.
Semouha	90	90	0	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)		(3) Dependent upon completion date - related to expenditure from disbursement of 22 million. <u>PRIORITY</u> - Ensure best use of facility by offering standard TA - Assist district chief to develop income generation
Central Workshop	100	100	100												- Continue efforts to either have it demolished and relocated or completely renovated when Central and Gomrok have vacated.

PRIORITIZATION OF O&M EFFORT - JANUARY TO SEPTEMBER 1992

Governorate: Suez

DISTRICT OR FACILITY	CURRENT STATUS			TRAINING				PREPARE P.M. AND WORK PLANS	ESTABLISH GOE REPORTING/ RECORD KEEPING PROCEDURES	ESTABLISH KARDEX CONTROLLED WAREHOUSE	INCOME GENERATION				REMARKS
	CONST. %	EQUIP. %	STAFF. %	FURNISH ROOM	DISPLAY CHARTS	PROVIDE MODELS	CONDUCT OJT				BY-LAW	COST ANALYS.	COMMEN. OPERAT.	FULLY OPERAT.	
El-Ganayen	100	100	40	Comp.	Comp.	Comp.	On Going	Complete	Complete	Current	Feb.	Jan.	March	June	- Work with district chief to convince him that income generation would be beneficial - Hold "open house" and give reception
Attaka	100		50	None	--	--	Comp.	Complete	Complete		--	--	--	--	- Commodity company operates large Service Station in same area - Provide periodic assistance only
El-Arbaeen	95	100	75				On Going	Complete	Complete		--	--	--	--	- Too close to Central to become income generation project
Suez	100	100	60	None	--	--	On Going	Complete	Complete		--	--	--	--	- Small size of facility makes income generation impractical
Service Station	100	(1)	100	None	--	--	On Going	M/A	Complete	M/A/	Dec. 1991	Comp.	--	March	(1) Need to change hydraulic lift
Central	100 (First Phase)	100	100	Comp.	Jan.	Feb. (2)	On Going	Jan.	Jan.		Dec. 1991	Jan.	Feb.	July	(2) Scrap items to be cut and prepared as models
Road Directorate	100	100	100	None	--	--					Jan.	Feb.	March	(3)	(3) Could develop into contracting company to compete in the road construction sector

2-60

67

## PRIORITIZATION OF O&amp;M EFFORT - JANUARY TO SEPTEMBER 1992

Governorate: Cairo

DISTRICT OR FACILITY	CURRENT STATUS			TRAINING				PREPARE P.M. AND WORK PLANS	ESTABLISH GOE REPORTING/ RECORD KEEPING PROCEDURES	ESTABLISH KARDEX CONTROLLED WAREHOUSE	INCOME GENERATION				REMARKS
	CONST. %	EQUIP. %	STAFF. %	FURNISH ROOM	DISPLAY CHARTS	PROVIDE MODELS	CONDUCT OJT				BY-LAW	COST ANALYS.	COMMEN. OPERAT.	FULLY OPERAT.	
El-Kasserat				Specialist Effort Complete						(1)	(1)	(1)	(1)	(1)	(1) Leasing seems to be a distinct possibility. TAC will encourage. - District Redevelopment Societies currently generate some income from garbage collection.
Sayeda Nafissa				Specialist Effort Complete					(2)	(1)	(1)	(1)	(1)	(1)	(1) Ditto (2) Computerization of spare parts and fleet maintenance has commenced - Completion Feb. 1992
Mokattam	100	80	25					Complete	Complete	Feb.	(1)	(1)	(1)	(1)	(1) Ditto - Complete training of staff - Assist organization of zonal - Prepare job description - Prepare financial analysis
El-Waily	100	90	50	No Chairs Test	Comp.	--	On Going	Complete	Complete		(2)	(2)	(2)	(2)	(2) The facility currently operates to capacity and income generation may only be possible if and when the fleet is garaged elsewhere.
El-Salam	98	--	--	--	--	--	--	--	--	--	(3)	(3)	(3)	(3)	(3) Income generation may be possible as the area develops (5 to 7 years).
El-Mozha	15	--	--	--	--	--	--	--	--	--	NOTE Leasing may be a possibility beyond Sept. 1992				

Table 2.3-26

## PRIORITIZATION OF O&amp;M EFFORT - JANUARY TO SEPTEMBER 1992

Governorates: Qaliubia and Giza

DISTRICT OR FACILITY	CURRENT STATUS			TRAINING				PREPARE P.M. AND WORK PLANS	ESTABLISH GOE REPORTING/ RECORD KEEPING PROCEDURES	ESTABLISH KARDEX CONTROLLED WAREHOUSE	INCOME GENERATION				R E M A R K S
	CONST. %	EQUIP. %	STAFF. %	FURNISH ROOM	DISPLAY CHARTS	PROVIDE MODELS	CONDUCT OJT				BY- LAW	COST ANALYS.	COMMEN. OPERAT.	FULLY OPERAT.	
<u>QALIUBIA</u>															
Maintenance Center	80	--	--	--	--	--	--	NOTE Involvement of maintenance specialist will depend upon governor's decision on whether or not to lease the facility							- TAC to advise Governor regarding Terms of Reference for leasing option.
<u>GIZA</u>															
Desert Road Garage	95			Feb.	Feb.	Feb./ March	Feb to July	Feb./ March	Feb./ March	Feb./ March	--	--	--	--	

2-62

95



PICKING REFUSE AT MANZALA CANAL

## **PORT SAID GOVERNORATE**

### **RECYCLING ACTIVITIES**

#### **SALVAGING OPERATIONS**



## 2.4 SOLID WASTE MANAGEMENT (SWM)

### 2.4.1 INTRODUCTION

SEE O&M SECTION FOR LD II SUPPORT TO SWM

- o In order to summarize the achievements of the year and set the stage for the activities of the first half of 1992, it is necessary to recap the history of the SWM Team since the beginning of the LD II Project.

During the three calendar years 1988-90, the Solid Waste Management (SWM) Team, which was comprised, during peak periods, of two engineers and one economist directed by a part-time team leader, completed strategy, demonstration, and master plans covering all of the urban centers involved in the LD II Project. These plans were built around detailed field analyses of the collection, transfer, and disposal activities now being carried on in these six urban centers. Deficiencies were identified and both current and future needs (i.e. land for disposal sites, trucks for collecting refuse, and staff for central organizations) were quantified and costed out.

If compared with the standards of the United States and Western Europe where clean streets and costly pollution abatement devices at the disposal sites (e.g. plastic liners and leachate treatment schemes for the landfills) are mandatory, it is obvious that any comprehensive list detailing solid waste deficiencies for Egyptian metropolitan areas would be excessively long and corresponding cost estimates for required remedial equipment would be inordinately expensive. In Egypt, however, cleanliness of streets and protection of groundwater resources from the hazards of leachate does not have a high priority because officials are continuously attempting to cope with other inadequacies in hospitals, schools, and basic infrastructure. Moreover, USAID, at this time, has not committed any sizeable amount of funds to the solid waste sector. Thus, the SWM recommendations, carefully crafted with engineering documentation for tens of millions of L.E. to buy new compost plants and compactor trucks, were never adopted by either the G.O.F. or USAID.

On the other hand, USAID recognized that solid waste could in the future become an important sector for technical assistance (by the U.S. or other foreign donors). Therefore, USAID was unwilling to completely inactivate the SWM Team because it possessed first hand knowledge of contemporary urban solid waste practices in Egypt.

USAID (suggested) that the SWM Team concentrate their activities on improving or establishing central SWM organizations in each governorate based on the models of the Cairo and Giza Cleaning and Beautification Authorities. However, with the exception of Suez, governorates were not expressing any interest in any such central organizations. In a meeting held in November between the TAC and USAID, it was agreed that the SWM Team efforts for the remaining months of the Project should focus on providing both technical and organizational assistance to Port Said and Suez. There is also flexibility in the Work Plan in the event that one of the other governorates requests some special assistance.

For the year 1991, the goals were to:

1. Assist governorates in resolution of specific SWM problem areas.
2. Implement training programs in solid waste management.

The Methodology to achieve these goals was to:

1. Assist local officials in solving technical problems. Both technical and organizational assistance was provided. Work was conducted in Alexandria, Port Said, and Suez Governorates.

NO MENTION OF GIZA, CAIRO SPECIM PROJECTS

- In Alexandria, a notable achievement of the TAC was the fostering of a concept which led to the generation of real interest by local manufacturers in the fabrication of parts of composting plants. Compost is an ideal way to recycle the organics in the municipal solid waste and is especially valuable in the reclamation of desert areas. Local fabrication of many non-patentable parts will substantially reduce the costs of these composting plants and will thus increase the probability of more of these plants being opened in Egypt.
  - In Port Said, the TAC was active in opposing the use of Manzala Canal as an unregulated dump for municipal wastes. After the governorate officials transferred the dumping operation to Manzala Canal, the SWM Team developed operational methods with detailed cost estimates by which the adverse environmental effects could be minimized.
  - In Suez, the TAC worked directly with new officials appointed as Cleaning Directors by the Governor. These new officials, who had little prior knowledge of either the principles of solid waste management, or the situation in Suez, received detailed briefings on both from the TAC.
2. Sponsor a SWM Conference to allow operating officials and senior decision makers to share experiences in coping with the solid waste problems of contemporary Egyptian urban centers.
  3. Conduct formalized training in alternative methods of solid waste disposal.
  4. Assist districts and governorates in procuring garbage collection vehicles through the Investment Plan.

## 2.4.2 REVIEW OF ACTIVITIES

### o Alexandria

#### 1. A New Dump Site

The solid waste disposal situation in Alexandria continues to worsen. The main disposal site in Abis which is serving most of Alexandria (all districts except Amreya, which has a separate disposal site) has been severely overloaded for months and the municipal refuse is now being regularly burned in an effort to permit more months of dumping. Also, because of the absence of adequate control on the trash truck drivers, it is commonly observed that these drivers are unloading their trucks on the sides of the main roads leading to Abis. The other disposal site, which is located in Amreya District, may be taken over by the Ministry of Agriculture as it is the legal owner of the land.

In spite of this very critical situation, no action has been taken by the Governorate to solve the problem by identifying and starting to prepare a new site. The original ad-hoc committee, chaired by the ex-Chief of East District with assistance from the TAC, was established to explore alternative solutions for the waste disposal of Alexandria, but this has long since been disbanded.

Gen. Hamdy Khattab, the senior SWM official in the governorate, in his capacity as the Under Secretary of State for the Central Department of Cleaning and Beautification of Alexandria, stated that the problem is not only finding a new site but, because this new dump will necessarily be much farther from the center of the city than the Abis site (maybe an extra 30 km to the West of Alexandria), a proper resolution of the problem demands a significant addition to the city's collection fleet (e.g. transfer trucks). No funds are available for such a major equipment purchase.

2. Local Manufacture of Components of Compost Plant

As a result of TAC efforts during 1990 in investigating the capability of local manufacturers to fabricate the non-patentable components of compost plants, the local authorities became aware that it was possible to make many basic elements of the plants in Egypt and thus save a great deal of hard currency, as contrasted with the cost of buying a composting plant totally imported. The Chief of Montaza District enthusiastically accepted this idea of using local manufacturing to reduce the cost of a compost plant which is badly needed in his district, and, in October 1991, TAC was invited to attend a preliminary meeting between the Montaza District officials and one of the major Alexandria industrial companies which has shown considerable interest in the matter. Funds are not available at this time but discussions will continue between the company and the governorate.

o Port Said

1. A New Dumpsite

During the latter part of 1990, TAC informally contacted numerous officials at the governorate in Port Said to provide detailed explanations of how uncontrolled dumping in the Manzala Canal would constitute an environmental burden on the lake as the decomposition of the municipal solid wastes would generate toxic leachate which would then seep into the adjacent lake. Filling, continued however, and when this Canal was filled, the decision was made to dump in the Manzala Canal; this practise began in January 1991. In order to clarify the situation and to cost out alternatives, TAC calculated the life span of this canal based on dimensions scaled from maps; water depth based on several soundings; and an estimate of the rate of dumping. The life span was determined to be only five years. TAC also prepared a cost estimate for constructing a barrier to the movement of the leachate by lining the canal with 80 mil HDPE; a major endeavor which would require dewatering and support of adjacent structures. Total cost approximately L.E. 6.5 million.

TAC made an exploratory trip to northwest Sinai to search for a possible location of a dump site but results indicated that further study is required.

2. Lake Manzala Environmental Conference

In October 1991, TAC, as a result of its active role in identifying the degradation of Lake Manzala by uncontrolled dumping in the adjacent Manzala Canal, was invited to attend a National Conference of the Environment of Manzala Lake. This important scientific meeting, which focused on the continuous pollution of the lake due to massive inflows of sewage and industrial/agricultural drainage as well as through the alleged mismanagement of the lake's aquatic resources, was sponsored by Port Said Governorate. The final recommendations stressed the need for additional research as well as for coordination between all the concerned authorities in order to re-establish the declining fish resources in this vital natural asset.

o Suez

1. Selection of a Site for a Landfill

TA was provided to evaluate two proposed sites, one of which would be selected as a long term sanitary landfill for Suez City. It appears that the site at Km 12 on the Suez - Cairo Road will be the choice, but the evaluation was hindered because of some missing important information on the oil pipes crossing the area. Also unknown at this time is the official position of the army on the governorate's utilization of this site as a sanitary landfill.



MATERIAL SEGREGATION BY PRIVATE DEALER

## **SUEZ GOVERNORATE**

### **RECYCLING ACTIVITIES**

STORAGE OF COLORED GLASS BY PRIVATE DEALER



## 2. Establishing a Governorate Level Cleaning Department

During the year, the Governor appointed three individuals to the post of Director of the Cleaning Department. The first appointment, Mr. Mohamed El-Wardany, a retired Army Colonel, was given a detailed briefing by TAC on the status of the solid waste collection and disposal activities in Suez. Mr. El-Wardany then declined the position. The second appointee, retired Brigadier Abdel-Hakim El-Tokhy, was given a copy of the Suez SWM Master Plan and a verbal summary of the situation; was accompanied by the TAC on a tour of all the dispersed dump sites within the city; was taken by the TAC to both sites under consideration as long term landfills for the city; and was introduced to desirable SWM practices to include operation of transfer stations and sanitary landfills. Unfortunately Brigadier El-Tokhy, after nine months on the job, encountered many obstacles to his efforts and he also resigned the post. The most recent appointee is Mr. Maghraby, formerly the Office Director to the ex-Secretary General of Suez Governorate. TAC will brief him on the SWM principles and the current status of collection and disposal of wastes in Suez Governorate.

### o Training

#### 1. Solid Waste Management Conference

The March 1991 SWM Conference, which was conducted in Alexandria, constituted a major accomplishment as this was believed to be the first conference in Egypt of high ranking officials devoted to a realistic discussion of urban solid waste management problems. Participants included operating officials and governors from the six largest metropolitan areas in Egypt. Each governor presented a paper discussing the experiences, difficulties and achievements of his SWM staff in the areas of solid waste collection and disposal. Official recommendations were drawn up and approved by the governors.

#### 2. SWM Training Courses

A number of local firms were contacted to provide instruction for the programed courses but no responsive offers were received.

Discussions are continuing with the prestigious Solid Waste Association of North America (SWANA) on a proposed trip to Egypt by one or more of their experts to teach a short course in operation and management of a sanitary landfill. It is being stressed that costly western technology (i.e. double liners and leachate treatment) is not necessarily pertinent to the geography and limited budget of Egypt. If this organization is unwilling to send representatives to Egypt, other professional groups will be contacted.

### o Procurement Actions

The SWM Team provided technical assistance in the procurement of solid waste vehicles using Investment Plan funding. The following procurement (or repair) of garbage trucks was undertaken during 1991:

1. Procurement of 10 garbage collection trucks in the amount of L.E. 671,800.
2. Repair of 10 garbage collection trucks, Midtown District (Alexandria), in the amount of L.E. 150,161.
3. Procurement of 10 garbage collection tricycles in the amount of L.E. 120,261.
4. Overseas procurement of 12 dump trucks for a total cost of L.E. 1,576,000.

5. Overseas procurement of 23 small garbage collection trucks (Ford 350) for a total cost of L.E. 2,175,294.

#### 2.4.4 WORK IN PROGRESS

As a result of the previously discussed meeting at the USAID - LAD office, it was agreed that TA will concentrate on the two governorates of Port Said and Suez.

##### o Port Said

1. TAC will encourage the Governorate to form a central collection department or, at least, to establish some collection standards and to foster further private sector investment.
2. USAID is planning to fund a co-composting plant which will blend partially dewatered sludge from the Port Said sewage treatment plant and the organic component of the refuse from the city. The LD II (Urban) Project is not involved in the design of this plant. The final technical responsibility of the SWM Team will therefore be to prepare a report outlining the situation to the Governor. Such a report will provide a revised estimate for the life of the Manzala Canal dump; shall delineate several scenarios describing the operation of the required transfer station (sorting area); and shall make recommendations to the Governor on how he can assure the success of the co-composting program.

##### o Suez

1. TAC will continue assisting Suez in laying out the physical elements of the landfill and detailing the necessary operational procedures if it is to be run in efficient manner. Assistance will be provided also for a transfer station which may be needed because most of the collection equipment consists of tractors with trailers which are not suitable for "haulage" to the landfill.
2. TAC will work with the newly appointed Director and his staff to encourage a well designed organization for the Cleaning Department. An objective will be the clearing of obstacles to more coordination between the Department and the districts which must all work in harmony to get the job done.

SPEUM PROJECTS



ZABBALEEN COMMUNITY, MANSHIET NASR

## CAIRO GOVERNORATE

RECYCLING ACTIVITIES

STORAGE OF RECYCLED MATERIALS



### 3.0 PILOT OFFICE INSTITUTIONALIZATION

#### 3.1 SECTION OVERVIEW

This Section of the Report describes a unique and ambitious effort in the overall Decentralization Program. At the beginning of this project, the Land Management Unit (LMU) and the Office of Management and Economic Development (OMED) were completely new administrative capabilities in the Governorates of Egypt. The third, Management Information Systems (MIS), was also new to the urban program although it had received some attention in the Basic Village Services Project which was the precursor of the Provincial portion of the LD II program.

3.1.1 **OMED:** In past years, the governorates have had limited background data and practically no trend or forecasting analysis with which to discharge their capital investment and budget development functions. Major expenditure decisions have been made with little or no knowledge of the effect of the decision or any analysis of the options available to the governorate. The OMED has provided the governorates with research and analysis capability to generate dependable financial and economic data well in advance of the need to make decisions regarding expenditures.

3.1.2 **MIS:** The rapid development of MIS centers in the urban governorates has filled a very obvious void in the governorates' traditional system of processing and managing information. The acceptance of this computer-based function has been total in the governorates. The challenge to date has been keeping up with the expanding skills of the governorate MIS staff. The governorates have begun to successfully design and implement their own computer applications. The ability of the MIS Centers to maintain and improve on systems provided represents the next major step forward for these units. This will be a key element in the success of many of the other components of the decentralization effort.

3.1.3 **LMU:** Fragmented urban planning and Land Management functions have been in place in the governorates for some time but these have generally been inadequate in addressing comprehensive land development issues, both in the public and private sectors. However, the governorates have unique authority concerning land ownership and development and, if the LMU program is successful, they would have developed the administrative capacity to:

- o Look at the larger picture with respect to land use, NO. THIS IS URB. PLAN'G TASK
- o Implement comprehensive land development projects; from conceptualization to construction supervision,
- o Generate and return significant revenues which may be used for future development efforts.

**3.2 PROGRAMMING AND BUDGETING**  
**(OFFICE OF MANAGEMENT AND ECONOMIC DEVELOPMENT - OMED)**

**3.2.1 INTRODUCTION**

*THIS IS GOOD NEWS!*

The Arab Republic of Egypt is pursuing a policy of decentralizing national authority to governorates and other local government units. The "Law of Local Governments" delegates the responsibility for solving local problems to the local level. However, the lack of analytic capacity within the governorate to develop and implement policy, mobilize local resources, and manage resource prioritization and allocation are major impediments to achieving full decentralization.

*(PRACTICAL WILL IS ANOTHER)*

The budget authority of the governor is limited. The ability to generate local revenue and to establish expenditure levels for service directorates are both legally and procedurally restricted. However, considerable authority is vested in the governorate to establish policy and expenditure levels for the Central Governorate or Dewan. What is required to effectively exercise this authority is the development within the governorate of the capacity to develop alternative approaches to achieve more effective service delivery. The OMED model builds the capacity within the governorate to develop data, perform analyses, and influence alternative approaches to policy development and implementation.

The purpose of the Local Development II - Urban Programming and Budgeting Task, is to assist the governorates to develop the capacity to independently manage local resources, and encourage thereby the development of decentralization. To achieve this end, the following targets have been set:

- o Develop and implement municipal management systems in the governorate. *(PROGRAM?) WHO IS DOING THIS?*
- o Improve decision making by increasing the quantity and quality of financial information through computerization.
- o Develop an analytic and rational approach to the budget development process.
- o Implement expenditure efficiency concepts to maximize the effectiveness of limited resources.
- o Improve organizational effectiveness and efficiency through special studies.
- o Develop analytic and fiscal planning skills through training, experience, and team work.

The achievement of these targets will provide the governorates with the essential administrative capacity to practice the independent role assumed in the goal of decentralization.

**3.2.2 REVIEW OF MILESTONES**

**3.2.2.1 Current Budget Development System**

On-going

Comments: A major effort was completed to improve the budget development software used by the governorates. This will substantially improve the potential for long-term institutionalization by decreasing the dependence of the governorate on OMEDs technical assistance. The revised software for the development of the current budget includes the capacity to develop operating budgets in a programmatic manner as initiated in the program budgeting sub-task and also provides other management information such as filled and unfilled budgeted positions.

*105*

**3.2.2.2 Capital Investment Plan System**

On-going

Comments: The original software system proved cumbersome to use and required major modifications in order to provide the governorates with the ability to manage its future capital investment plans. The data entry module of the revised system has been installed in Suez, Giza, and Port Said. Both Giza and Port Said are experiencing recurrent problems with the Governorate Planning and Follow-up Departments in accessing the data necessary to complete the Capital Investment Plan.

**3.2.2.3 5-Year Revenue Forecasting System**

On-going

Comments: In general, the use of the existing forecasting model is solidly in place. The governorates continue to use it successfully. However, efforts to expand the analytic data used in the forecasting model have been frustrated by the inaccessibility of summary information.

**3.2.2.4 Budget Monitoring & Financial Reporting System -- Pilot Implementation**

On-going

Comments: A Systems Analyst from the United States has arrived and joined the basic work team. Thus, work has begun on the logical design phase in the Alexandria Governorate. A Financial Specialist from the United States will start work on the project in January 1992.

**3.2.2.5 Program Budgeting (Pilot Implementation)**

On-going

Comments: The pilot implementation in Qalubia Governorate was completed. Pursuant to the Governor's direction, expansion of the concept to the Education Services Directorate, have been initiated. Implementation of the process in Port Said Governorate are underway. *How many?*

**3.2.2.6 Overseas Short-Term Training Tour**

Completed

Comments: The two-week training course was successfully completed.

**3.2.2.7 Annual Maintenance Plan**

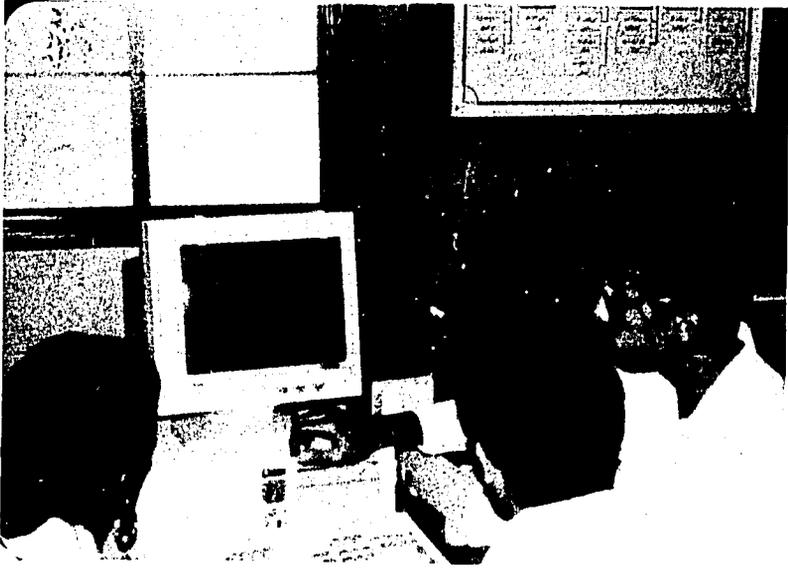
On-going

Comments: This activity has been delayed. Completion is now planned for February 1992.

### 3.2.3 ACHIEVEMENTS

Technical assistance efforts have continued at previously established levels. (App. B) presents the status (%) of OMED tasks as of December 31, 1991. The planning phase of a major improvement to financial reporting was initiated, expanded training in OMED appropriate software, and transfer of new financial analysis and budget preparation techniques were accomplished through individual governorate work programs. Most governorates progressed satisfactorily within established time limits. Completion of some tasks were hampered by computer hardware failures, changes in governorate management or lack of commitment by governorate officials to provide necessary information. However, five OMEDs are either directly responsible for preparation of the annual operating budget, or are providing technical assistance in the preparation of the budget or preparing special studies of a financial analytic nature. Specific achievements are:

- o Four OMEDs have assumed the lead role for development of the governorate's Operating or current budget. An additional OMED is providing technical assistance in preparing the operating budget and performing special studies.
- o Implementing a Program Budgeting process and system, for the first time in the Government of Egypt, in Qaluibia Governorate.
- o Completing an intensive two-week training program in the United States for selected OMED and governorate management staff.
- o Initiating the design phase of the first automated accounting and financial management system in Alexandria Governorate (Budget Monitoring System).
- o Improving the computerized budget development systems to increase the Governorate's independent capacity to carry on the OMED activities after completion of the project.
- o Assisting the Management Information Systems task to initiate the development of the Giza Property Tax Collection System.



TRANSFER OF EXPERIENCE AS A STEP  
TOWARDS INSTITUTIONALIZATION

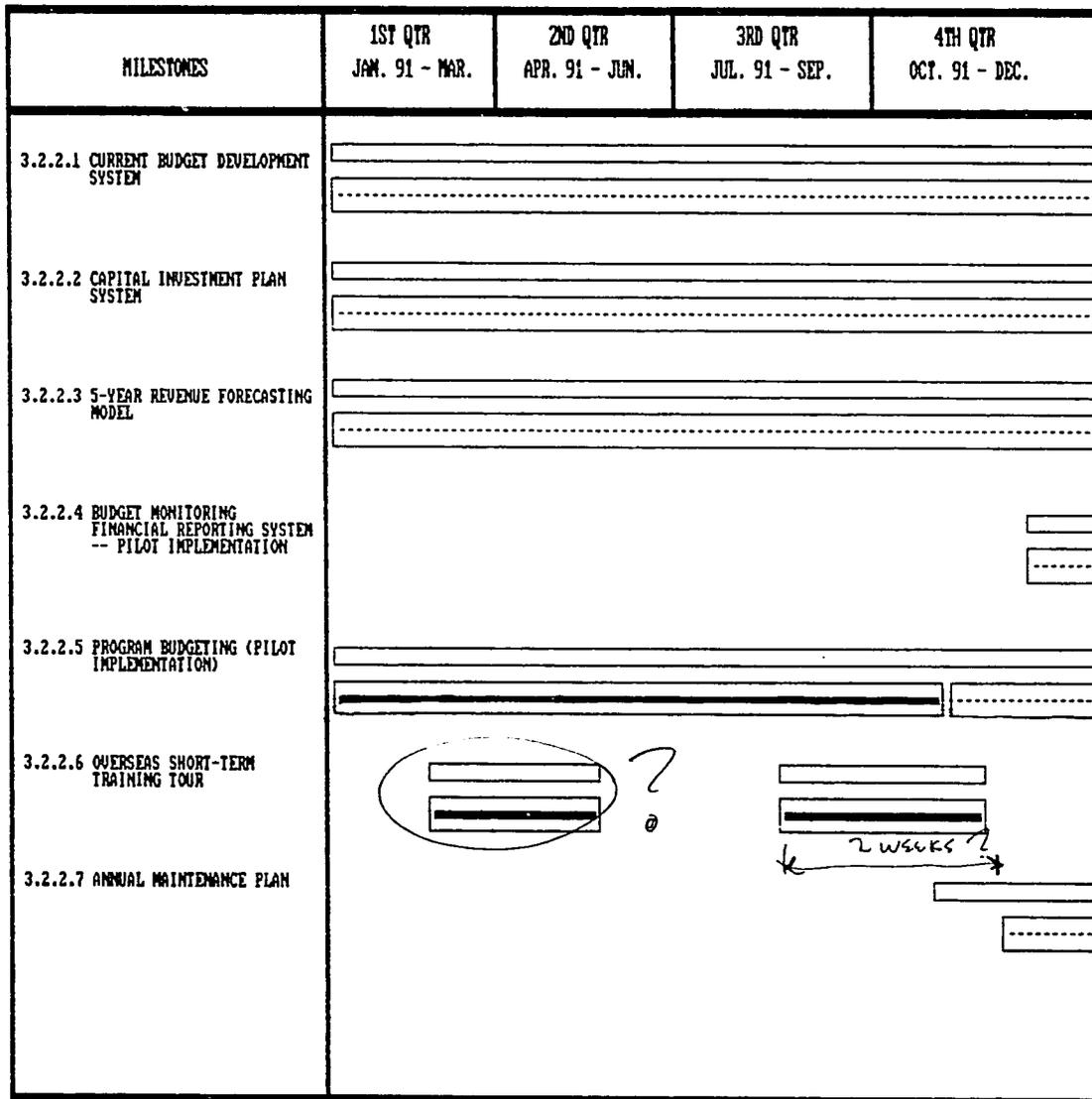
## QALIUBIA AND SUEZ GOVERNORATES

ROSTER SYSTEM IN TWO GOVERNORATES



# LD 11 URBAN PROJECT

## PROGRAMMING AND BUDGETING



KEY:

TARGET COMPLETION PERIOD

[Solid Line]

IN PROGRESS

[Dashed Line]

COMPLETED

[Thick Solid Line]

3-5

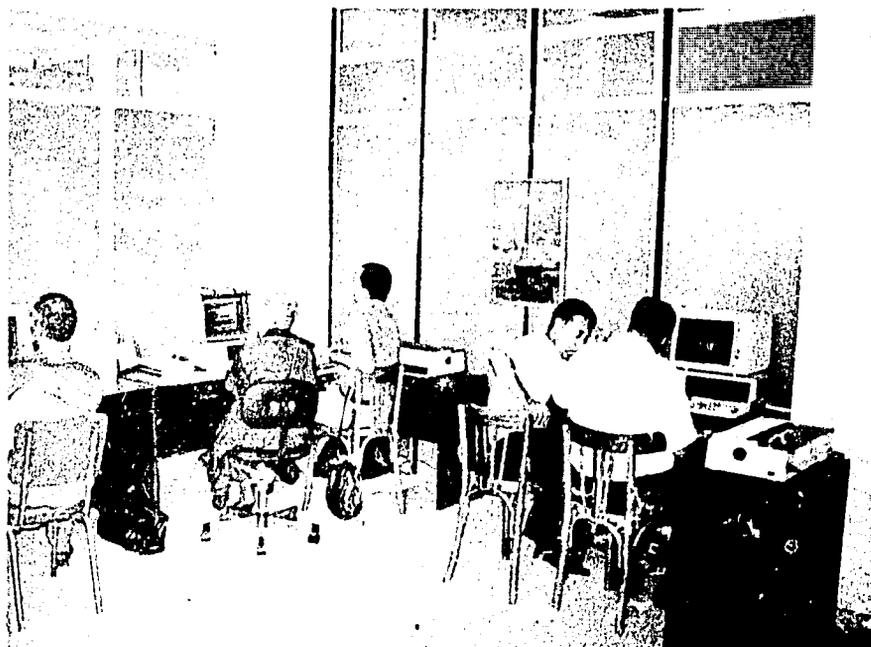
106

Figure 3.2-1



## PORT SAID GOVERNORATE

MIS STAFF IN OPERATION



### 3.3 MANAGEMENT INFORMATION SYSTEMS (MIS)

#### 3.3.1 INTRODUCTION

LD II Urban efforts to institutionalize MIS during 1991 focused on the completion of pilot system development projects and advanced training for GOE staff. The MIS centers in each urban governorate continue to operate with the equipment and software provided to them by LD II Urban in 1989. This included four IBM microcomputers and a group of standardized software packages (dBASE III+, Lotus 123, Harvard Graphics, Nafitha, and others). Each MIS center is staffed by approximately nine "MIS Specialists" who have received training in the use of office automation software, programming, and system analysis. The challenge during 1991 has been to encourage full utilization of these resources and strengthen the MIS centers role as a permanent department in the central Dewan of each governorate.

The TA contractor, in a cooperative effort with the MIS centers, began development of a pilot information system in each governorate. In 1991 the software for all six of these systems was successfully developed. User documentation for the systems was also prepared by the governorates and delivered to USAID. The development of these systems provided valuable on the job training for personnel in the MIS centers. This is well evidenced by the substantial number of system efforts which have been undertaken by MIS center staff independent of LD II Urban. Table 3.3.1 summarizes current system development efforts in the MIS centers by governorate. Systems in bold have been developed as pilot projects in conjunction with the MIS TAC.

**TABLE 3.3.1 - MIS CENTER SYSTEM DEVELOPMENT**

<b>CAIRO</b>	<b>INVENTORY CONTROL (Pilot Project)</b>
	<b>HOUSING RENT COLLECTION</b>
	<b>EDUCATION ROSTER</b>
<b>GIZA</b>	<b>CEMETERY PLOT SALES MANAGEMENT (Pilot Project)</b>
	<b>QUARRIES MANAGEMENT</b>
	<b>SHOP LICENSING AND FEES</b>
<b>PORT SAID</b>	<b>HOUSING RENT COLLECTION (Pilot Project)</b>
	<b>DISTRICT NEEDS ASSESSMENT</b>
	<b>VEHICLE LICENSING</b>
<b>ALEXANDRIA</b>	<b>HOUSING ALLOCATION (Pilot Project)</b>
	<b>LIBRARY CATALOGING SYSTEM</b>
	<b>GOVERNOR DECREE DATABASE</b>
	<b>INCENTIVE AND BONUS PAYROLL</b>
	<b>MONTHLY TIME REPORTING</b>
<b>SUEZ</b>	<b>AGRICULTURAL COOPERATIVE MANAGEMENT (Pilot Project)</b>
	<b>COMMODITY SUBSIDIES MANAGEMENT</b>
	<b>GOVERNMENT HOUSING MANAGEMENT</b>
	<b>LIBRARY CATALOGING SYSTEM</b>
	<b>PERSONNEL ADMINISTRATION</b>
<b>QALUBIA</b>	<b>WATER BILLING (Pilot Project)</b>

Of the six pilot projects undertaken by MIS TAC in conjunction with the governorate MIS centers, only two are actually implemented and running. In Cairo, TAC have assisted the implementation of an inventory control system by providing a new IBM compatible 80386 microcomputer for the Inventory control department. The 8088 XT class in the MIS centers simply lacks the processing and storage capacity to operate large systems like inventory control. In contrast, the Agricultural Cooperative System developed by Suez governorate is a small system which has been successfully implemented on an XT class machine in the MIS center. We believe that the remaining four pilot systems can be implemented quickly when additional microcomputer hardware is procured. The process of obtaining this equipment is currently underway.

At USAID's request, the MIS TAC have turned much of their effort away from the institutional process associated with the MIS centers and are now applying their resources towards the implementation of systems for Local Resource Mobilization. These systems include the following:

<u>GOVERNORATE</u>	<u>SYSTEM</u>
Giza	Property Tax Collection
Port Said	Housing Rent Collection
Alexandria	Housing Rent Collection
Qaliubia	Water Utility Billing

The software for the Housing Rent and Water Utility systems has been successfully developed. We expect these systems to be fully implemented during the first half of 1992. Similarly, the Property Tax Collection system is in development but should easily be completed by the end of the project. These four systems are now a major focus of the MIS TA effort.

In addition to these specific Local Resource Mobilization (LRM) systems, the MIS TAC have developed custom systems for other TA groups in the LDII Urban project. Table 3.3.2 shows the systems implemented by MIS to assist the TA efforts of other project groups. Systems implemented during 1991 are shown in bold text.

TABLE 3.3.2 - LD II URBAN TA SYSTEMS

<u>SYSTEM DESCRIPTION</u>	<u>ACRONYM</u>
Current Budget Development System	(CBDS)
Capital Budget System	(CIP)
Program Budget System	(PBS)
Project Tracking System	(PTS)
Subproject Rating System	(SPRS)
District Needs Assessment Program	(DNAP)
Ministry of Local Administration Reporting	(MLA)
Land Management Information System	(LMIS)
Training Roster Systems	(ROSTER)

CAIRO	ALEX	GIZA	QALIUBIA	PORT SAID	SUEZ
CBDS	CBDS	CBDS	CBDS	CBDS	CBDS
CIP	CIP	CIP	CIP	CIP	CIP
	PBS		PBS		
PTS	PTS	PTS	PTS	PTS	PTS
SPRS				SPRS	
				DNAP	
MLA					
	ROSTER	ROSTER	ROSTER	ROSTER	ROSTER
	LMIS	LMIS	LMIS	LMIS	

During the remainder of LD II Urban, a major focus of the MIS component will be to implement these systems across all governorates. This should improve the institutional potential of related LD II Urban by activities notably Land Management, OMED, and BSDS. We expect this to be feasible by using newly procured microcomputer hardware and equipment demobilized from the project office.

### 3.3.2 REVIEW OF TASK STATUS

The specific tasks and milestones outlined in the MIS section Work Plan and their respective completion status are as follows: Figure 3.3.1 summarizes MIS milestone achievements.

#### 3.3.2.1 Maintain Project Tracking System (PTS) Field Software

Ongoing.

The MIS TAC has provided field support for the hardware and software which comprise the Project Tracking System. Periodic visits to each governorate have been undertaken to insure the integrity and timeliness of data, provide additional user training, and troubleshoot technical difficulties. In addition, MIS TAC have sought to develop in each governorate the independent capacity to administer and maintain the hardware and software which comprise the system. During 1991, the Project Tracking functioned smoothly in all six governorates. Substantial modifications were made to the system to improve its functionality for the GOE planning and follow-up departments. Specific modifications included:

- Modification of Table 1 reports to include data for the past 4 years.
- Addition of a detailed table of transfers report.
- Addition of graphs required by USAID and BSDS TAC.

New versions of the system supporting bilingual reports and graphs are now installed in all governorates.

#### 3.3.2.2 Implement Planning and Follow-up Hardware

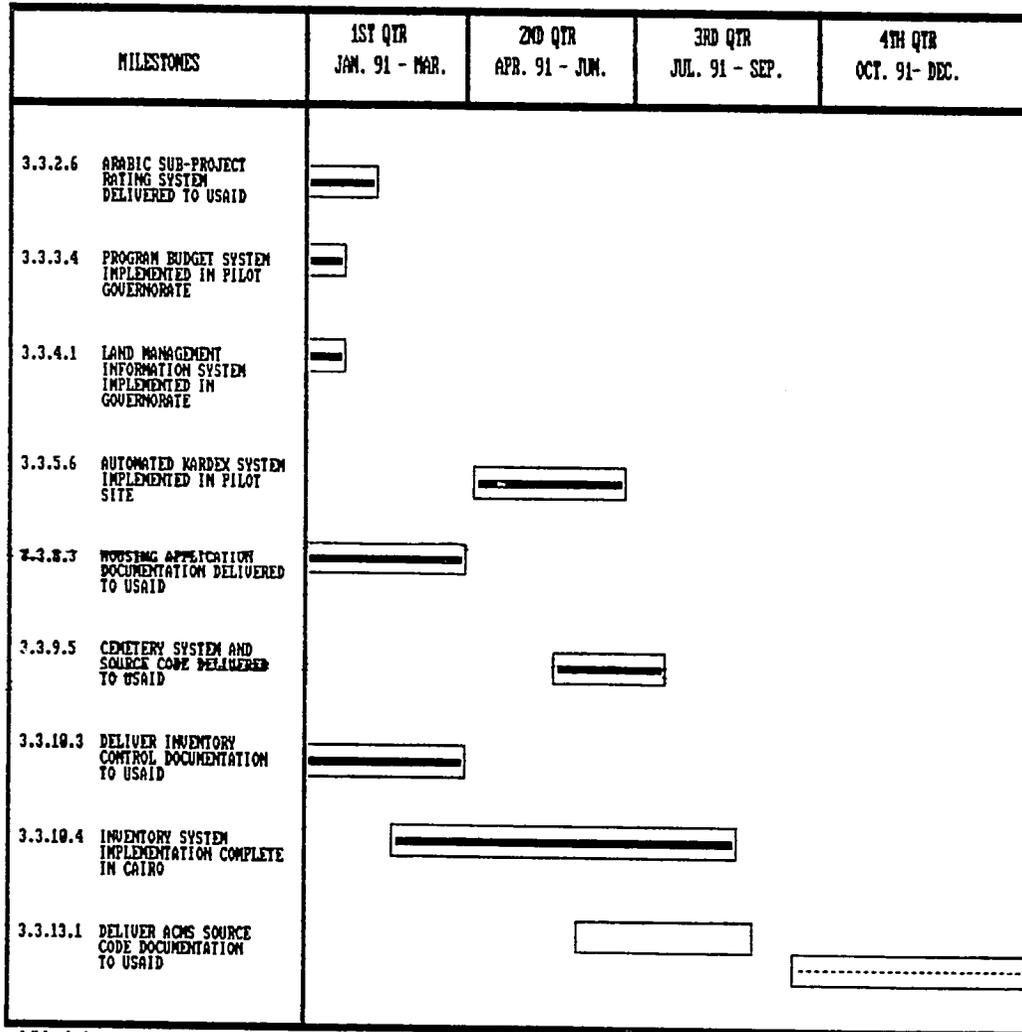
Not started.

MIS had planned to install IBM AT compatible microcomputers in the planning and follow-up departments of Alexandria, Giza, Qaluibia, and Suez Governorates. This installation has not been possible due to complications in the procurement process. The planning and follow-up departments of Cairo and Port Said governorates are currently automated using hardware procured by the governorates respectively. These machines will provide platforms for the migration of the LD II Urban Project Tracking System (PTS). In addition they will be used to support the Subproject Rating System and the District Needs Assessment Program (DNAP) implementations.

Procurement of six microcomputers for implementation in the planning and follow-up departments of each urban governorate should take place during 1992. Plans have been made for inclusion of equipment for the planning and follow-up departments in the pending MIS center upgrade procurement.

# LD II URBAN PROJECT MANAGEMENT INFORMATION SYSTEM

3-10



KEY:

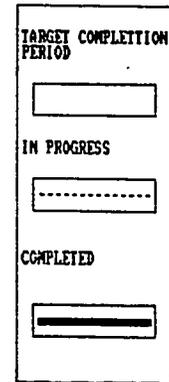


Figure 3.3-1



MIS SUEZ DIRECTOR IN THE INFORMATION CENTER LIBRARY

## SUEZ GOVERNORATE

MIS STAFF MEMBER ENTERING DATA



### **3.3.2.3 Implement District Needs Assessment Program (DNAP)**

Underway.

The district needs assessment program has been implemented in Cairo, Giza, and Port Said. These governorates have supplied hardware for their planning and follow-up departments to support this and other systems. DNAP will be implemented in the other three governorates following delivery of computer hardware to their planning and follow-up departments. Interim measures are being taken in these governorates to run the system in the MIS centers. This method is proving to be impractical however as it separates the system from its' proper user.

### **3.3.2.4 Coordinate Field Maintenance and Modifications to DNAP**

Ongoing.

Port Said Governorate MIS center continues to maintain the District Needs Assessment computer programs. Arabic documentation for the system is being modified to reflect changes made to the software.

### **3.3.2.5 Arabization of the Sub-Project Rating System (SPRS)**

Complete.

The application programs which comprise the Subproject Rating System have been modified to display Arabic text and accept Arabic data. Likewise, all reporting functions are now accomplished by the system in Arabic.

### **3.3.2.6 Prepare Arabic User and System Documentation for SPRS**

Complete.

User and system documentation for the Arabic Subproject Rating System were translated from the English documentation already written by the contractor. Modifications to the User interface, reporting functions, and maintenance procedures were reflected in the new documentation. This documentation and the system source code were delivered to USAID.

### **3.3.2.7 Implement Sub-Project Rating System in Six Governorates**

Underway.

To date, the SPRS has been implemented in Cairo, Giza, and Port Said. We expect the system to be running in all six governorates by January 1992.

**3.3.2.8 Maintain Sub-Project Rating System Field Hardware/Software**

Ongoing.

The system requires very little maintenance. When the system has been implemented in all governorates it will require more attention. It is anticipated that this requirement will be quite small and easily handled by the MIS centers.

**3.3.2.9 Perform Planning and Follow-up System (PFS) Analysis**

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration. If the requirements of the ministry can be met in time to resume this and related tasks, it will be undertaken prior to demobilization.

**3.3.2.10 Develop Planning and Follow-up System (PFS) Prototype**

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration.

NO!

**3.3.2.11 Test Planning and Follow-up System (PFS) Prototype**

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration.

**3.3.2.12 Document Planning and Follow-up System (PFS)**

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration.

**3.3.2.13 Implement Planning and Follow-up System (PFS) in Six Governorates**

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration.

NO!

### 3.3.2.14 Maintain Planning and Follow-up System (PFS) Field Installations

Not started.

MIS TAC resources have been diverted from this task to support development of software for the Ministry of Local Administration.



### 3.3.3 OMED SYSTEM SUPPORT

#### 3.3.3.1 Support Current Budget Development System (CBDS) Field Installations

The Current Budget System is now operating in all six urban governorates. Some minor modifications have been made to the system report formats. A substantial effort was expended in Suez to restore data files damaged in an unsupervised move of the OMED computers ordered by the governor. Replacement of the OMED computers with more robust units has been completed in all six governorates. Data was successfully transferred to the new machines. Redevelopment of the Current Budget System has been recently completed to provide additional functions for OMED conducive to institutionalization.

#### 3.3.3.2 Support Capital Budget System Field Installations

Ongoing.

The Capital Budget System is currently installed and running in all six governorates. The MIS TA team member assigned to support of OMED will continue to maintain the application programs, hardware, and data integrity of these systems. The Capital Budget System is undergoing integration with the Project Tracking System and other requirements for the planning and follow-up departments of the governorates. The system development per OMED specifications is now complete.

#### 3.3.3.3 Support OMED Technical Presentations

Ongoing.

MIS TAC assisted the GOE OMED staff in the preparation and delivery of many technical presentations during 1991 including the following:

**QALIUBIA** - Analytic data from the Current Budget Development System was presented to the Governor (Ref. OMED QPR Section 4.)

**PORT SAID** - A special computer demonstration and a variety of system reports and graphics were prepared for the OMED seminar.

**SUEZ** - Analytic data from the Current Budget Development System was presented to the Governor.

**SUEZ** - The OMED director from Qaliubia presented the prototype Program Budget System to the General Secretary of Suez and the other five OMED directors.

### **3.3.3.4 Develop Program Budget System (PRO-B)**

Complete.

In response to requirements stated by the Programming and Budgeting Team Leader, a microcomputer system for the monitoring of program budgets was developed. Brief technical and user documentation has been prepared in Arabic and delivered to USAID.

### **3.3.3.5 Implement Pro-B System in Pilot Governorate**

Complete.

The PRO-B system has been implemented in two governorates, Qaliubia and Alexandria. OMED staff were trained by MIS TA Staff in all user functions, reporting, and data management associated with the system.

### **3.3.3.6 Maintain Pro-B Pilot Installation**

Ongoing.

The Program Budget System now operates successfully in its two pilot sites. MIS TAC maintain the hardware and software which comprise the PRO-B system on an ongoing basis. This includes coordination of maintenance contracting for the computers and ongoing monitoring of the software. Some minor modifications to the system are being made to the user interface. Data entry of Bab 1 has been completed by the OMED staff in Qaliubia. Reports have been added to the system at the OMED director's request.

## **3.3.4 LAND MANAGEMENT (LMU) SYSTEM SUPPORT**

### **3.3.4.1 Implement Land Management Planning Information System (LMIS) in Pilot Governorate**

Complete.

The LMIS system was successfully implemented in its pilot site, Giza. A demonstration of the system was conducted for the General Secretary, LMU Staff, and USAID on March 21 at Giza Governorate.

### **3.3.4.2 Implement Land Management Planning Information System (LMIS) in Four Governorates**

Complete.

The LMIS system has been installed in four remaining governorates in order specified by the LMU TA team. Computer hardware and software was implemented at the site and verified for performance by the MIS TA team member assigned to support of LMU. On-site user training was conducted to familiarize GOE LMU staff with the system's operating procedures. Ongoing technical support has been provided to insure proper system functioning.

Cairo is the only governorate which has not received the LMIS system. We anticipate delivery of the system to Cairo prior to demobilization, although this exceeds our work plan goals.

**3.3.4.3 Maintain Land Management Planning Information System (LMIS) Field Installations**

Ongoing.

Support and maintenance of the system continues in the five governorate installations.

**3.3.4.4 Define Other LMU Functional and System Requirements**

Removed from Work plan.

This task has been completed by a short term LMU expatriate consultant.

**3.3.4.5 Evaluate Packaged Application Software**

Removed from Work plan.

This task has been completed by a short term LMU expatriate consultant.

**3.3.5 O&M SYSTEM SUPPORT**

**3.3.5.1 Perform Kardex System Analysis**

Complete.

MIS TA staff have studied the manual Kardex system and have developed a logical model for its automation. O&M staff have presented system requirements for inclusion in the automated Kardex application.

**3.3.5.2 Develop Automated Kardex System**

Complete. A prototype automated system was developed and tested. MIS TA staff visited zonal garages in Cairo and Alexandria to determine a pilot site for system installation and verify end user requirements.

**3.3.5.3 Perform Kardex System Testing**

Complete.

The prototype system was tested in the project office using data from the Sayeda Nafissa Warehouse. A Demonstration of the Automated Kardex system was conducted for Chemonics and Edusystems. Comments received during the demonstration have been used as the basis of minor modifications to the Kardex system.

#### **3.3.5.4 Prepare Kardex System Documentation**

Underway.

Arabic User documentation for the Kardex system is being prepared by MIS TA staff in the project office.

#### **3.3.5.5 Implement Pilot Kardex System**

Complete.

The automated Kardex system has been implemented in the Sayeda Nafissa Warehouse. Training and intense TA are now being applied to the Warehouse operators.

#### **3.3.5.6 Implement Zonal Kardex System**

Underway.

Preparation are now underway to accommodate the Kardex system in Alexandria's Central Garage. This installation should take place in early January 1992.

#### **3.3.5.7 Maintain Kardex Field Installations**

Underway.

MIS center staff from Cairo governorate have been assigned as ongoing maintenance technicians for the system. These persons are assuming responsibility for ongoing operation of the hardware and software which accomplish Kardex automation. They are now accompanying MIS TAC staff on all field maintenance activity related to the Kardex implementation at Sayeda Nafissa.

#### **3.3.5.8 Conduct Vehicle Maintenance System Analysis**

Complete.

An Evaluation of off-the-shelf vehicle maintenance packages has been conducted. The packages have been deemed unsuitable for implementation in Egypt. This is primarily due to the difficulties associated with arabizing the systems, and the high procurement costs. Work plan tasks have been newly revised to accommodate in-house development of the system.

#### **3.3.5.9 Develop Vehicle Maintenance System (VMS)**

Underway.

The MIS TA staff in conjunction with appointed staff from Cairo MIS center are developing the VMS system from requirements stated by the O&M task group.

**3.3.5.10 Conduct Vehicle Maintenance System (VMS) Testing**

Underway.

Prototype VMS software is now undergoing testing at the Sayeda Nafissa garage.

**3.3.5.11 Document Vehicle Maintenance System (VMS)**

Not Started.

**3.3.5.11 Implement Vehicle Maintenance System (VMS) on Central and Zonal Computer Hardware**

Not Started.

**3.3.5.11 Maintain Vehicle Maintenance System (VMS) Field Installations**

Not Started.

**3.3.6 ADMINISTRATIVE SYSTEM SUPPORT**

Removed from work plan at USAID request.

**3.3.7 GOE MIS CENTER SUPPORT**

The strategy for MIS center development during 1991-92 is a continuation of that set forth in the LDII Urban strategy statement. Six unique systems, coordinated with each governor, were developed in the MIS centers with the immediate supervision of the TA contractor. Full implementation of the systems has been delayed until new hardware can be procured.

**3.3.7.1 Procure and Install MIS Center Upgrades**

Underway.

The MIS subcommittee has approved the TAC procurement plan and has passed on recommendations to the ULDC for assembling a procurement committee. Cairo governorate has been delegated procurement authority for the six governorates. The MIS TAC await notification of fund availability from USAID.

**3.3.7.2 Implement GOE Hardware Maintenance Contracts**

Complete.

The existing hardware maintenance contracts implemented by the MIS center in each governorate have been amended to include hardware installed in other departments of the Dewan. As the warranty expire, equipment installed in the OMED, LMU, and Planning and Follow-Up departments will be included in the maintenance contract.

**3.3.7.3 Coordinate MIS Sub-Committee**

Ongoing.

Meetings of the MIS subcommittee have been held during 1991 as follows:

February 23  
May 30  
June 19  
August 8

Minutes of these meetings have been forwarded by the committee directly to USAID.

**3.3.7.4 Implement System Planning Methodology**

Complete.

A structured system analysis and development methodology has been adapted by the MIS consultant as a guideline for GOE system development. This methodology considers the unique operating environment and provides appropriate planning and execution of activities in the system development life cycle. Texts describing the methodology have been distributed to each MIS center and staff at each site have received classroom training. All pilot projects undertaken in the GOE have been guided by this methodology.

**3.3.8 GOE MIS CENTER SUPPORT - ALEXANDRIA**

The Governor of Alexandria expressly requested that MIS TAC assist the MIS center with the development of a computer system to administer the allocation of governorate owned housing. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

System priorities have been discussed with the new Secretary General in accordance with Giza and Port Said MIS needs assessments. MIS center staff have prepared a draft automation plan for review by the Governor. This review took place on September 3.

**3.3.8.1 Assist Housing Application System Development**

Complete

**3.3.8.2 Assist Housing Application System Testing**

Complete

**3.3.8.3 Assist Housing Application System Documentation**

Complete. User and technical documentation have been delivered to USAID.

**3.3.8.4 Assist Housing Application System Implementation**

Not started. Full Implementation of the housing system is contingent upon the availability of hardware to be placed in the housing department. The system is partially functional now in the MIS center but must be migrated to realize full functionality. This will be possible following the procurement of additional hardware for the GOE MIS centers.

**3.3.8.5 Assist Housing Application System Maintenance**

Underway. Minor changes requested by the user have been developed.

**3.3.9 GOE MIS SUPPORT - GIZA**

The Governor of Giza expressly requested that the MIS TAC assist the MIS center with the development of a computer system to administer the allocation of cemetery plots. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

**3.3.9.1 Assist Completion of Cemetery Plot Allocation System Feasibility Studies**

Complete. Arabic and English feasibility studies have been delivered to USAID.

**3.3.9.2 Assist Cemetery Plot Allocation System Analysis**

Complete.

**3.3.9.3 Assist Cemetery Plot Allocation System Development**

Complete.

**3.3.9.4 Assist Cemetery Plot Allocation System Testing**

Complete. Cemetery plot information and over 3,000 applicant records were entered in the prototype system for testing.

**3.3.9.5 Assist Cemetery Plot Allocation System Documentation**

Complete, Arabic system documentation has been delivered to USAID.

**3.3.9.6 Assist Cemetery Plot Allocation System Implementation**

Not started.

The system cannot be implemented in the cemetery department until the hardware is available. For the time being, a partial implementation has been accomplished in the MIS center.

125

**3.3.9.7 Assist Cemetery Plot Allocation System Maintenance**

Underway.

The Cemetery Plot Allocation System is being maintained by the MIS staff who developed the system. Real maintenance of the system cannot occur until it has been implemented in the user department at the completion of task 3.3.9.6

**3.3.10 GOE MIS SUPPORT- CAIRO**

The Governor of Cairo has expressly requested that MIS TAC assist MIS center with the development of a computer system to administer the control of inventory for the Budget Control Department. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

**3.3.10.1 Assist Inventory Control System Development**

Complete.

**3.3.10.2 Assist Inventory Control System Testing**

Complete.

**3.3.10.3 Assist Inventory Control System Documentation**

Complete.

User and Technical documentation have been delivered to USAID.

**3.3.10.4 Assist Inventory Control System Implementation**

Complete.

The Inventory Control System has been successfully implemented and is now running in Cairo Governorate.

**3.3.10.5 Assist Inventory Control System Maintenance**

Underway.

MIS center staff are being trained to maintain and enhance the system. User requests for additional system features are being evaluated.



## QALIUBIA GOVERNORATE

PREPARATION OF REPORTS, MIS SECTION, BENHA



**3.3.11 GOE MIS SUPPORT - QALIUBIA**

The former Governor of Qaliubia expressly requested that the MIS consultant assist the MIS center with the development of a computer system to administer the generation of water utility billing. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

**3.3.11.1 Assist Completion of Water Billing Feasibility Study**

Complete.

Deliverable feasibility study submitted in Arabic to USAID.

**3.3.11.2 Assist Water Billing System Analysis**

Complete.

**3.3.11.3 Assist Water Billing System Development**

Complete.

**3.3.11.4 Assist Water Billing System Testing**

Complete.

**3.3.11.5 Assist Water Billing System Documentation**

Complete.

**3.3.11.6 Assist Water Billing System Implementation**

Not started.

This system will be implemented following the procurement of new hardware for the MIS center.

**3.3.11.7 Assist Water Billing System Maintenance**

Underway. Bugs in the system's rate calculation module have been found and the system is being re-written to eliminate them.

### 3.3.12 GOE MIS SUPPORT - PORT SAID

The Governor of Port Said has expressly requested that the MIS consultant assist the MIS center with the development of a computer system to administer the collection of housing revenues in Manakh district. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

Port Said has completed its five year strategic system plan and is now implementing the first stages of it. A major training addendum to the plan is now under development.

#### 3.3.12.1 Assist MIS Needs Assessment

Complete.

The deliverable entitled "Comparative Information Systems Needs Assessment Study, Port Said Governorate" was transmitted to USAID in January. English translations of the Executive Summary, Methodology, and Findings sections are being prepared as an additional deliverable.

#### 3.3.12.2 Assist District Housing Revenue Feasibility Study

Complete.

An Arabic feasibility study was delivered to USAID.

#### 3.3.12.3 Assist District Housing Revenue System Analysis

Complete.

#### 3.3.12.4 Assist District Housing System Development

Complete.

The manual procedures of the district housing office are being restructured to accommodate the automated system.

#### 3.3.12.5 Assist District Housing System Testing

Complete.

The system was tested with data from Manakh District.

#### 3.3.12.6 Assist District Housing System Documentation

Complete.

Arabic user documentation has been delivered to USAID.

**3.3.12.7 Assist District Housing System Implementation**

Complete.

**3.3.12.8 Assist District Housing System Maintenance**

Not started.

**3.3.13 GOE MIS SUPPORT - SUEZ**

The former Governor of Suez expressly requested that the MIS TAC assist the MIS center with the development of a computer system to administer the allocation of agricultural cooperative property. Specific sub-tasks below were conducted in accordance with the methodology described in task 3.3.7.4

**3.3.13.1 Assist Agricultural Cooperative Management System Feasibility Study**

Complete.

**3.3.13.2 Assist Agricultural Cooperative Management System Analysis**

Complete.

**3.3.13.3 Assist Agricultural Cooperative Management System Development**

Complete.

**3.3.13.4 Assist Agricultural Cooperative Management System Testing**

Complete.

**3.3.13.5 Assist Agricultural Cooperative Management System Documentatation**

Not started.

MIS TAC resources have been diverted from the completion of this task to the development of systems for Local Resource Mobilization.

**3.3.13.6 Assist Agricultural Cooperative Management System Implementation**

Complete.

Data for land owners and agricultural association data (over 3,500 records) have been entered. Minor enhancement of the system continues as new requirements are identified.

**3.3.13.7 Assist Agricultural Cooperative Management System Maintenance**

Ongoing.

MIS center staff are actively improving the functions in this system.

**3.3.14 TRAINING COORDINATION**

A comprehensive formal training curriculum will be applied in tandem with the on-site technical assistance program. Although some technical training has already been administered, the skill levels of the GOE MIS staff remains far below that required to independently build information systems or even maintain the systems delivered to date by LD II Urban. The training required to bridge this gap will be coordinated with the Training TA group. Specific courses within this work plan follow a curriculum or "course stream" designed to progressively develop computer literacy. This is particularly important because the MIS centers have increased their staffs over the last year and now have entry level participants who need complete education. A logical and progressive course stream is outlined below which will be administered to new MIS staff, thereby providing them with the skills to be programmer-analysts. Most training courses will draw participants of similar ability from several governorates. This will foster competition among the MIS staff and MIS centers in respective governorates.

**3.3.14.1 Intro to Computers - DOS**

Complete.

**3.3.14.2 Lotus 123**

Complete.

**3.3.14.3 Harvard Graphics**

Not started.

**3.3.14.4 dBASE III+ - Nafiths**

Complete.

**3.3.14.5 System Analysis**

Complete.

**3.3.14.6 Advanced dBASE III+**

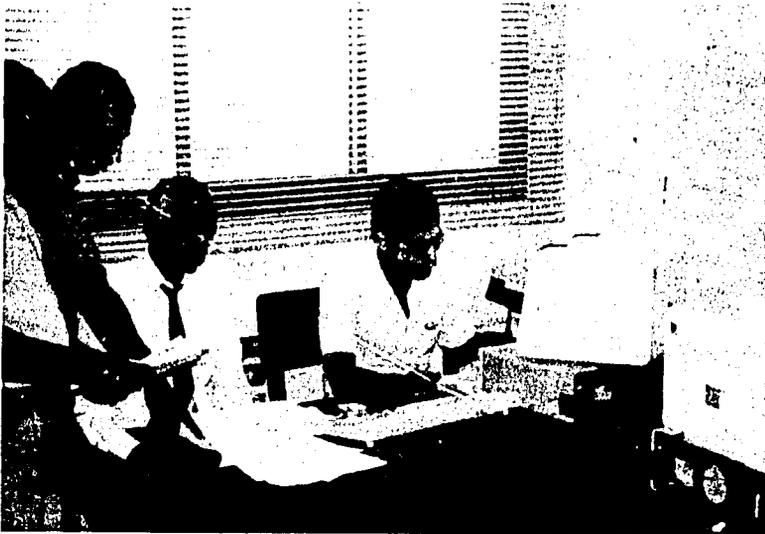
Complete.



MIS ALEXANDRIA DIRECTOR IN HIS OFFICE

## ALEXANDRIA GOVERNORATE

MR. REMAH TALAAT OF USAID WITH TAC AND  
MIS PERSONNEL ANALYZING HOUSING REPORT



132

**3.3.14.7 Feasibility Studies**

Not started.

**3.3.14.8 Application Development**

Underway.

This course is planned to begin in January 1992.

**3.3.14.9 Overseas Study Tour - USA**

Complete.

A study tour for the GOE MIS directors and computer center supervisors was developed and implemented. The tour occurred in the greater Washington D.C. area during the first two weeks of December. Site visits were conducted local government computer facilities and a major vendor exhibition.

**TABLE OF MIS DELIVERABLES**

<u>DATE</u>	<u>TASK #</u>	<u>DELIVERABLE DESCRIPTION</u>
02/91	5.1.6	Arabic documentation and source code for Subproject Rating System.
09/91	5.1.12	Arabic documentation and source code for Planning and Follow-up System.
11/91	5.3.6	Arabic documentation of Site Planning and/or GIS procedures. (Contingent upon feasibility assessment)
05/91	5.4.4	Arabic documentation and source code for Kardex automated system.
03/92	5.4.13	Arabic documentation and source code for Vehicle Maintenance System.
03/91	5.7.3	Arabic documentation and source code for Housing Applicant System.
01/91	5.8.1	Arabic and English feasibility study for Cemetery Plot Allocation System.
06/91	5.8.3	Arabic documentation and source code for Cemetery Plot Allocation System.
02/91	5.9.3	Arabic documentation and source code for Inventory Control System
05/91	5.10.5	Arabic documentation and source code for Water Billing System.
01/91	5.11.1	Arabic and English MIS Needs Assessment Report.
01/91	5.11.3	Arabic and English feasibility study of District Housing Revenue System.
09/91	5.11.9	Arabic documentation and source code for District Housing Revenue System.
09/91	5.12.9	Arabic documentation and source code for Agricultural Cooperative Management.

### 3.3.15 MIS BIBLIOGRAPHY

1. Project Tracking System Users' Manual, Arabic and English, March 1988.
2. Project Tracking System Documentation Manual, Arabic and English, March 1988.
3. Capital Improvement Program Users Manual, Arabic and English, June 1988.
4. Capital Improvement Program Programmers Reference, Arabic and English, June 1988.
5. Post Implementation Evaluation, Current Budget Development System & Capital Improvement System, Arabic and English, June 1988.
6. Project Tracking System Implementation Status Report, Arabic and English, July 1989.
7. Project Tracking System Installation Summary, Giza Governorate, Arabic and English, September 1988.
8. Financial Management System, Arabic and English
9. Current Budget Development System. User Manual, English, September 1989.
10. Management Information Systems Needs Assessment, Giza Governorate, Arabic and English, December 1989.
11. Report of Project Impact Evaluation, LDII Urban MIS Training, English, January 1990.
12. Pilot Project Automation of Needs Assessment Survey, Port Said Governorate, Technical Assistance Report, English and Arabic, February 1990.
13. Pilot Project Automation of Needs Assessment Survey Port Said Governorate, February 1990, English and Arabic.
14. Subproject Rating System Users Manual and Programmer's Reference, July 1990, English.
15. Budget Monitoring System Feasibility Study, Findings of 1st half, July 1990, English.
16. Project Tracking System Version 1.1 Technical Reference, July 1990, English and Arabic.
17. Budget Monitoring Feasibility Study Final Report, October 1990, English.
18. Water Billing System Feasibility Study, Qaliubia Governorate, November 1990, English and Arabic.



PROVISION OF ELECTRIC POWER

## SUEZ GOVERNORATE

KAFR EL ARAB (LMU) UPGRADING PROJECT

AERIAL VIEW OF THE SITE



### 3.4 LAND MANAGEMENT (LMU)

#### 3.4.1 INTRODUCTION

SEE pg 3-1. DON'T QUOTE JIBS.

The ongoing objective of the LD-II Urban Land Management Program has been to improve capacity of the urban governorates to implement upgrading and/or new lands development projects which have cost-recovery and revenue generation as significant policy reform elements. This process includes the establishment of (GOE) Land Management Unit (LMU) entities to administer and monitor demonstration project activities. It also includes training of "core" LMU staff to identify viable projects and to handle the technical analysis and implementation monitoring of projects.

Through the establishment of Land Management Units, the institutional capacity for acquiring, controlling, and holding governorate land for future urban needs, to allocate such lands efficiently, to service and develop such lands in partnership with private or informal sector participants and to undertake the upgrading of deficient urban areas would be accomplished.

The program should not conflict or interfere with existing comprehensive planning functions in the governorates, or at central government, but should instead complement such activities. Prior to the LD-II Urban Land Management Program, governorate land was often sold without conditions of land release related to a comprehensive project development strategy.

The purpose of the Land Management Action Package is to achieve project oriented land management and implementation systems through "capacity building" that aims to accomplish the following goals;

- o Improve Operations - Through the execution of organization decrees, establishing LMU organizations to facilitate the coordination; information gathering; and project identification, development and monitoring procedures, would be accomplished to improve capacity in the governorates to address project implementation using governorate land resources as a revenue generating asset. This activity includes the appointment of staff including a Director. Appointment of a policy committee or board of directors to coordinate project activities and Land Management project policy would also be accomplished.
- o Improve Project Development and Implementation Procedures - By identifying appropriate revenue generating strategies for demonstration projects, improvement in the project development and implementation process is anticipated.
- o Improve Land Management Planning Information Systems - With the assembly of project development and planning data through an automated planning information system for pilot governorates, improvement in a planning information database is anticipated to promote current and future project development and implementation activities.
- o Provide Basic Skills Training - By providing technical assistance and training to "core" professional and technical staff in land management practices; office operating procedures, planning development processes, and skills to implement computerization of office operations and planning information systems, basic technical and planning concept skills to implement projects should be accomplished.

During 1991, the following four major tasks defined in the workplan, were undertaken as follows:

- Complete Office Operations Guidelines,
- Implement Computerization of Selected Land Management Activities,
- Implement In-Country and Overseas Training Programs, and
- Monitor Implementation of Identified Land Management Projects.

Therefore, the following 1991 targets were set:

- o Installation of Land Management information and project development systems in those LMU's with trained staff and equipment to handle such systems.
- o Provide more intensified training in cash flow and revenue generation (cost recovery) components for LMU new lands development and upgrading projects.
- o Establish a dialogue with senior governorate management concerning incorporation of LMU projects in LD-II Urban investment plans.
- o Initiate "on-the-ground" activity on LMU projects in those governorates, that successfully received on a timely basis, funds to begin such actions, and
- o Establish credibility of the LMU concept and purpose with senior governorate management through project presentations and briefings by (GOE) LMU staff.

### 3.4.2 REVIEW OF MILESTONES

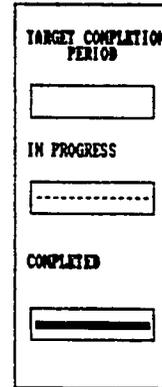
The specific tasks and milestones outlined in the Land Management Work Plan for 1991 (Task 7.0) and their respective completion status are as follows. Figure 3.4.1 summarizes milestone achievements for the Land Management group.

<u>Task/Milestone</u>	<u>Target Date</u>	<u>Status</u>	<u>Comments</u>
Task: Complete Office Operating Guidelines	End October, 1990	Completed	This document and other guideline documents were reviewed and provided to participants in the Organization Administrative Procedures Workshop conducted in 1991.
Task: Computerization of Land Management Activities			
o Install Equipment and Systems in Participating Governorates	End of May, 1991	Completed	Hardware/software installed in all governorates except Cairo and Suez

# LD II URBAN PROJECT LAND MANAGEMENT UNIT IMPLEMENTATION

MILESTONES	1ST QTR JAN. 91- MAR. 91	2ND QTR APR. 91- JUN. 91	3RD QTR JUL. 91 - SEP. 91	4TH QTR OCT. 91 - DEC. 91
1. Complete Office Operating Guidelines  2. Automation of Selected Land Management Activities  o Install Equipment Systems in Participating Governorates  o Feasibility of Other Enhancements Including GIS  o Follow-Up Existing System Operations and Implement Automated Systems in Remaining Governorates	(Completed 1990) All Guideline Documents Reviewed and Submitted to (GOE) LMU Staff.			
	Target By End of June, 1992 For TAC			
	-----			
	Target By End of May, 1991		(Hardware/Software Systems Installed in Giza, Port Said, Qaliubia and Alexandria)	
	-----			
Target By End of Jun.91 for Report				
-----				
Report Compl. & Sub. for Approval				
-----				
Target By End of June, 1992				
-----				
(New Task for Cairo and Suez)				

KEY:

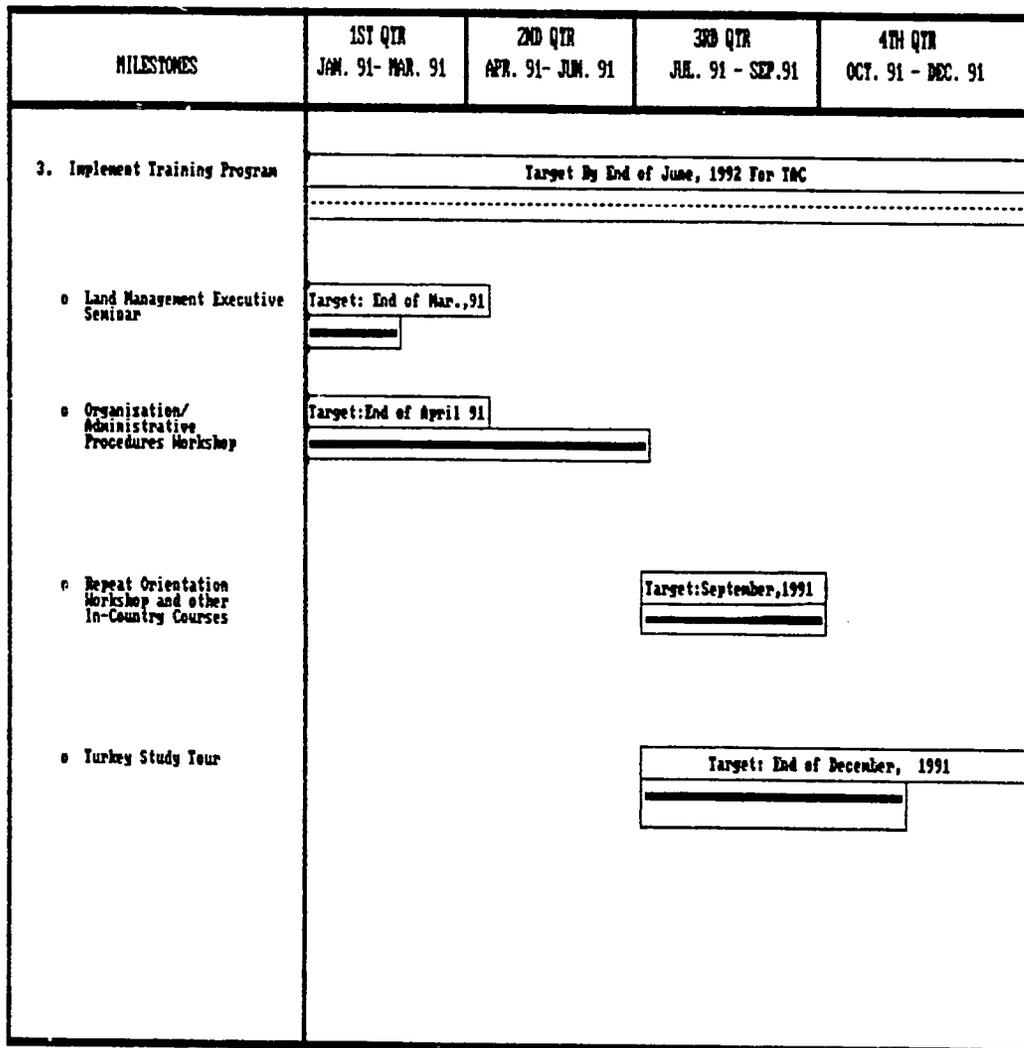


3-30

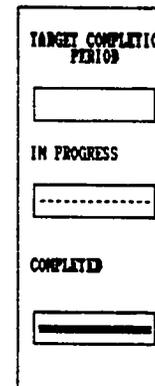
139

Figure 3.4-1

# LD II URBAN PROJECT LAND MANAGEMENT UNIT IMPLEMENTATION



KEY:



3-31

140

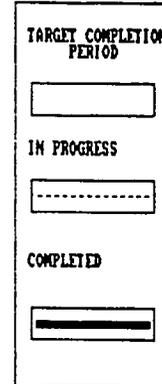
Figure 3.4-2

# LD II URBAN PROJECT

## LAND MANAGEMENT UNIT IMPLEMENTATION

MILESTONES	1ST QTR JAN. 91- MAR. 91	2ND QTR APR. 91- JUN. 91	3RD QTR JUL. 91 - SEP. 91	4TH QTR OCT. 91 - DEC. 91
<p><b>4. Monitor Implementation of Identified Projects</b></p> <p>o Project Scoping Reports Refined and Presented to Senior (GOE) Management in Governorates</p> <p>o Land Allocation Decrees Executed For Projects</p> <p>o Monitor Project Construction and Revenue Generation on All Participating Governorate Pilot Projects</p>	Target By End of June, 1992 For TAC			
	-----			
	Target: End Of July, 91			
	-----			
	Presentation and briefings by (GOE) LMU Staff in Giza, Port Said, Cairo, Suez and Qaliubia			
	-----			
	Target: End of August, 1991			
	-----			
	All five pilot projects approved by current or former governors. Decree pending in Qaliubia. Decrees executed in Giza, Port Said, Suez, and Cairo.			
	Target: On-Going			

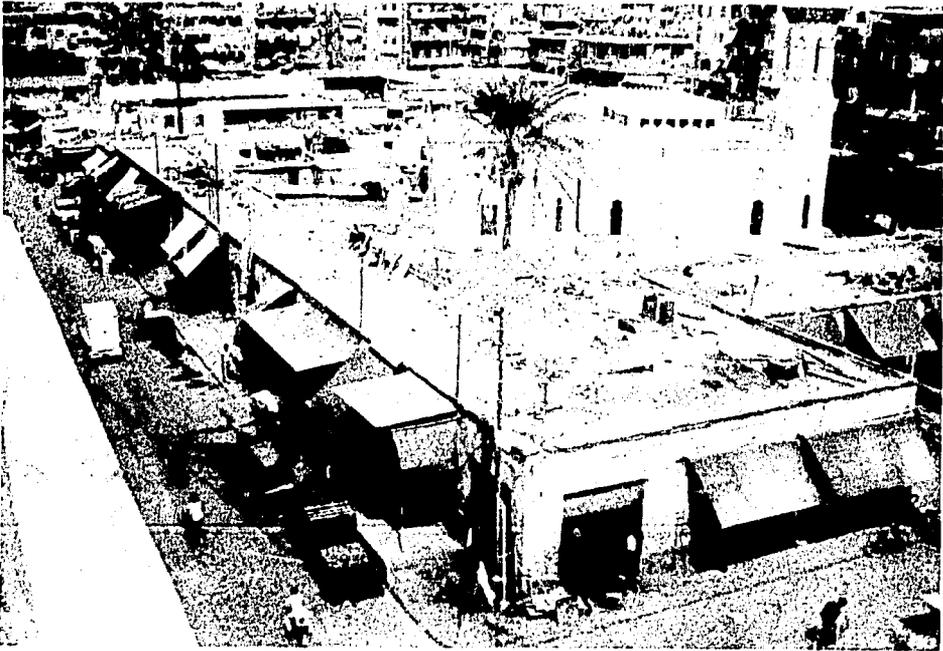
KEY:



3-32

191

Figure 3.4-3



PRIVATE WORKSHOPS TO BE REMOVED IN PHASE II

## **PORT SAID GOVERNORATE**

EL ARAB DISTRICT (LMU) UPGRADING PROJECT

REMOVAL OF SHANTY HOUSES. CLEARED AREA  
TO BE SOLD AT AUCTION



- o **Address Feasibility of Other System Enhancements or Applications**      **End of January, 1992**      **Report Completed and Submitted**      **Report is being reviewed by ULDC/USAID.**
- o **Follow- Up Existing System Operations and Implement Automated Systems in Remaining governorates**      **End of May, 1991 For Participating Governorates**      **Completed For Qaliubia, Giza, Port Said, and Alex.**      **Cairo and Suez have requested selected software and hardware. This is a new task for these governorates**

**Task: Implement Training Program**

- o **Land Management Executive Seminar**      **End of March, 1991**      **Completed**
- o **Organization/ Administrative Procedures Workshop**      **End of April, 1991**      **Completed**
- o **Turkey Study Tour**      **End of Dec., 1991**      **Completed**
- o **Repeat Other In-Country Courses as Necessary**      **End of June 1992**      **Ongoing**      **Orientation Workshop course repeated in 1991 for new staff. Additional courses planned in 1992 by modifying or using available materials. This is subject to budget constraints.**

**Task: Monitor Implementation of Identified Projects**

- o **Project Scoping Reports Refined and Presented to Senior (GOE) Management in Remaining Governorates**      **End of July, 1991**      **Completed**      **Five of six urban governorates with exception of Alexandria have identified LMU pilot projects and made presentations to their governors**

o	Technical Assistance Provided on Decree Guidelines and Land Allocation Decrees Executed	End of August, 1991	Completed	Four of five governorates have executed decrees and one is expected to take action soon.
o	Monitor project Construction and Revenue Generation in all participating governorate pilot projects	End of Sept., 1992	Ongoing	This is new task with initiation and duration of task activity depending on timely release of financial resources, either LD-II Urban or other sources to begin project on-the-ground activity.

More specifically, the following summarizes current status of the above tasks:

- o **Task: Complete Office Operating Guidelines** - This material along with other guideline documents was reviewed and distributed during 1991 in training activities.
- o **Task: Computerization of Land Management Activities** - The following milestone subtasks were completed during 1991;
  - **Implement Land Management Information System (LMIS) in Pilot and Remaining Participating Governorates** - The custom built arabized LMIS system with selected hardware/software was installed in the pilot governorate of Giza and participating governorates of Port Said, Qaliubia, and Alexandria. All governorates are currently collecting or have collected information for data entry into the computer. (GOE) Land Management staff are responsible for timely data collection, and entry using developed systems to assist and reinforce project development activities.
  - **Complete Feasibility Investigations Regarding Other Supporting Computer Activities** - A feasibility report by a short-term expatriate expert was completed and submitted to USAID and ULDC members for review and approval. Findings in the report recommended a twelve month implementation period for a sustainable Geographic Information System (GIS) with supporting automatec mapping technology to develop and implement projects in the governorates more effectively. Short term recommendations involve installation of limited graphics support hardware/software to implement an automated desktop mapping system in one pilot governorate, (Port Said). These recommendations are currently under consideration.
  - **Follow-Up Existing Computer System Operations and Implement Automated Systems in Remaining Governorates** - The remaining governorates of Cairo and Suez have requested computer hardware/software equipment and installation of custom-built systems to support their project activities. This was a new task for these governorates. Installation of such equipment is dependent on project demobilization plans currently under development and location of an adequate environment in the LMU office for such equipment.

TAC successfully monitored existing computer system operations for the four governorates in which computer hardware/software equipment have been installed. In addition, planning for a selected governorate task force to attend a Symposium with TAC called "Computers in Practice" at Ain Sham University in March, 1992 is underway. The purpose of this participation is to share current systems in practice and establish relations with the academic and computer vendor communities regarding possible future long-term applications. The task force, assisted by TAC, would report on findings of the Symposium to other governorates in a planned work group meeting

144

- o **Task: Implement Training Program** - In order to develop the analytical approaches and skills necessary to present planning reports on projects to decisionmakers, intensive in-country and overseas training was undertaken during 1991 for key (GOE) LMU staff in all participating governorates. Prerequisite in-country training included repetition of the Orientation/Workshop for new staff, including a review of findings from the Land Management Executive Seminar held earlier during the year; and participation in the Organization/Administrative Procedures Workshop held in mid-1991.

Intensified training in project cash-flow and revenue generation (cost recovery) was accomplished. This resulted in five urban governorates identifying projects with revenue generating (cost-recovery) components. Specific training resource documents and manuals for (GOE) Land Management staff use in project development planning, including office guideline procedures, were reviewed and distributed.

- o **Task: Monitor Implementation of Identified Land Management Projects** - Intense technical assistance was provided to participating governorates to reorient projects and address more realistic implementation actions that would permit revenue generation (cost-recovery) to occur and sustain future project improvement phases. Credibility of the LMU concept and purpose was established with senior governorate management through project presentations and briefings by (GOE) LMU staff in Giza, Suez, Port Said, Qaliubia and Cairo. This resulted in approval of all five pilot projects by senior management. A dialogue with senior governorate management concerning incorporation of LMU projects in LD-II Urban investment plans was also accomplished. This resulted in four governorates identifying subproject components for their pilot LMU project programs, using LD-II Urban investment plan resources. In addition, land allocation decrees consolidating LMU powers to implement pilot projects were issued by governors in four governorates. A summary profile of pilot projects and their characteristics is given in Table 3.4.1. It is significant to note that Cairo governorate began active participation in the Land Management program with the appointment of staff and identification of a pilot LMU project in 1991.

The following summarizes measurable project impact characteristics, for the five participating governorates:

- Upgrading projects range in initial project impact areas from 6 feddans to 115 feddans.
- The new lands development project in Cairo Governorate totals 750 feddans, but an initial project area of 35 feddans was proposed to initiate implementation of site services and begin revenue generation.
- Targeted low to middle income beneficiaries for initial project impact areas is estimated to total slightly under 75,000 persons for all five pilot LD II Urban projects at this time.
- Total costs for all five projects are estimated at this time at L.E. 34,003,250 LD II Urban Program contributions are L.E. 2,145,700 of this amount. An implementation period of one year is anticipated for the LD II Urban Program cost components. Net revenue balances will be used to sustain project activities in later implementation years.
- Total project revenues for all five projects are estimated to be over L.E. 56,189,100. This represents an anticipated net revenue surplus after cost-recovery to participating governorates of slightly over L.E. 22,000,000 based on current planning proposal strategies.

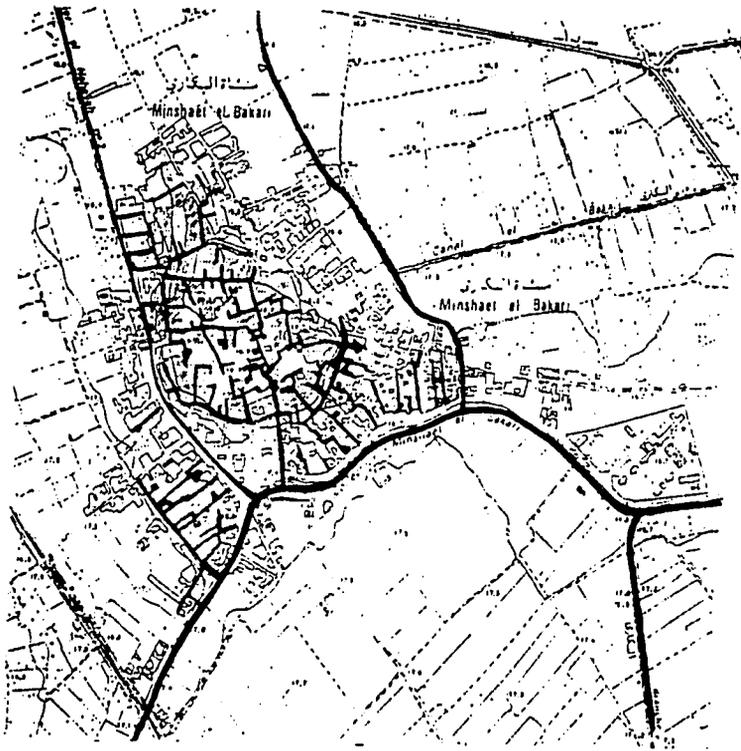
Table 3.4.1  
LAND MANAGEMENT DEMONSTRATION PROJECT INFORMATION

(As of End of December, 1991)

ITEM DESCRIPTION	GOVERNORATE					
	GIZA	PORT SAID	SUEZ	QALIUBIA (A)	CAIRO (A)	ALEXANDRIA
o Project Name	Manshiat El Bakary	El Arab District	Kafr El Arab	El Sharkawia	Kattamia	Under Discussion
o District Location	Al Haram	El Arab	Ataka	Shoubra El Kheima	El Maadi	Pending
o Total Project Area (Feddans)	115.0	112.5	141.0	6.3	750 (4)	Pending
o Type of Project and Initial Impact Area (Feddans)	Upgrading 115.0 (1)	Upgrading 9.23	Upgrading 69.0	Upgrading 6.3	New Lds.Dev 35.0	Pending
o Targeted Beneficiaries (Low to Middle Income Residents)	36,428	2,500	(3) 22,000	2,000	12,000	Pending
(B) o Total Project Costs (LE)	6,508,700	13,662,552	(3) 9,765,000	1,000,000	3,067,000	Pending
o Implementation Period	6 Years	4 Years	6 Years	3 Years	5 Years	Pending
o Method of Cost Recovery	Lnd.Sales Upg. Fees Mrk.Revn.	Lnd.Sales Upgrading Fees	Lnd.Sales Upgrading Fees	Lnd.Sales Upgrading Fees	Lnd.Sales	Pending
o LD-II Urban Contrib.(LE) Form#1 (2)	153,000	238,700(5)	Not Req.	254,000	1,500,000(4)	Pending
o Other Contributions (LE)	Under Review	8,800 (5)	700,000	None	None	Pending
(B) o Expected Revenue Generation (LE)	12,677,600	19,140,507	(3) 17,321,000 (Estimated)	2,300,000 (Estimated)	4,750,000 (Estimated)	Pending
o Total Proj.Costs as a % of Revenues	50.2%	71.4%	56%	43.3%	64.6%	Pending
o Target Date For On-The-Ground Activity	Already Initiated	Already Initiated	Already Initiated	Early 1992	Early 1992	Pending

demons5/gh

- (1) TAC suggested implementation of the three study areas in parallel. The whole project will be implemented over a period of 6 years. Total infrastructure costs are 6,508,749 LE and does not include the main sewerage trunk line and the pump station which was to be implemented by the governorate according to the former Governor but not approved by the new Governor. These costs will be recovered with administrative expenses within 3 years and it will be allocated in monthly installments. Total expected revenue will be 7,677,600 LE (infrastructure cost recovery) + 5,000,000 LE (land sales).
- (2) Contingent on release of LD-II Urban Investment Plan funds and eligibility status of governorate or district where applicable. The amount of 240,000 originally requested was reduced to 153,000 LE.
- (3) Existing population is estimated at 15,000. Projected population on site is estimated at 22,000 by year 2010. The total revenue will be about LE 17,321,000 after 12 years based on specific land release terms.
- (4) The total gross area of the project is 1600 feddans. 750 feddans represents a net area balance after other uses and unsuitable development topography is subtracted from 1600 feddans. The project will start with a neighborhood of 35 feddans only. The estimated costs for the 1st Phase of the neighborhood for infrastructure is 3,067,000 LE. An initial viable component of this initial area costs only 1,500,000 LE, which was adjusted to this amount under the current governor. (The 1st phase represents 50,000 m2 of area for land sales)(refer to project feasibility study update).
- (5) 238,700 represents 181,385 + 35,000 (car) = 216,385 or 217,000 rounded with 10% for contingency. 6000 LE governorate share for advertising 1st Phase in addition to 2,800 LE of the governorate share to a contractor to demolish the garage and the workshops, has been completed.
- (A) Qaliubia and Cairo will not be funded from the first tranche of the LD-II Urban investment plan but have elected to be funded through the second tranche. Timing regarding second tranche allocation is uncertain at this time.
- (B) Total project costs and revenues are subject to modification during implementation periods because of changes in market price.



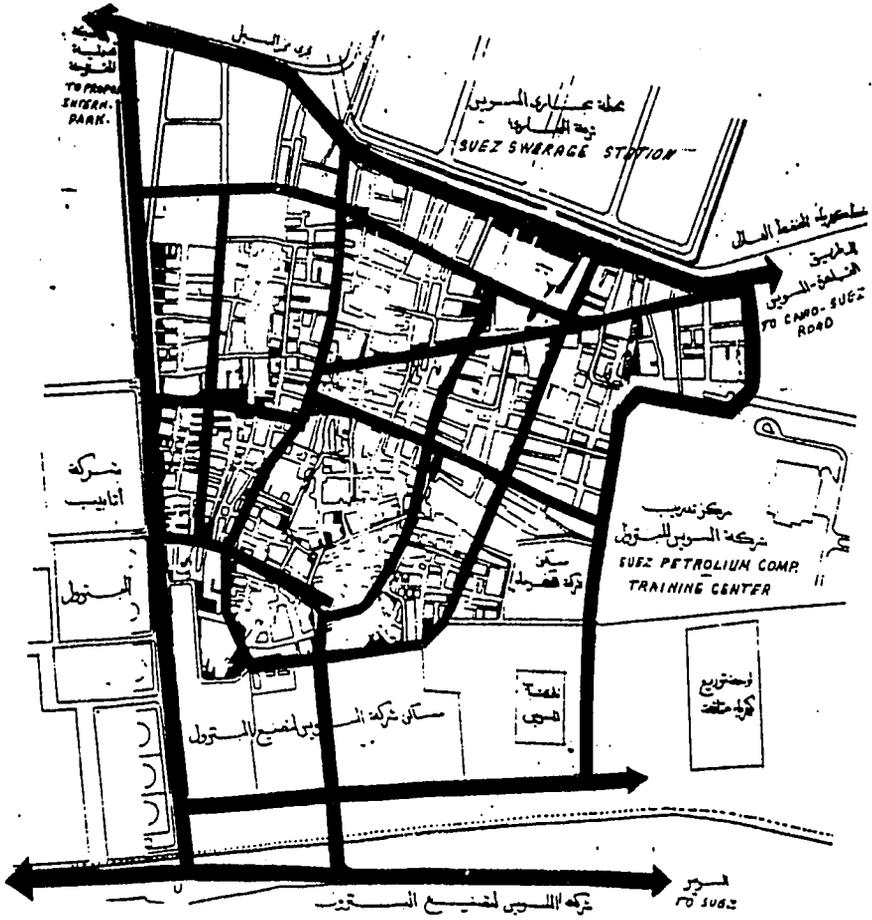
EXISTING LAND USE

## GIZA GOVERNORATE

### MINSHAET EL BAKARY

#### PROPOSED DEVELOPMENT PLAN

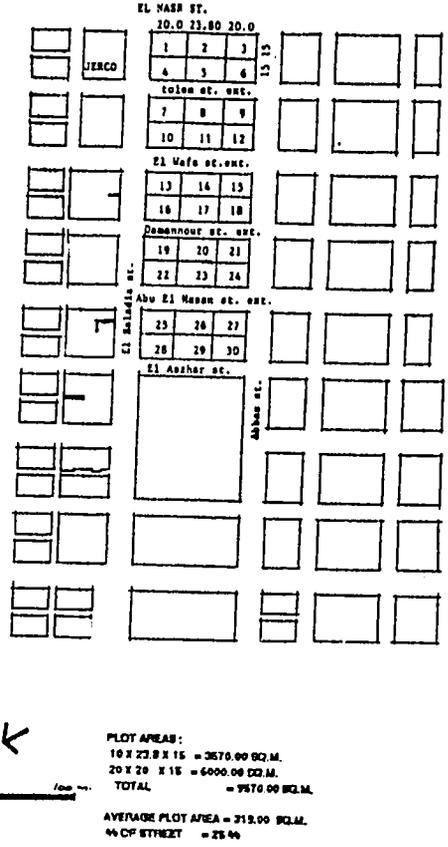
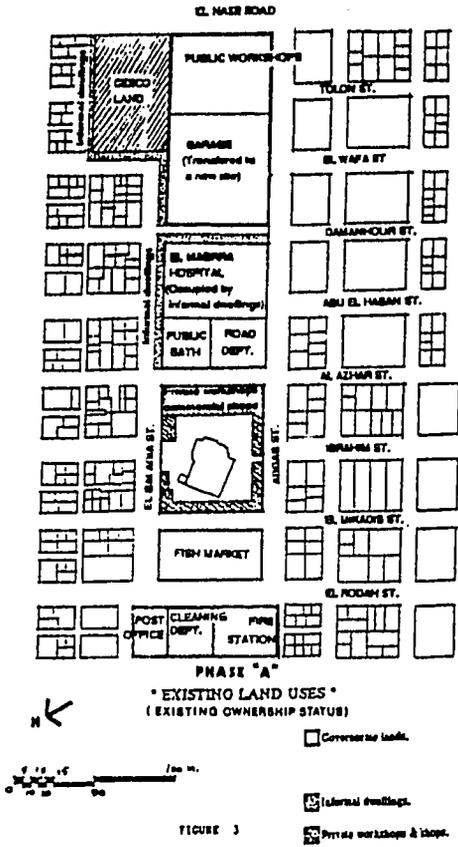




PROPOSED DEVELOPMENT PLAN

## SUEZ GOVERNORATE

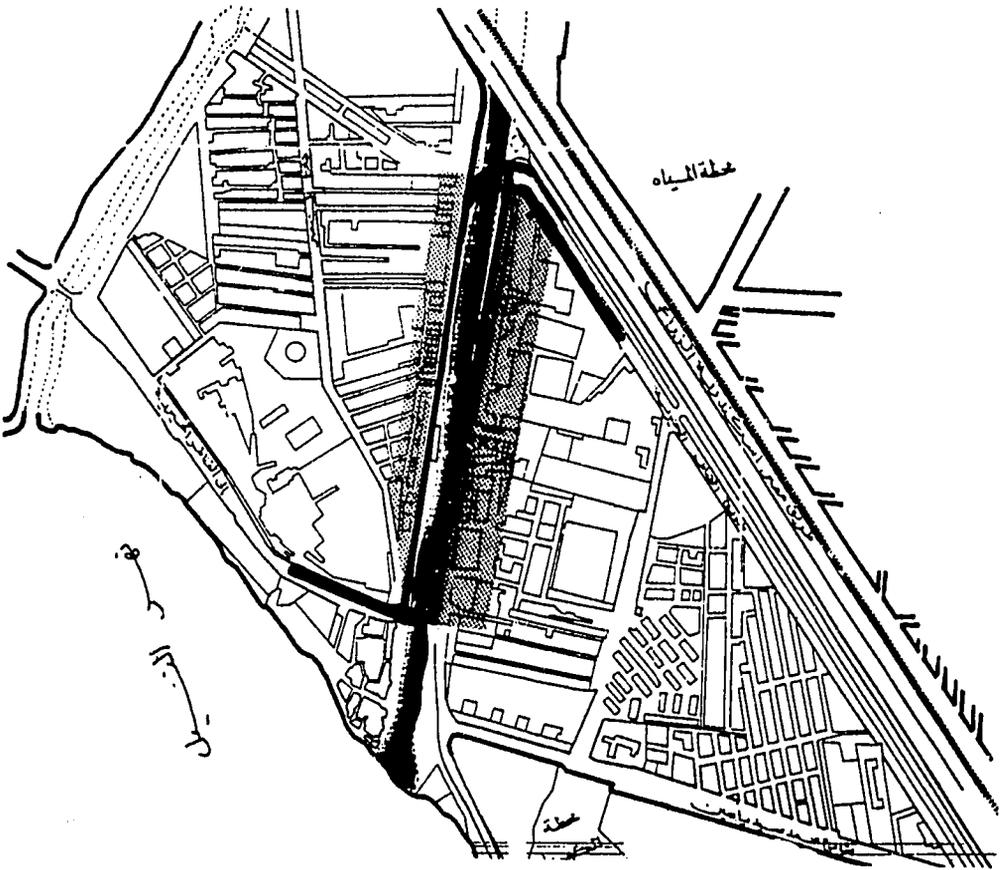
KAFR ARAB EL MAAMAL - UPGRADING PROJECT



EXISTING LAND USE - PROJECT DEVELOPMENT PLAN

**PORT SAID GOVERNORATE**  
**EL ARAB DISTRICT UPGRADING PROJECT**

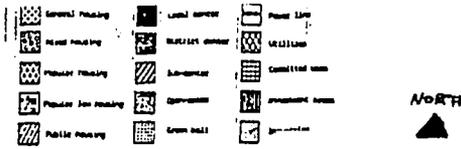
149



PROPOSED DEVELOPMENT PLAN

## QUALIUBIA GOVERNORATE

EL SHARKAWIA UPGRADING PROJECT



STRUCTURE PLAN

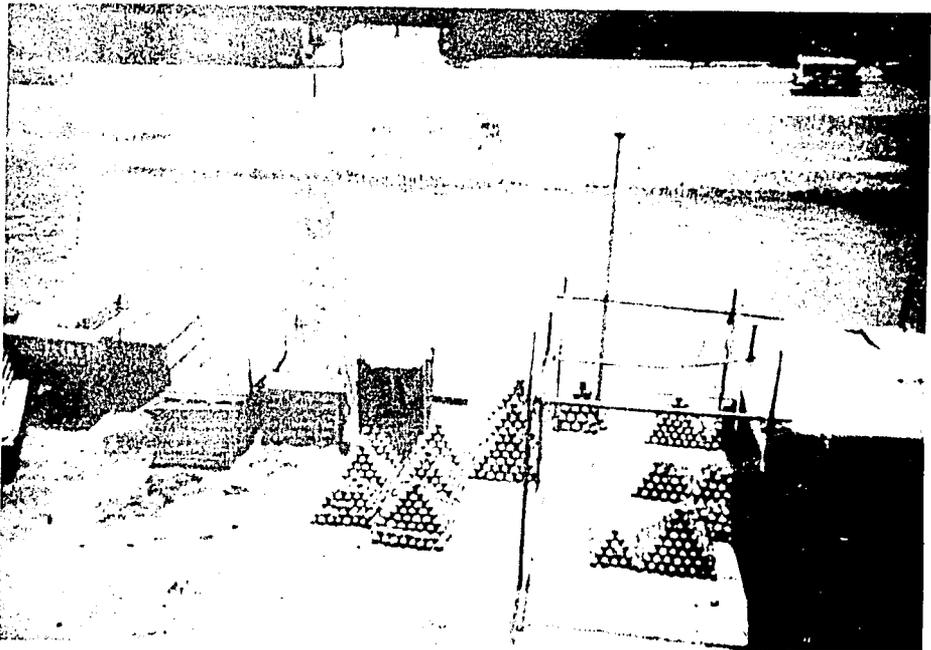
# CAIRO GOVERNORATE

## QUTTAMEYA PROJECT



## QALIUBIA GOVERNORATE

EL SHARKAWYA PROJECT, ENCROACHMENTS  
ALONG THE CANAL BANK



### 3.4.3 ACHIEVEMENTS

The level of Land Management technical assistance was intense during 1991, as evidenced by continued on-the-job and formalized in-country and overseas training. This process culminated in project briefings and presentations by (GOE) LMU staff to their respective governors in all five participating governorates which identified projects. A number of orientation resource documents were produced to assist and reinforce project development activities. Feasibility of automating project maps including implementation of a Geographic Information System (GIS) was accomplished.

Refinement of project implementation and funding strategies was a major part of 1991 activities and resulted in many governorates prioritizing LMU pilot projects for financing through LD II Urban investment plans. Port Said and Giza prioritized LMU pilot projects within the first tranche of the LD II Urban investment plan. Cairo and Qaliubia elected to use LD II Urban investment plan funds from the second tranche to implement their pilot projects. Suez Governorate is pursuing implementation of its pilot project through its own project resources and has collected funds to pay for project improvements from project residents.

Status of achievements is shown in (Appendix B). In summary, the following achievements have been accomplished over the past three years

- o Office Organization (Authority) - Land Management and development office organizational decrees have been issued in all six urban governorates by appropriate (GOE) authorities, thus recognizing a need for an improvement in existing organizations or a new organization linking management of land resources with project implementation activities. Suez governorate elected to re-organize its LMU again during 1991, and appointed new staff.
- o (GOE) Staff Appointment and Furnishings/Equipment Support - Appointment of staff including a Director, location of space, and provision of furnishing/equipment support is being completed for all six urban governorates, as a result of Cairo's active participation in the program during 1991.
- o Project Identification and Development - Projects have been identified, refined, and presented to senior management in five of six urban governorates during 1991. On the ground activity has been initiated in two governorates.
- o Automated Information System Framework - An initial custom-built automated and Arabized Land Management Information System (LMIS) has been installed in Giza, Port Said, Qaliubia and Alexandria governorates. Computer applications are focusing on project development activities as first priority using project financial analysis spreadsheets. Cairo and Suez governorates have requested selected hardware/software equipment and are expected to receive this prior to the end of the current technical assistance contractor involvement in the LD II Urban Program.

### 3.4.4 LAND MANAGEMENT BIBLIOGRAPHY (1991)

The following workplan, and status report documents; reports; training resource documents; and project presentation reports were produced during 1991;

#### Workplan and Status Report Deliverables:

1. Progress Report Deliverable On Consolidation of Land Management Unit Powers to Implement Pilot Projects, (English), September, 1991.

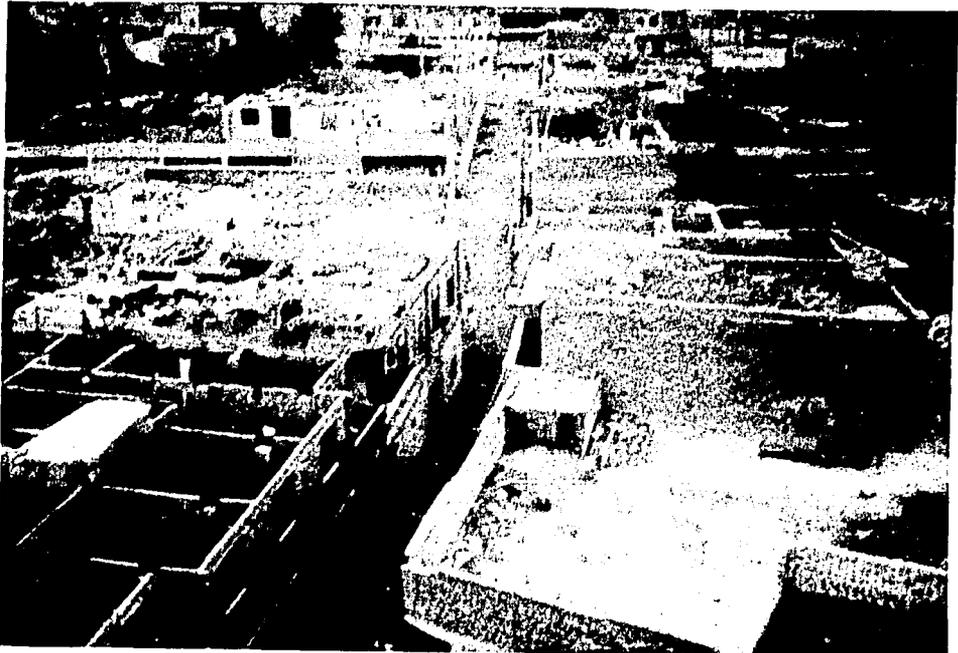


SQUATTERS OCCUPY VACANT GOVERNORATE LAND

## GIZA GOVERNORATE

MINSHAET EL BAKARY

EXISTING SITUATION OF NARROW STREETS



1558

### **Land Management Technical Assistance Contractor (TAC) Reports**

2. Integrating A Geographic Information System With the Land Management Unit - A Feasibility Study, November, 1991 (English and Arabic).

### **Land Management Training and Orientation Documents**

3. LD II Urban Land Management Executive Seminar (Mena House), February, 1990, (Arabic and English).
4. Orientation of New Directors and General Secretaries - Land Management Component, March, 1990, (Arabic).
5. Land Management Egyptian Turkey Study Tour Briefing Package - (November 10 through November 21, 1991), May, 1990, (Arabic and English).
6. Users Manual For Land Management Information System (LMIS), November, 1991, (Arabic Only).

### **Project Presentation Reports (Developed by GOE) LMU Staff Working with TAC**

7. Pilot Demonstration Scoping Report for The Manshiat El Bakary Upgrading Project (Giza Governorate), May 9, 1991. (Arabic)
8. Pilot Demonstration Scoping Report for The Kattamia New Lands Development Project An Update Analysis (Cairo Governorate), September, 1991. (Arabic and English).

## 4. TRAINING

### 4.1 INTRODUCTION

After establishing a firm foundation in each governorate to train local officials in project related activities, the LD II Urban Training staff focused their energies on institutionalization of the process. Two major thrusts were in (a) technology transfer and (b) team building in 1991, even though the amount of training continued to be at a higher level from previous years. Training manuals in Arabic and English were completed on schedule and several new courses were added in all TA training programs.

Each governorate was equipped with a computer and software to utilize the arabized LD II Urban Training Roster System. Governorate training administration staff were trained and have begun to use the Roster System in their training administration. Training coordinators and their staff were trained in ARAB word to facilitate transfer of the disks prepared for each course. Each governorate received a trainers roster of all approved trainers and firms used in the project. Additionally selected peer trainers were trained in MIS and Road Maintenance to carry on their training in the governorates under project supervision. Governorate training coordinators received a series of Organizational Development Training of Training Administrators Workshops in Needs Assessment, Evaluation and Training Administration. The workshops were designed to transfer the skills of LD II Urban training staff and to help the six governorate training coordinators build a training support network within their own group. The workshops were enhanced by TA workshops in the governorates and capped off by a two week overseas training tour on Instructional System Design at Florida State University.

The LD II Urban training staff conducted impact evaluations of Land Management, OMED, BSDS and O&M courses conducted during the year with the direct input of the training coordinators. The evaluations contributed to the revision of several courses and their materials. Training staff and MIS TA worked together to establish an in house computer training center to provide cost effective computer training for all project groups and to use as laboratory for training Peer Trainers for basic computer course implementation in the governorates. Upon acceptance of the LD II Urban Overseas Training Program by the ULDC in April, the training staff assisted the project TA teams implement seven different overseas training study tours for 117 GOE fonctionnaires for six U.S. and one Turkey study tours. The LD II Urban Training staff acted as a liaison with the USAID/Cairo Office of Training and the WSA Washington office in preparing the necessary documentation for processing the applicants. In addition, the training staff conducted the pre-requisite training for the training coordinators, DOA training administrators and the liaison from the Ministry of Local Administration.

### 4.2 TRAINING ACTIVITIES

#### 4.2.1 Impact Evaluation of LD II Training

Two groups LMU, and OMED training programs were evaluated by the LD II Urban Training staff during 1991. The results of the studies were submitted in a report to USAID. In addition all the BSDS and O&M courses were reviewed and evaluated. The findings of these evaluations are to be used as :

- A tool to revise curriculum and training materials.
- An indicator of the effectiveness of the Needs Assessment.
- A management tool for identifying programmatic problems.



**LDII URBAN OVERSEAS TRAINING:**  
GARAGE & WORKSHOP MANAGEMENT  
CLASSROOM INSTRUCTION, FALLS CHURCH, VA

1057

- A monitoring system for management to review program performance.
- A proof of actual skill change in job related tasks.
- A tool to identify non-training related problems that affect the outcome of training efforts.
- An indicator of the acceptance of the program by users for the purpose of sustainability and replicability.
- A data bank and history of the training effort during the life of the project.

#### 4.2.1.1 Office of Management and Economic Development (OMED)

The courses like the office of OMED itself were developed by the TA and Training to fit the actual needs of the first staff nominated by the governorates. We were especially interested to determine how the training helped the OMED Staff in their day to day functions.

It was possible to study all participants and courses conducted in the six governorates since the size of the OMED groups were small. The findings indicated the courses had directly assisted the OMED staff in performing functions using the computers provided each governorate. The training provided the participants with the technical tools to identify feasible projects, prepare investment costs, financial structures, identify sources of financing and to relate projects to the five year plan. OMED staff developed skills to make more effective presentations of their work to chief executives. Additional courses were recommended through an overseas training study tour, wherein the OMED staff could observe first hand their counterparts in the U.S working at similar tasks.

#### 4.2.1.2 Land Management Units (LMU)

All LMU Courses and participants were studied by the LD II Urban training staff and TA. Since LMU was a new concept in LD II and since the LMU employees were new to the field, the participants required a different training design than other TA groups. Courses were specifically developed for LMU in several areas to meet the participants needs. It was concluded however that more computer courses will be required to improve LMU productivity. Additionally, the LMU units could benefit from on site observation of programs in other countries and each governorate could benefit from team building exercises to help them become more productive units.

#### 4.2.1.3 Basic Services Delivery System (BSDS)

Courses offered under the BSDS were selected for their impact on the performance of four different groups of engineers, accountants, planning and follow up and policy makers as they relate to the LD II Urban project goals. Seven courses were studied four engineering, two management and one budget & finance. Two of the engineering courses on construction management were revised NUS courses and two new courses designed to meet past deficiencies were also studied. In general all seven courses were effective in helping the respective groups perform the work required by the project.

#### 4.2.1.4 Operation and Maintenance (O&M)

During 1991 O&M courses accounted for over fifty percent of the total program. Preventive maintenance and vocational training courses made up the large majority of O&M courses in 1991. Since the project has trained over 2,000 GOE O&M fonctionnaires, a sampling technique was used to gather the necessary data to judge the

# LD II URBAN TRAINING NUMBER OF PARTICIPANTS PER GOVERNORATE 1990 - 1991

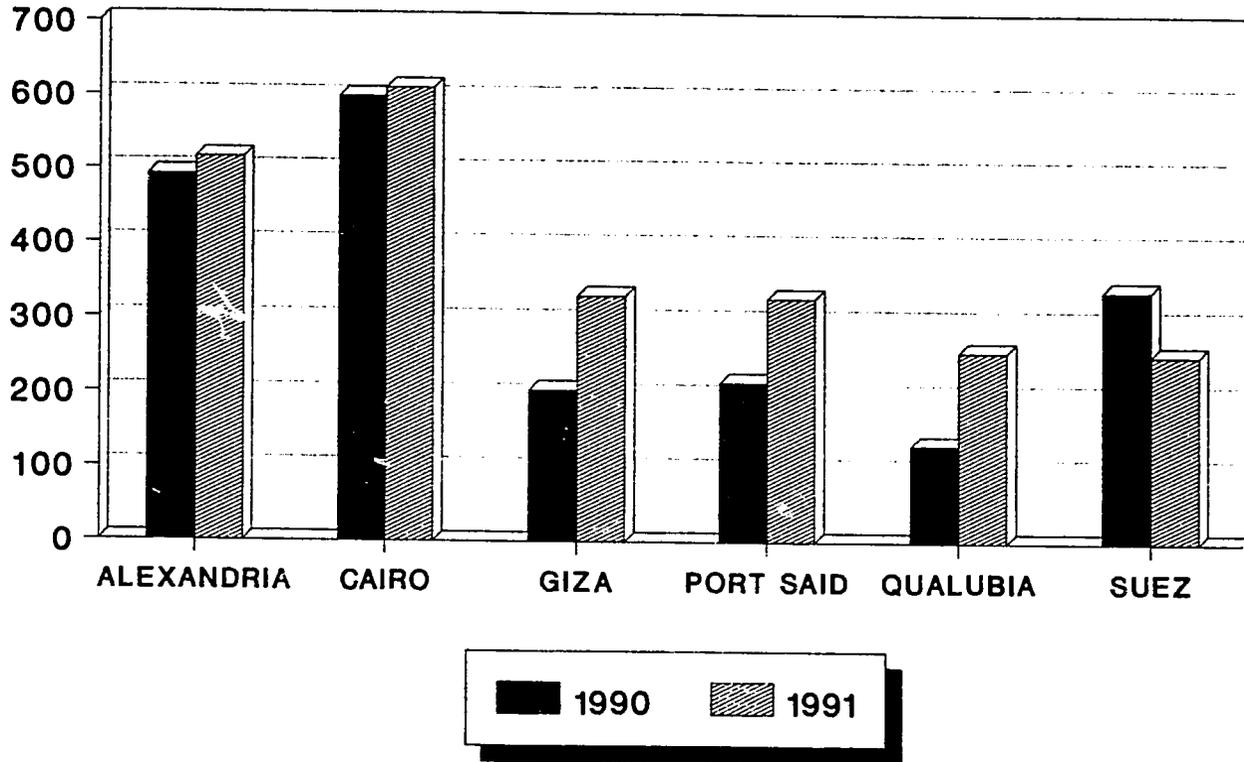


Figure 4.1

10



## **OVERSEAS TRAINING : TRAINING GROUP**

PRE-DEPARTURE ORIENTATION WORKSHOP  
AT BENHA, ATTENDED BY OVERSEAS PARTICIPANTS  
REPRESENTING THE MINISTRY OF LOCAL ADMINISTRATION  
AND THE SIX URBAN GOVERNORATES

effectiveness of the programs. The results of this evaluation will be presented in the Spring of 1992.

#### 4.2.1.5 Overseas Training Evaluation

An evaluation of all overseas training was conducted by the LD II Urban training team using the data collected from participants in the Pre Departure Questionnaires and the Immediate Return Questionnaire. Reports from each of the WSA group leaders were collected along with the evaluations of vendors who provided training in the U.S. and Turkey.

#### 4.2.2 LD II Urban Training Courses

The level of effort in training in 1991 continued to be at the same intensity as previous years. The total training effort was actually higher than last year by 12 percent. In addition to the main thrust which was to institutionalize the process, the project trained 2294 trainees in 155 courses in 1991 (Appendix A-Statistics). As in 1990 the O&M courses accounted for over half of all courses. About one quarter of the training was in the BSDS area. Alexandria continued to be the leading user of training services followed closely by Cairo. Together Cairo and Alexandria accounted for 56 per cent of the training in the six governorates (Figure 4.2). There was a significant increase in BSDS Courses. BSDS doubled the number of trainees and trainee days from 1990 to 1991.

The Local Administration courses were not requested by the governorates as in the past. The influence of the Training Block Grant in supplanting LD II in training of the Popular Council plus changes in the Local Administration law seems to be the reason for the low request levels.

Training of Trainers was initiated in 1991 and 65 trainees received TOT for a total of 266 trainee days .

The project engaged a consultant to assist the governorates and TA teams in Organization Development Training. He assisted Training Coordinators, Land Management Units, OMED and MIS to develop administratively through Organizational Development (OD) strategies. A final report entitled "Strengthening Performance through Organizational Development - A Pilot Effort" was produced outlining an OD Strategy for the project.

The Project trained governorate officials from all six governorates in 1991. O&M training accounted for 41 %, BSDS for 30 % of the trainees.

One hundred seventeen participants received training overseas in 1991 (Figure 4.3). The seven programs were conducted by four different firms and one university. Six of the programs took place in the United States, five of them in the Washington D.C. area, one took place in Turkey. Five of the programs were of two weeks duration and two for three weeks. All overseas training programs took place between October and December 1991.

A monthly training schedule was prepared each month by the LD II Urban Training Staff and reviewed by the governorate training coordinators at their monthly meetings.

In 1991, 15,783 trainee days were offered to all six governorates. The number was greater than 1990 since there were more core courses offered, particularly in BSDS and Training of Trainers.

#### 4.2.3 New Curriculum and Course Development in 1991

4.2.3.1 Piloted two new BSDS courses in "Needs Assessment for Utilities" and Accounting and Financial Reporting".

# LD II URBAN TRAINING

## TOTAL TRAINEES PER TA GROUP

### 1990 - 1991

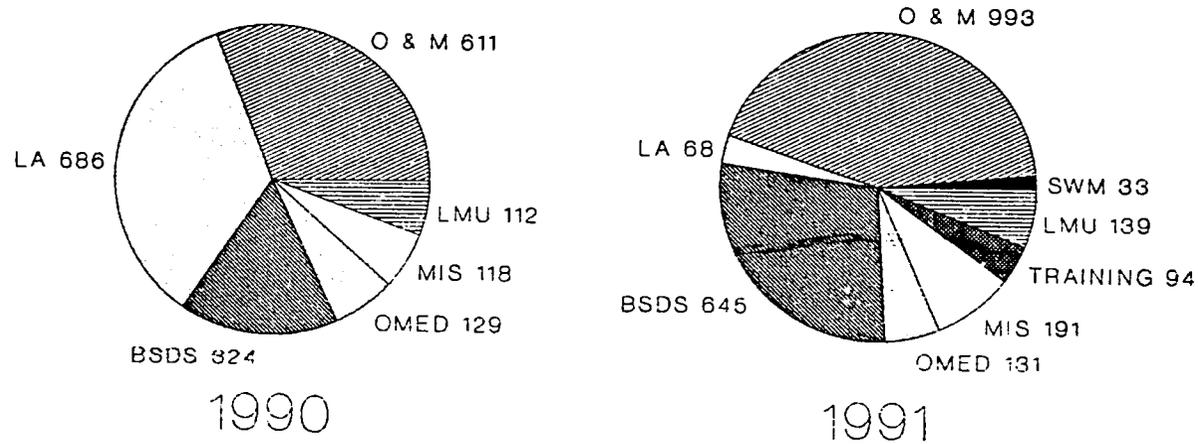


Figure 4.2

162

# LD II URBAN TRAINING

## TRAINEE DAYS PER TA GROUP

### 1990 - 1991

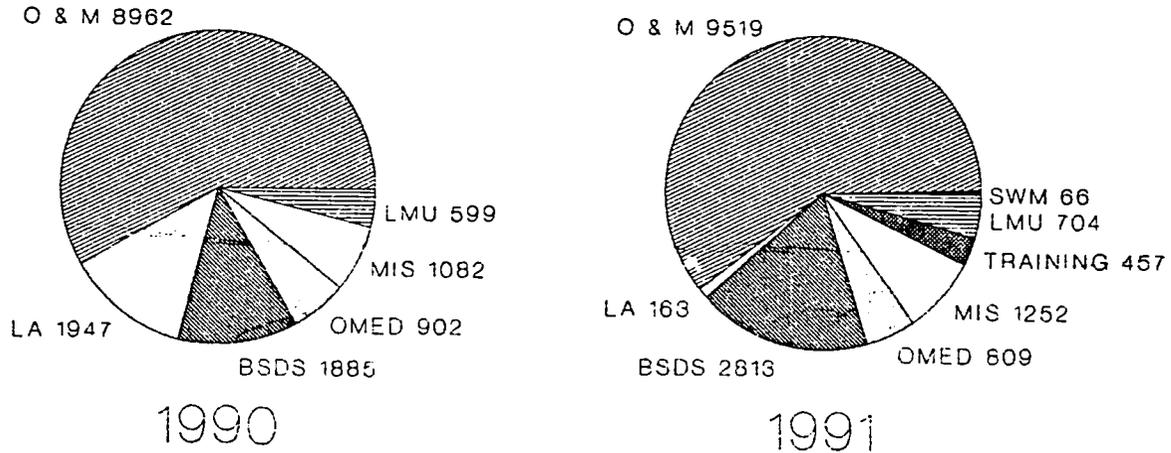


Figure 4.3



COMPUTER FINANCIAL APPLICATION, ROCKVILLE, MD

## **LD II URBAN OVERSEAS TRAINING PROJECT PLANNING & MONITORING FOR LOCAL DEVELOPMENT**

PROCUREMENT CLASS, USDA, WASHINGTON



- 4.2.3.2 Developed an in house capability to conduct project computer courses and training of trainers for future governorate peer trainers.
- 4.2.3.3 Developed a Land Management Organizational Development strategy which produced a manual for LMU office administration.
- 4.2.3.4. Developed a Training Coordinators' Organization Development program and produced a series of recommendations for the governorate training centers and Ministry of Local Administration.
- 4.2.3.5 Developed a Peer Training program for computer peer trainers and road maintenance peer trainers for governorate training centers.
- 4.2.3.6 Developed two new Preventive Maintenance courses for PM of Rollers and Compactor Automatic Transmission.

#### 4.3 MILESTONES

- o Completed training plans for six governorates for garages, MIS, OMED, LMU and Engineering courses.
- o Completed pilot Organizational Development Training for Training Coordinators, DOA and LMU Staff.
- o Completed a comprehensive overseas training program for BSDS, O&M, MIS, OMED, LMU and Training groups. In addition to sending six Secretary Generals and eight WSA Egyptian staff to accompany training groups.
- o Completed the installation and training of the LD II Roster System and ARAB word processing training for five governorates.
- o Completed impact evaluations on twelve LD II Urban Training Courses.
- o Completed thirteen training manuals and diskettes in Arabic and distributing them to the six governorates.
- o Established a liaison with the Ministry of Local Administration and Sakkara Training Center to coordinated the institutionalization of training.
- o Completed the Peer Training program for MIS and Road Maintenance in six governorates.
- o Developed comprehensive plan for institutionalization of LD II Urban Training.

#### 4.4 ACHIEVEMENTS

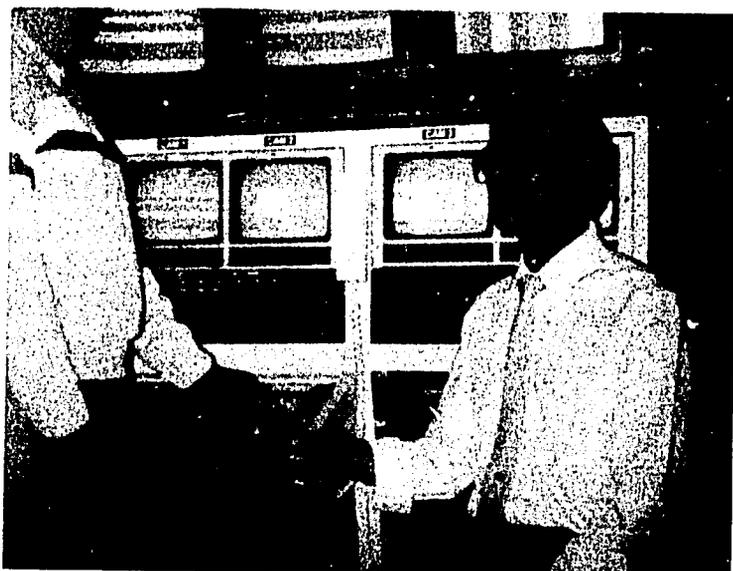
- o The total number of trainees served surpassed the number planned in all groups by 12 percent.
- o The overseas training plan goals were surpassed by 17 percent.
- o A consultant report " Instructional System Development Study Tour Planning" was prepared.
- o A consultant report " Strengthening Performance through Organizational Development a Pilot Effort" was prepared.

165



## **OVERSEAS TRAINING : TRAINING GROUP**

UP-TO-DATE MEDIA, HANDS-ON TRAINING



- o A consultant report\* Feasibility Study and Recommended Plan for Governorate Training Institutionalization\* was prepared.
- o Three governorates are presently preparing training rosters reports in Arabic six months ahead of plan.

#### 4.5 SUMMARY AND RECOMMENDATIONS

- o Institutionalization of LD II Training was accelerated with an intensive schedule of Organizational Development Training for Training Coordinators, DOA and Secretary Generals. The addition of a liaison with the Ministry of Local Administration and Sakkara Training Center was a great boost for the coordination of the LD II Urban training in the future. The process was further enhanced with the groups participation in a study tour at Florida State University. The Ministry of Local Administration is now in a good position to build on the strengths of the individual governorate training centers and could take over much of the TAC responsibilities of coordination and planning if the MLA training department develops its potential before the end of the project.
- o The Training Needs Assessment process is firmly in hand of the Training Coordinators in each governorate. The governorate training teams are capable of developing plans based on the needs of the respective governorate offices but will need continued assistance in order to coordinate and finance their programs.
- o The course materials to carry out the project goals are familiar to the governorates as are the names of qualified instructors and firms to teach the courses. Proper space and equipment are available to support most adult education programs required on site of the governorate. Training Coordinators should remain active and should continue to meet regularly sharing ideas and combining plans where it is cost effective.
- o The TAC should concentrate its efforts in working with the MLA and Sakkara Training Center to coordinate activities with the provincial training and training block grants efforts.
- o A coordinated LD II Program for Popular Council members training should be initiated with the Ministry of Local Administration and the provincial training program on a regional basis using urban and provincial resources together with those of Sakkara Training Center.
- o The LD II Urban Training Roster System should be used where possible by the six governorates in preparing reports to the MLA. Consideration ought to be given to developing a national training reporting system similar to the LD II Urban Roster System or even adopting it completely.
- o LD II Urban Training manuals should be shared with the provincial governorate training program for possible use or adaptation by provincial LD II governorates.

167

## BIBLIOGRAPHY LD II URBAN TRAINING REPORTS FOR 1991

- Strengthening Performance Through Organization Development  
A Pilot Report ( July 28, 1991)
- Instructional System Development  
Study Tour Planning (Sept. 10, 1991)
- Report on the Training Institutionalization Workshop in the Six Urban Governorates  
(October 28, 1991)

### LD II Training Manuals for 1991

#### For January 1991

The following BSDS Training Manuals have been delivered to USAID

- \*\* a. BS-001 Construction Management (Plan & Design) for Engineers  
English
- \*\* b. BS-001 Construction Management ( Plan & Design) for Engineers  
Arabic
- c. BS-002 Construction Management (Sched. Monitoring & Eval.) for Engineers  
English
- \*\* d. BS-002 Construction Management ( Sched. Monitoring & Eval.) for Engineers  
Arabic
- c. BS-012 Quality Control for Plain and Reinforced Concrete  
English
- \*\* f. BS-012 Quality Control for Plain and Reinforced Concrete  
Arabic
- g. BS-035 The Maintenance of Buildings and Structures  
English
- \*\* h. BS-035 The Maintenance of Buildings and Structures  
Arabic.

The Following Solid Waste Management Training Manuals have been delivered to USAID>

- \*\* a. SW-028 Solid Waste Operations Management  
Arabic
- \*\* b. SW-029 Course Neighborhood Supervisors  
Arabic

The following MIS Training Manuals were delivered to USAID

- a. MS-021 Supervisors Seminar and Executive Managers  
English/ Arabic
- \*\* b. MS-025 Harvard Graphics  
Arabic

For February 1991

The following Local Administration Training Manuals have been delivered to USAID

- a. LA-011 Feasibility Study and Project Evaluation Training Program  
English
- \*\* b. LA-011 Feasibility Study and Project Evaluation Training Program  
Arabic
- c. LA-034 LD II Urban Seminar  
Arabic

OMED Training Manuals:

- a. OD-038 Budgeting and Financial Planning  
English/Arabic

For March 1991

The following O&M Manuals were delivered to USAID:

- a. OM Heavy Equipment Preventive Maintenance, Engine Operation Service and Maintenance  
English
- b. OM-006 Preventive Maintenance Internash DT 66  
English
- \*\* c. OM-006 Preventive Maintenance Internash DT 66  
Arabic
- d. OM-007 Heavy Equipment Preventive Maintenance Ford 350  
English
- e. OM-009 Heavy Equipment Preventive Maintenance Ford 800 Truck
- f. OM-027 Heavy Equipment Preventive Maintenance Internash - Truxmore  
English
- \*\* g. OM-027 Heavy Equipment Preventive Maintenance Internash - Truxmore  
Arabic
- h. OM-030 Consolidated Procurement Guide for LD II Projects  
English
- \*\* i. OM-030 Consolidated Procurement Guide for LD II Projects  
Arabic
- j. OM-031 Heavy Equipment Preventive Maintenance Loader Faun  
English

- \*\* k. OM-061 Preventive Maintenance Heavy Truck "Nasr"  
Arabic

The following Land Management Manual was delivered to USAID

- \*\* a. LM-040 Orientation Workshop  
Arabic

For April 1991

- \*\* a. OM-005 Kardex System  
Arabic

For July 1991

- a. OM-005, Kardex System, Trainee  
English
- b. OM-005, Kardex System, Trainer  
English
- c. OM-027 Preventive Maintenance , Truxmore  
Arabic
- \*\* d. BS-003 Budgeting & Finance  
Arabic

For August 1991

- a. TT-601 Strengthening Governorate Training Administration. Organization Workshop  
English

For September 1991

- \*\* a. LA-016 Seminar Managerial Behavioral Skills, Chief Executives.  
Arabic
- b. MS-004 Introduction to Computer & DOS  
English and Arabic
- \*\* c. LM-044 Basic Comprehensive Planning  
English/Arabic

For October 1991

- a. LM-040 Orientation Workshop  
English
- b. OM-015 Road Maintenance  
English
- c. BS-013 Design and Inspection of Electrical and Sanitary Elements.  
English
- d. BS-013 Design and Inspection of Electrical and Sanitary Elements.  
Arabic

For November 1991

The following manuals have been delivered to USAID

- a. MS-019 dBASE III + Programming . Part II  
English
- b. SW-029 Field Course, Neighborhood Supervisors  
English
- c. OD-018 Lotus 1,2,3  
Arabic
- d. OM-030 Purchasing and Procurement for Urban Governorates Personnel.  
English

For December 1991

The following manuals were delivered to USAID

- a. OD-018 Lotus 1,2,3  
English
- b. OM-048 Procurement Workshop/ Engineers  
Arabic

\*\* An Arabic Version of these training manuals was delivered to the six Urban Governorates and the Amana, MLA.

**APPENDIX (A)**  
**STATISTICS**

TABLE 1  
LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91  
Page -1-

COURSES COMPLETED IN 1991  
(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days
ALEXANDRIA	HARVARD GRAPHICS & ADV. PRES.	01/05/91	8	10	80
	MECHANICAL QUALITY CONTROL	01/05/91	2	36	72
	MAINTENANCE OF TRANSMISSION	01/05/91	2	36	72
	TOOL ROOM OPERATOR	01/05/91	8	18	144
	CAR SHEET METAL WORK	01/05/91	8	30	240
	PURCHASING & STORES KEEPER	01/05/91	20	20	400
	VEH. EQUIP. OPER. (NEW FORMS)	01/12/91	9	6	54
	VEHICLES #/S FOREMEN	02/09/91	8	36	288
	ELECTRIC WORKSHOP FOREMEN	02/09/91	8	36	288
	L0 II URBAN SEMINAR	02/11/91	4	1	4
	PREVENTIVE MAINT./ TRUCKS IH	02/11/91	15	4	60
	ROAD MAINT. TECH. SEMINAR	02/24/91	3	1	3
	PREVENTIVE MAINT./ CALABRICE	02/25/91	15	4	60
	SOLID WASTE SEMINAR	03/06/91	17	2	24
	PREVENTIVE MAINT./ TRUX-MORE	03/09/91	12	4	48
	MIS - INTRO TO COMPUTERS; DOS	03/10/91	5	7	35
	CONSTRUCTION MGMT. ORIENTATION	03/11/91	2	1	2
	PREVENTIVE MAINT./ TRUX-MORE	03/13/91	12	4	48
	BSDS COST ANALYSIS	03/14/91	29	1	29
	FOUNDATION FOR LIGHT BUILDINGS	04/20/91	24	12	288
	LM ORIENTATION WORKSHOP	05/08/91	3	2	6
	TRAINING OF TRAINERS	05/21/91	5	6	30
	ORED - INTRO TO COMPUTERS; DOS	05/26/91	5	6	30
	L0 II TRAINING ROSTER SYSTEM	06/03/91	4	4	16
	PREVENTIVE MAINT./ TRUCKS IH	06/11/91	12	3	36
	TRAINING OF PEER TRAINERS	06/15/91	4	6	24
	PREVENTIVE MAINT./ TRUCKS IH	06/17/91	12	3	36
	MANAGEMENT - GARAGES	06/29/91	5	18	90
	LMU ORGANIZATION & ADMIN.	06/30/91	4	8	32
	MIS - ADV. DOS; DBASE III +	07/06/91	5	5	25
	BUDGETING & FINANCE	07/07/91	1	9	9
	PREVENTIVE MAINT./ LOADERS	07/08/91	12	3	36
	PREVENTIVE MAINT./ TRUCKS F900	07/15/91	10	3	30
	ORED - ADV. DOS; DBASE III +	07/20/91	5	5	25
	PREVENTIVE MAINT./ TRUCKS F900	07/27/91	12	3	36
	ROAD MAINT. TECH. SEMINAR	07/31/91	2	1	2
	MIS - ADV. DBASE III PLUS	08/10/91	6	5	30
	PREVENTIVE MAINT./ TRUCKS IH	08/13/91	12	3	36
	MAINTENANCE OF BUILDINGS	08/17/91	1	6	6
	FEASIBILITY STUDIES	08/17/91	1	6	6
	ORED - ADV. DBASE III PLUS	08/18/91	1	5	5
	PROCUREMENT MANAGEMENT	08/25/91	1	11	11
	MIS - INTRO. TO LOTUS 123	09/08/91	6	5	30
	L0 II URBAN TRAINING ARABWORD	09/08/91	3	3	9
	ROAD MAINTENANCE	09/10/91	30	30	900
	PREVENTIVE MAINT./ TRUX-MORE	09/14/91	10	3	30
	GARAGE MANAGEMENT OVERSEAS	09/14/91	2	22	44
	ORED - ADV. DOS; DBASE III +	09/16/91	4	7	28
	GARAGE OPERATION OVERSEAS	10/12/91	2	22	44
	OBM INTRODUCTION TO DOS	10/14/91	12	4	48
	NEEDS ASSESSMENT UTILITIES	10/15/91	44	3	132
	TRAINING INSTITUTIONALIZATION	10/16/91	1	2	2
	BSDS OVERSEAS	10/18/91	4	13	52
	MAINTENANCE OF BUILDINGS	10/21/91	3	4	12
	ORED-PRE DEPARTURE ORIENTATION	11/03/91	3	1	3
	TR. - PRE DEPART. ORIENTATION	11/04/91	1	1	1
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	1	3
	TRAINING OVERSEAS	11/08/91	1	15	15

172

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

COURSES COMPLETED IN 1991

Page -2-

(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days	
<u>ALEXANDRIA</u>	OMED OVERSEAS	11/05/91	3	15	45	
	INTRO. TO SYSTEMS ANALYSIS	11/10/91	5	10	50	
	CUMMINS ENGINE OVERALL & TR.	11/10/91	2	10	20	
	LMU OVERSEAS	11/10/91	3	11	33	
	INDUSTRIAL SAFETY	11/24/91	15	5	75	
	MIS OVERSEAS	12/05/91	3	14	42	
	TRAINING OF PEER TRAINERS	12/09/91	9	3	27	
	TRAINING OVERSEAS RESULTS	12/09/91	3	2	6	
	PREVENTIVE MAINT. / ROLLERS	12/10/91	12	3	36	
	LMU OVERSEAS RESULTS	12/11/91	3	2	6	
	Subtotals :			516	601	4887
	<u>CAIRO</u>	MIS - INTRO TO COMPUTERS; DOS	01/02/91	5	6	30
		MECHANICAL QUALITY CONTROL	01/05/91	2	36	72
MAINTENANCE OF TRANSMISSION		01/05/91	4	36	144	
VEH. EQUIP. OPER. (NEW FORMS)		01/12/91	9	6	54	
VEHICLES W/S FOREMEN		02/02/91	4	36	144	
PREVENTIVE MAINT./ TRUX-MORE		02/09/91	12	4	48	
MAINTENANCE - DIESEL ENGINES		02/16/91	5	24	120	
PREVENTIVE MAINT./ TRUCKS IN		02/18/91	10	4	40	
MAINTENANCE OF VEH. ELECTRICAL		02/23/91	3	18	54	
FOUNDATION FOR LIGHT BUILDINGS		02/23/91	19	11	209	
ROAD MAINT. TECH. SEMINAR		02/24/91	3	1	3	
SOLID WASTE SEMINAR		03/06/91	6	2	12	
CONSTRUCTION MGMT. ORIENTATION		03/11/91	13	1	13	
PREVENTIVE MAINT./ TRUCKS F900		05/04/91	7	3	21	
LM ORIENTATION WORKSHOP		05/08/91	2	2	4	
PREVENTIVE MAINT./ TRUX-MORE		05/18/91	12	3	36	
TRAINING OF TRAINERS		05/21/91	5	6	30	
PREVENTIVE MAINT./ TRUCKS IN		05/28/91	13	3	39	
OMED - INTRO TO COMPUTERS; DOS		06/01/91	3	4	12	
MANAGEMENT - GARAGES		06/01/91	15	18	270	
MIS - INTRO TO COMPUTERS; DOS		06/08/91	6	4	24	
FOUNDATION FOR LIGHT BUILDINGS		06/08/91	19	12	228	
MIS - INTRO TO COMPUTERS; DOS		06/15/91	2	4	8	
TRAINING OF PEER TRAINERS		06/15/91	4	6	24	
MIS - ADV. DOS; DBASE III +		06/29/91	6	5	30	
PREVENTIVE MAINT./ TRUCKS F350		06/29/91	12	3	36	
LMU ORGANIZATION & ADMIN.		06/30/91	6	8	48	
BUDGETING & FINANCE		07/07/91	1	9	9	
PREVENTIVE MAINT./ GRADERS		07/14/91	14	1	42	
OMED - ADV. DOS; DBASE III +		07/20/91	3	5	15	
LMU - INTRO. TO LOTUS 123		07/27/91	2	5	10	
PREVENTIVE MAINT./ TRUCKS F900		07/30/91	12	3	36	
ROAD MAINT. TECH. SEMINAR		07/31/91	4	1	4	
MIS - ADV. DBASE III PLUS		08/03/91	6	5	30	
PREVENTIVE MAINT./ TRUCKS F350		08/13/91	12	3	36	
MAINTENANCE OF BUILDINGS		08/17/91	10	6	60	
FEASIBILITY STUDIES		08/17/91	10	6	60	
OMED - ADV. DBASE III PLUS		08/18/91	3	5	15	
PREVENTIVE MAINT./ LOADERS		08/20/91	10	3	30	
MIS - INTRO. TO LOTUS 123		08/24/91	5	5	25	
PROCUREMENT MANAGEMENT		08/25/91	11	11	121	
PREVENTIVE MAINT./ SWEEPERS		09/07/91	12	3	36	
GARAGE MANAGEMENT OVERSEAS	09/14/91	3	22	66		
LM ORIENTATION WORKSHOP	09/15/91	8	5	40		
NEEDS ASSESSMENT UTILITIES	09/24/91	12	3	36		

COURSES COMPLETED IN 1991  
(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days	
<u>CAIRO</u>	PREVENTIVE MAINT./ TRUCKS F900	09/24/91	12	3	36	
	BSDS ORIENTATION	10/01/91	35	1	35	
	BSDS ORIENTATION	10/02/91	21	1	21	
	ORIN INTRODUCTION TO DOS	10/07/91	7	4	28	
	GARAGE OPERATION OVERSEAS	10/12/91	3	22	66	
	PREVENTIVE MAINT./ TRUCKS F350	10/15/91	12	3	36	
	TRAINING INSTITUTIONALIZATION	10/16/91	3	2	6	
	BSDS OVERSEAS	10/18/91	4	13	52	
	MAINTENANCE OF BUILDINGS	10/21/91	3	4	12	
	PREVENTIVE MAINT./ TRUCKS IN	10/22/91	12	3	36	
	INTRO. TO SYSTEMS ANALYSIS	10/27/91	4	10	40	
	NEEDS ASSESSMENT UTILITIES	10/29/91	36	3	108	
	ONEB-PRE DEPARTURE ORIENTATION	11/03/91	4	1	4	
	TR. - PRE DEPART. ORIENTATION	11/04/91	3	1	3	
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	1	3	
	TRAINING OVERSEAS	11/08/91	3	15	45	
	ONEB OVERSEAS	11/08/91	4	15	60	
	ACCOUNTING & FINANCIAL REPORT	11/10/91	15	5	75	
	CUMMINS ENGINE OVERALL & TR.	11/10/91	5	10	50	
	LMU OVERSEAS	11/10/91	3	11	33	
	NEEDS ASSESSMENT UTILITIES	11/25/91	21	3	63	
	ACCOUNTING & FINANCIAL REPORT	12/01/91	19	5	95	
	MIS OVERSEAS	12/05/91	2	14	28	
	MAINTENANCE OF TRANSMISSION	12/07/91	10	6	60	
	INDUSTRIAL SAFETY	12/08/91	11	5	55	
	TRAINING OVERSEAS RESULTS	12/09/91	4	2	8	
	LMU OVERSEAS RESULTS	12/11/91	3	2	6	
	MAINTENANCE OF TRANSMISSION	12/14/91	4	3	12	
		Subtotals :		611	337	3508
	<u>GIZA</u>	MAINTENANCE OF TRANSMISSION	01/05/91	1	36	36
PURCHASING & STORES KEEPER		01/05/91	3	24	72	
VEH. & EQUIP. OPER. (NEW FORMS)		01/19/91	4	6	24	
MIS - INTRO TO COMPUTERS; DOS		01/27/91	6	7	42	
VEHICLES B/S FOREMEN		02/02/91	1	36	36	
GEAR CUTTING		02/09/91	2	24	48	
PREVENTIVE MAINT./ TRUCKS F350		02/16/91	14	4	56	
MAINTENANCE - DIESEL ENGINES		02/16/91	1	24	24	
MAINTENANCE OF VEH. ELECTRICAL		02/23/91	2	18	36	
ROAD MAINT. TECH. SEMINAR		02/24/91	2	1	2	
PREVENTIVE MAINT./ LOADERS		03/02/91	10	11	110	
BSDS COST ANALYSIS		03/04/91	23	1	23	
SOLID WASTE SEMINAR		03/05/91	3	2	6	
CONSTRUCTION MGMT. ORIENTATION		03/11/91	4	1	4	
PREVENTIVE MAINT./ TRUCKS F900		05/07/91	12	3	36	
LM ORIENTATION WORKSHOP		05/08/91	4	2	8	
TRAINING OF TRAINERS		05/21/91	4	6	24	
ONEB - INTRO TO COMPUTERS; DOS		05/25/91	5	4	20	
TRAINING OF PEER TRAINERS		05/25/91	4	6	24	
MANAGEMENT - GARAGES		05/01/91	2	18	36	
MIS - INTRO TO COMPUTERS; DOS		06/08/91	3	4	12	
MIS - INTRO TO COMPUTERS; DOS		06/15/91	4	4	16	
MIS - ADV. DOS; DBASE III *	06/29/91	4	1	20		
LMU ORGANIZATION & ADMIN.	06/30/91	5	1	40		
BUDGETING & FINANCE	07/07/91	1	1	9		
ONEB - ADV. DOS; DBASE III *	07/20/91	6	5	30		
LMU - INTRO. TO LOTUS 123	07/27/91	2	5	10		

175

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -4-

COURSES COMPLETED IN 1991

(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days
GIZA	PREVENTIVE MAINT./ TRUCKS F350	07/29/91	12	3	36
	ROAD MAINT. TECH. SEMINAR	07/31/91	2	1	2
	MIS - ADV. DBASE III PLUS	08/03/91	4	5	20
	MAINTENANCE OF BUILDINGS	08/17/91	2	6	12
	FEASIBILITY STUDIES	08/17/91	3	6	18
	PREVENTIVE MAINT./ SWEEPERS	08/17/91	12	3	36
	PREVENTIVE MAINT. / ROLLERS	08/17/91	10	3	30
	OMED - ADV. DBASE III PLUS	08/18/91	2	5	10
	MIS - INTRO. TO LOTUS 123	08/24/91	5	5	25
	PROCUREMENT MANAGEMENT	08/25/91	4	11	44
	PREVENTIVE MAINT./ TRUCKS F900	09/07/91	12	3	36
	ROAD MAINTENANCE	09/10/91	30	30	900
	GARAGE MANAGEMENT OVERSEAS	09/14/91	2	22	44
	LM ORIENTATION WORKSHOP	09/15/91	5	5	25
	GARAGE OPERATION OVERSEAS	10/12/91	2	22	44
	BSOS ORIENTATION	10/14/91	19	1	19
	TRAINING INSTITUTIONALIZATION	10/16/91	2	2	4
	BSOS OVERSEAS	10/18/91	5	13	65
	TRAINING OF PEER TRAINERS	10/21/91	8	3	24
	INTRO. TO SYSTEMS ANALYSIS	10/27/91	6	10	60
	OMED-PRE DEPARTURE ORIENTATION	11/03/91	4	1	4
	TR. - PRE DEPART. ORIENTATION	11/04/91	2	1	2
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	1	3
	TRAINING OVERSEAS	11/08/91	1	15	15
	OMED OVERSEAS	11/08/91	4	15	60
	CUMMINS ENGINE OVERALL & TR.	11/10/91	3	10	30
	LMU OVERSEAS	11/10/91	3	11	33
	NEEDS ASSESSMENT UTILITIES	11/14/91	21	1	21
	MIS OVERSEAS	12/05/91	2	14	28
	TRAINING OVERSEAS RESULTS	12/09/91	2	2	4
	LMU OVERSEAS RESULTS	12/11/91	3	2	6
	MAINTENANCE OF TRANSMISSION	12/14/91	4	3	12
		Subtotals :		331	309
PORT SAID	MAINTENANCE OF TRANSMISSION	01/05/91	1	36	36
	PURCHASING & STORES KEEPER	01/05/91	2	24	48
	PREVENTIVE MAINT./ CALABRICE	01/05/91	12	4	48
	PREVENTIVE MAINT./ CALABRICE	01/09/91	12	4	48
	FOUNDATION FOR LIGHT BUILDINGS	01/12/91	22	10	220
	PREVENTIVE MAINT./ CALABRICE	01/14/91	12	4	48
	VEH. EQUIP. OPER. (NEW FORMS)	01/26/91	7	6	42
	LD II URBAN SEMINAR	02/11/91	4	1	4
	BSOS COST ANALYSIS	03/02/91	22	2	44
	SOLID WASTE SEMINAR	03/06/91	4	2	8
	CONSTRUCTION MGMT. ORIENTATION	03/11/91	1	1	1
	LM ORIENTATION WORKSHOP	05/08/91	4	2	8
	TRAINING OF TRAINERS	05/21/91	3	6	18
	OMED - INTRO TO COMPUTERS; DOS	06/01/91	6	4	24
	PREVENTIVE MAINT./ TRUCKS IN	06/09/91	12	3	36
	TRAINING OF PEER TRAINERS	06/15/91	5	6	30
	MANAGEMENT - GARAGES	06/29/91	4	18	72
	LMU ORGANIZATION & ADMIN.	06/30/91	6	8	48
	MIS - ADV. DOS; DBASE III +	07/06/91	5	5	25
	BUDGETING & FINANCE	07/07/91	1	9	9
OMED - ADV. DOS; DBASE III +	07/14/91	7	5	35	
ROAD MAINT. TECH. SEMINAR	07/31/91	2	1	2	
MIS - ADV. DBASE III PLUS	08/10/91	6	5	30	

176

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -5-

COURSES COMPLETED IN 1991  
(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days	
<u>PORI SAID</u>	MAINTENANCE OF BUILDINGS	08/17/91	1	6	6	
	FEASIBILITY STUDIES	08/17/91	1	6	6	
	OMED - ADV. DBASE III PLUS	08/18/91	3	5	15	
	PROCUREMENT MANAGEMENT	08/25/91	1	11	11	
	LD II URBAN TRAINING ARABWORD	09/05/91	2	3	6	
	MIS - INTRO. TO LOTUS 123	09/08/91	5	5	25	
	ROAD MAINTENANCE	09/10/91	28	30	840	
	GARAGE MANAGEMENT OVERSEAS	09/14/91	2	22	44	
	PREVENTIVE MAINT. / ROLLERS	09/15/91	12	3	36	
	LM ORIENTATION WORKSHOP	09/15/91	6	5	30	
	BSOS ORIENTATION	10/09/91	16	1	16	
	GARAGE OPERATION OVERSEAS	10/12/91	2	22	44	
	TRAINING INSTITUTIONALIZATION	10/16/91	2	2	4	
	BSOS OVERSEAS	10/18/91	4	3	52	
	OMED-PRE DEPARTURE ORIENTATION	11/03/91	3	1	3	
	TR. - PRE DEPART. ORIENTATION	11/04/91	2	1	2	
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	3	3	
	TRAINING OVERSEAS	11/08/91	2	15	30	
	OMED OVERSEAS	11/08/91	3	15	45	
	INTRO. TO SYSTEMS ANALYSIS	11/10/91	4	10	40	
	LMU OVERSEAS	11/10/91	3	11	33	
	TRAINING OF PEER TRAINERS	11/16/91	8	3	24	
	ACCOUNTING & FINANCIAL REPORT	11/17/91	11	5	55	
	NEEDS ASSESSMENT UTILITIES	12/03/91	24	3	72	
	MIS OVERSEAS	12/05/91	3	14	42	
	TRAINING OVERSEAS RESULTS	12/09/91	2	2	4	
	LMU OVERSEAS RESULTS	12/11/91	3	2	6	
	PREVENTIVE MAINT. / ROLLERS	12/21/91	12	3	36	
		Subtotals :		328	386	2414
	<u>QALUBATIA</u>	MECHANICAL QUALITY CONTROL	01/05/91	2	36	72
MAINTENANCE OF TRANSMISSION		01/05/91	1	36	36	
PURCHASING & STORES KEEPER		01/05/91	1	24	24	
VEH. EQUIP. OPER. (NEW FORMS)		01/19/91	5	6	30	
TRAINING OF PEER TRAINERS		02/02/91	9	3	27	
LD II URBAN SEMINAR		02/11/91	6	1	6	
MAINTENANCE - DIESEL ENGINES		02/16/91	3	24	72	
MAINTENANCE OF VEH. ELECTRICAL		02/23/91	1	18	18	
PREVENTIVE MAINT. / TRUCKS F900		02/24/91	13	3	39	
BSOS COST ANALYSIS		03/04/91	14	1	14	
SOLID WASTE SEMINAR		03/06/91	4	2	8	
CONSTRUCTION MGMT. ORIENTATION		03/11/91	4	1	4	
LM ORIENTATION WORKSHOP		05/08/91	3	2	6	
TRAINING OF TRAINERS		05/21/91	8	6	48	
OMED - INTRO TO COMPUTERS; DOS		05/25/91	7	4	28	
TRAINING OF PEER TRAINERS		05/25/91	2	6	12	
MANAGEMENT - GARAGES		06/01/91	4	18	72	
MIS - INTRO TO COMPUTERS; DOS		06/08/91	5	4	20	
TRAINING OF PEER TRAINERS		06/15/91	2	6	12	
PREVENTIVE MAINT. / TRUCKS IH		06/25/91	12	3	36	
MIS - ADV. DOS; DBASE III +		06/29/91	5	5	25	
LMU ORGANIZATION & ADMIN.		06/30/91	4	8	32	
BUDGETING & FINANCE		07/07/91	12	9	108	
OMED - ADV. DOS; DBASE III +		07/20/91	5	5	25	
LMU - INTRO. TO LOTUS 123	07/27/91	4	5	20		
ROAD MAINT. TECH. SEMINAR	07/31/91	2	1	2		
MIS - ADV. DBASE III PLUS	08/03/91	5	5	25		

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -6-

COURSES COMPLETED IN 1991

(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days	
<u>QALUBAYIA</u>	MAINTENANCE OF BUILDINGS	08/17/91	3	6	18	
	FEASIBILITY STUDIES	08/17/91	3	6	18	
	OMED - ADV. DBASE III PLUS	08/18/91	3	5	15	
	MIS - INTRO. TO LOTUS 123	08/24/91	5	5	25	
	PROCUREMENT MANAGEMENT	08/25/91	3	11	33	
	LD II URBAN TRAINING ARABWORD	09/08/91	2	3	6	
	GARAGE MANAGEMENT OVERSEAS	09/14/91	2	22	44	
	LM ORIENTATION WORKSHOP	09/15/91	3	5	15	
	GARAGE OPERATION OVERSEAS	10/12/91	2	22	44	
	BSDS ORIENTATION	10/14/91	11	1	11	
	TRAINING INSTITUTIONALIZATION	10/16/91	2	2	4	
	BSDS OVERSEAS	10/18/91	5	13	65	
	INTRO. TO SYSTEMS ANALYSIS	10/27/91	4	10	40	
	OMED-PRE DEPARTURE ORIENTATION	11/03/91	3	1	3	
	TR. - PRE DEPART. ORIENTATION	11/04/91	2	1	2	
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	1	3	
	TRAINING OVERSEAS	11/08/91	2	15	30	
	OMED OVERSEAS	11/08/91	3	15	45	
	LMU OVERSEAS	11/10/91	3	11	33	
	MIS OVERSEAS	12/05/91	2	14	28	
	INDUSTRIAL SAFETY	12/08/91	2	5	10	
	TRAINING OVERSEAS RESULTS	12/09/91	2	2	4	
	LMU OVERSEAS RESULTS	12/11/91	3	2	6	
	PREVENTIVE MAINT. / ROLLERS	12/14/91	12	3	36	
	MAINTENANCE OF TRANSMISSION	12/14/91	4	3	12	
	NEEDS ASSESSMENT UTILITIES	12/22/91	24	3	72	
		Subtotals :		256	429	1443
	<u>SUEZ</u>	MECHANICAL QUALITY CONTROL	01/05/91	1	36	36
		MAINTENANCE OF TRANSMISSION	01/05/91	1	36	36
		PURCHASING & STORES KEEPER	01/05/91	1	24	24
VEH. & EQUIP. OPER. (NEW FORMS)		01/26/91	7	6	42	
VEHICLES W/S FOREMEN		02/02/91	1	36	36	
FOUNDATION FOR LIGHT BUILDINGS		02/09/91	16	10	160	
GEAR CUTTING		02/09/91	1	24	24	
LD II URBAN SEMINAR		02/11/91	8	1	8	
LD II TRAINING ROSTER SYSTEM		02/11/91	2	2	4	
MAINTENANCE - DIESEL ENGINES		02/16/91	1	24	24	
MAINTENANCE OF VEH. ELECTRICAL		02/23/91	1	18	18	
ROAD MAINT. TECH. SEMINAR		02/24/91	2	1	2	
SOLID WASTE SEMINAR		03/06/91	4	2	8	
PREVENTIVE MAINT. / TRUCKS F900		03/09/91	12	4	48	
BSDS COST ANALYSIS		03/10/91	21	1	21	
CONSTRUCTION MGMT. ORIENTATION		03/11/91	3	1	3	
PREVENTIVE MAINT. / LOADERS		05/07/91	12	3	36	
LM ORIENTATION WORKSHOP		05/08/91	3	2	6	
TRAINING OF TRAINERS		05/21/91	5	6	30	
TRAINING OF PEER TRAINERS		05/25/91	4	1	24	
OMED - INTRO TO COMPUTERS; DOS		06/01/91	4	4	16	
MIS - INTRO TO COMPUTERS; DOS		06/15/91	2	4	8	
MANAGEMENT - GARAGES		06/29/91	6	18	108	
LMU ORGANIZATION & ADMIN.		06/30/91	4	1	32	
MIS - ADV. DOS; DBASE III +		07/06/91	5	1	25	
BUDGETING & FINANCE		07/07/91	2	9	18	
OMED - ADV. DOS; DBASE III +		07/14/91	5	5	25	
LMU - INTRO. TO LOTUS 123	07/27/91	2	5	10		
ROAD MAINT. TECH. SEMINAR	07/31/91	2	1	2		

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -7-

COURSES COMPLETED IN 1991

(By Governorate)

Governorate	Course Title	Begin Date	No. of Trainees	Course Length (days)	Total Train Days
<u>SUEZ</u>	MIS - ADV. DBASE III PLUS	08/10/91	5	5	25
	MAINTENANCE OF BUILDINGS	08/17/91	1	6	6
	FEASIBILITY STUDIES	08/17/91	1	6	6
	OMED - ADV. DBASE III PLUS	08/18/91	4	5	20
	PROCUREMENT MANAGEMENT	08/25/91	1	11	11
	LD II URBAN TRAINING ARABWORD	09/05/91	2	3	6
	MIS - INTRO. TO LOTUS 123	09/08/91	5	5	25
	GARAGE MANAGEMENT OVERSEAS	09/14/91	2	22	44
	LM ORIENTATION WORKSHOP	09/15/91	4	5	20
	PREVENTIVE MAINT./ TRUX-MORE	09/28/91	13	3	39
	BSDS ORIENTATION	10/09/91	13	1	13
	GARAGE OPERATION OVERSEAS	10/12/91	2	22	44
	TRAINING INSTITUTIONALIZATION	10/16/91	1	2	2
	BSDS OVERSEAS	10/18/91	4	13	52
	MAINTENANCE OF BUILDINGS	10/21/91	3	4	12
	OMED-PRE DEPARTURE ORIENTATION	11/03/91	4	1	4
	TR. - PRE DEPART. ORIENTATION	11/04/91	1	1	1
	NEEDS ASSESSMENT UTILITIES	11/04/91	13	3	39
	LMU PRE DEPARTURE ORIENTATION	11/05/91	3	1	3
	TRAINING OVERSEAS	11/08/91	2	15	30
	OMED OVERSEAS	11/08/91	4	15	60
	INTRO. TO SYSTEMS ANALYSIS	11/10/91	4	10	40
	LMU OVERSEAS	11/16/91	3	11	33
	ACCOUNTING & FINANCIAL REPORT	11/17/91	10	5	50
	MIS OVERSEAS	12/05/91	2	14	28
	TRAINING OVERSEAS RESULTS	12/09/91	3	2	6
	LMU OVERSEAS RESULTS	12/11/91	4	2	8
	Subtotals :		252	495	1461
	Grand totals :		2294	2957	15783

179

TABLE II  
LOCAL DEVELOPMENT II URBAN PROJECT  
COURSES COMPLETED IN 1991  
(By Course)

12/24/91  
Page -1-

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
BS003	BUDGETING & FINANCE	ACCOUNTANTS	CAIRO	07/07/91	1	9	9
			ALEXANDRIA	07/07/91	1	9	9
			GIZA	07/07/91	1	9	9
			QALUBAYIA	07/07/91	12	9	108
			PORT SAID	07/07/91	1	9	9
			SUEZ	07/07/91	2	9	18
			Subtotals :		18	54	162
BS014	FOUNDATION FOR LIGHT BUILDINGS	ENGINEERS	ALEXANDRIA	04/20/91	24	12	288
			PORT SAID	01/12/91	22	10	220
			SUEZ	02/09/91	16	10	160
			CAIRO	02/23/91	19	11	209
			CAIRO	06/08/91	19	12	228
			Subtotals :		100	35	1105
BS035	MAINTENANCE OF BUILDINGS	ENGINEERS	CAIRO	08/17/91	10	6	60
			GIZA	08/17/91	2	6	12
			ALEXANDRIA	08/17/91	1	6	6
			PORT SAID	08/17/91	1	6	6
			SUEZ	10/21/91	3	4	12
			CAIRO	10/21/91	3	4	12
			SUEZ	08/17/91	1	6	6
			ALEXANDRIA	10/21/91	2	4	12
			QALUBAYIA	08/17/91	3	6	18
			Subtotals :		27	48	144
BS070	BSOS COST ANALYSIS	GOVERNORS&SECRE	ALEXANDRIA	03/14/91	29	1	29
			GIZA	03/04/91	23	1	23
			PORT SAID	03/02/91	22	2	44
			QALUBAYIA	03/04/91	14	1	14
			SUEZ	03/10/91	21	1	21
			Subtotals :		109	6	131
BS083	NEEDS ASSESSMENT UTILITIES	ENGINEERS	QALUBAYIA	12/22/91	24	3	72
			SUEZ	11/04/91	13	3	39
		HIGH LEVEL OFFI ENGINEERS	ALEXANDRIA	10/15/91	44	3	132
		CAIRO	09/24/91	12	3	36	
		HIGH LEVEL OFFI ENGINEERS	CAIRO	10/29/91	36	3	108
		CAIRO	11/25/91	21	3	63	
		GIZA	11/14/91	21	1	21	
		PORT SAID	12/03/91	24	3	72	
			Subtotals :		195	22	583
BS085	BSOS ORIENTATION	ACCOUNTANTS	QALUBAYIA	10/14/91	11	1	11
			CAIRO	10/01/91	35	1	35
			SUEZ	10/09/91	13	1	13
			GIZA	10/14/91	19	1	19
			PORT SAID	10/09/91	16	1	16
			CAIRO	10/02/91	21	1	21
			Subtotals :		115	6	115

1/85

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -2-

COURSES COMPLETED IN 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
BS089	ACCOUNTING & FINANCIAL REPORT	ACCOUNTANTS	CAIRO	11/10/91	15	5	75
			SUEZ	11/17/91	10	5	50
			PORT SAID	11/17/91	11	5	55
			CAIRO	12/01/91	19	5	95
			Subtotals :				55
BS903	BSDS OVERSEAS		CAIRO	10/18/91	4	13	52
			PORT SAID	10/18/91	4	13	52
			QALUBAYIA	10/18/91	5	13	65
			SUEZ	10/18/91	4	13	52
			ALEXANDRIA	10/18/91	4	13	52
			GIZA	10/18/91	5	13	65
Subtotals :				26	78	338	
LA011	FEASIBILITY STUDIES	ONEB/PLANNERS	GIZA	08/17/91	3	6	18
			SUEZ	08/17/91	1	6	6
			CAIRO	08/17/91	10	6	60
			ALEXANDRIA	08/17/91	1	6	6
			PORT SAID	08/17/91	1	6	6
			QALUBAYIA	08/17/91	3	6	18
Subtotals :				19	36	114	
LA033	CONSTRUCTION MGMT. ORIENTATION	GOVERNORS&SECRE	ALEXANDRIA	03/11/91	2	1	2
			CAIRO	03/11/91	13	1	13
			GIZA	03/11/91	4	1	4
			PORT SAID	03/11/91	1	1	1
			QALUBAYIA	03/11/91	4	1	4
			SUEZ	03/11/91	3	1	3
Subtotals :				27	6	27	
LA034	LD II URBAN SEMINAR	GOVERNORS&SECRE	QALUBAYIA	02/11/91	6	1	6
			PORT SAID	02/11/91	4	1	4
			SUEZ	02/11/91	4	1	4
			ALEXANDRIA	02/11/91	4	1	4
Subtotals :				22	4	22	
LM018	LMU - INTRO. TO LOTUS 123	LM STAFF	CAIRO	07/27/91	2	5	10
			GIZA	07/27/91	2	5	10
			QALUBAYIA	07/27/91	4	5	20
			SUEZ	07/27/91	2	5	10
			Subtotals :				10
LM040	LM ORIENTATION WORKSHOP	LM STAFF	QALUBAYIA	09/15/91	3	5	15
			CAIRO	05/08/91	2	2	4
			SUEZ	09/15/91	4	5	20
			QALUBAYIA	05/08/91	3	2	6
			SUEZ	05/08/91	3	2	6
			ALEXANDRIA	05/08/91	3	2	6
			CAIRO	09/15/91	8	5	40
			GIZA	05/08/91	4	2	8
			GIZA	09/15/91	5	5	25
			PORT SAID	05/08/91	4	2	8
			PORT SAID	09/15/91	6	5	30

180-

LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -3-

COURSES COMPLETED IN 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days			
Subtotals :					45	37	168			
LN043	LNU ORGANIZATION & ADMIN.	LN STAFF	QALUBAYIA	06/30/91	4	8	32			
			PORT SAID	06/30/91	6	8	48			
			SUEZ	06/30/91	4	8	32			
			ALEXANDRIA	06/30/91	4	8	32			
			CAIRO	06/30/91	4	8	48			
			GIZA	06/30/91	5	8	40			
			Subtotals :					29	48	232
LN906	LNU PRE DEPARTURE ORIENTATION	LN STAFF	ALEXANDRIA	11/05/91	3	1	3			
			CAIRO	11/05/91	3	1	3			
			GIZA	11/05/91	3	1	3			
			PORT SAID	11/05/91	3	1	3			
			QALUBAYIA	11/05/91	3	1	3			
			SUEZ	11/05/91	3	1	3			
			Subtotals :					18	6	18
LN909	LNU OVERSEAS	LN STAFF	CAIRO	11/10/91	3	11	33			
			GIZA	11/10/91	3	11	33			
			PORT SAID	11/10/91	3	11	33			
			QALUBAYIA	11/10/91	3	11	33			
			SUEZ	11/10/91	3	11	33			
			ALEXANDRIA	11/10/91	3	11	33			
			Subtotals :					18	66	198
LN912	LNU OVERSEAS RESULTS	LN STAFF	ALEXANDRIA	12/11/91	3	2	6			
			GIZA	12/11/91	3	2	6			
			CAIRO	12/11/91	1	2	4			
			QALUBAYIA	12/11/91	3	2	6			
			PORT SAID	12/11/91	3	2	6			
			SUEZ	12/11/91	4	2	8			
			Subtotals :					19	12	38
NS004	MIS - INTRO TO COMPUTERS; DOS	MIS/STAFF	SUEZ	06/15/91	2	4	8			
			CAIRO	01/02/91	5	6	30			
			QALUBAYIA	06/08/91	5	4	20			
			GIZA	06/15/91	4	4	16			
			ALEXANDRIA	03/10/91	5	7	35			
			GIZA	01/27/91	6	7	42			
			GIZA	06/08/91	3	4	12			
			CAIRO	06/15/91	2	4	8			
			CAIRO	06/08/91	6	4	24			
			Subtotals :					38	44	195
			NS018	MIS - INTRO. TO LOTUS 123	MIS/STAFF	CAIRO	08/24/91	5	5	25
GIZA	08/24/91	5				5	25			
PORT SAID	09/08/91	5				5	25			
QALUBAYIA	08/24/91	5				5	25			
ALEXANDRIA	09/08/91	6				5	30			
SUEZ	09/08/91	5				5	25			

182

LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -4-

COURSES COMPLETED IN 1991  
(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
Subtotals :					31	30	155
MS019	MIS - ADV. DGS; DBASE III +	MIS/STAFF	SUEZ	07/06/91	5	5	25
			PORT SAID	07/06/91	5	5	25
			ALEXANDRIA	07/06/91	5	5	25
			GIZA	06/29/91	4	5	20
			CAIRO	06/29/91	6	5	30
			QALUBAYIA	06/29/91	5	5	25
			Subtotals :	30	30	150	
MS022	MIS - ADV. DBASE III PLUS	MIS/STAFF	ALEXANDRIA	08/10/91	6	5	30
			PORT SAID	08/10/91	6	5	30
			QALUBAYIA	08/03/91	5	5	25
			GIZA	08/03/91	4	5	20
			CAIRO	08/03/91	6	5	30
			SUEZ	08/10/91	5	5	25
			Subtotals :	32	30	160	
MS023	INTRO. TO SYSTEMS ANALYSIS	MIS/SUPERVISORS	QALUBAYIA	10/27/91	4	10	40
			CAIRO	10/27/91	4	10	40
		MIS/STAFF	PORT SAID	11/10/91	4	10	40
			GIZA	10/27/91	6	10	60
		MIS/STAFF	ALEXANDRIA	11/10/91	5	10	50
			SUEZ	11/10/91	4	10	40
		Subtotals :	27	60	270		
MS907	MIS OVERSEAS	MIS/MANAGERS	CAIRO	12/05/91	2	14	28
			GIZA	12/05/91	2	14	28
			SUEZ	12/05/91	2	14	28
			PORT SAID	12/05/91	3	14	42
			QALUBAYIA	12/05/91	2	14	28
			ALEXANDRIA	12/05/91	3	14	42
			Subtotals :	14	84	196	
OD004	OMED - INTRO TO COMPUTERS; DGS	OMED/PLANNERS	GIZA	05/25/91	5	4	20
			ALEXANDRIA	05/26/91	5	6	30
			CAIRO	06/01/91	3	4	12
			PORT SAID	06/01/91	6	4	24
			SUEZ	06/01/91	4	4	16
			QALUBAYIA	05/25/91	7	4	28
			Subtotals :	30	26	130	
OD019	OMED - ADV. DGS; DBASE III +	OMED/PLANNERS	ALEXANDRIA	09/16/91	4	7	28
			ALEXANDRIA	07/20/91	5	5	25
			SUEZ	07/14/91	5	5	25
			PORT SAID	07/14/91	7	5	35
			QALUBAYIA	07/20/91	5	5	25
			CAIRO	07/20/91	3	5	15
			GIZA	07/20/91	6	5	30
			Subtotals :	35	37	183	

183

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91  
Page -5-COURSES COMPLETED IN 1991  
(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
0D022	OMED - ADV. DBASE III PLUS	OMED/PLANNERS	GIZA	08/18/91	2	5	10
			CAIRO	08/18/91	3	5	15
			ALEXANDRIA	08/18/91	1	5	5
			QALUBAYIA	08/18/91	3	5	15
			SUEZ	08/18/91	4	5	20
			PORT SAID	08/18/91	3	5	15
Subtotals :					16	30	80
0D057	HARVARD GRAPHICS & ADV. PRES.	OMED/PLANNERS	ALEXANDRIA	01/05/91	8	10	80
0D904	OMED-PRE DEPARTURE ORIENTATION	OMED/PLANNERS	QALUBAYIA	11/03/91	3	1	3
			SUEZ	11/03/91	4	1	4
			ALEXANDRIA	11/03/91	3	1	3
			CAIRO	11/03/91	4	1	4
			GIZA	11/03/91	4	1	4
			PORT SAID	11/03/91	3	1	3
Subtotals :					21	6	21
0D910	OMED OVERSEAS	OMED/PLANNERS	SUEZ	11/08/91	4	15	60
			QALUBAYIA	11/08/91	3	15	45
			CAIRO	11/08/91	4	15	60
			ALEXANDRIA	11/08/91	3	15	45
			GIZA	11/08/91	4	15	60
			PORT SAID	11/08/91	3	15	45
Subtotals :					21	90	315
0J051	LD II TRAINING ROSTER SYSTEM	MIS/STAFF	SUEZ	02/11/91	2	2	4
			ALEXANDRIA	06/03/91	1	4	16
Subtotals :					6	4	20
0J603	ROAD MAINTENANCE	ENGINEERS	GIZA	09/10/91	34	30	900
			PORT SAID	09/10/91	26	30	840
			ALEXANDRIA	09/10/91	30	30	900
Subtotals :					86	90	2640
0J604	LD II URBAN TRAINING ARABWORD		PORT SAID	09/05/91	1	3	6
			ALEXANDRIA	09/08/91	1	3	9
			SUEZ	09/05/91	1	3	6
			QALUBAYIA	09/08/91	1	3	6
Subtotals :					4	12	27
0M004	ORM INTRODUCTION TO DOS	ENGINEERS	ALEXANDRIA	10/14/91	12	4	48
			CAIRO	10/07/91	7	4	28
Subtotals :					19	8	76
0M006	PREVENTIVE MAINT./ TRUCKS IN	MECHANICS	CAIRO	02/18/91	10	4	40
			PORT SAID	06/08/91	12	3	36
			ALEXANDRIA	06/17/91	12	3	36
			QALUBAYIA	06/25/91	12	3	36
			ALEXANDRIA	02/11/91	15	4	60

184

## LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -6-

COURSES COMPLETED IN 1991  
(By Course)

Course Number	Course title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
DM006	PREVENTIVE MAINT./ TRUCKS IH	MECHANICS	ALEXANDRIA	08/13/91	12	3	36
			CAIRO	05/28/91	13	3	39
			ALEXANDRIA	06/11/91	12	3	36
			CAIRO	10/22/91	12	3	36
Subtotals :					110	29	355
DM007	PREVENTIVE MAINT./ TRUCKS F350	MECHANICS	GIZA	07/29/91	12	3	36
			CAIRO	10/15/91	12	3	36
			GIZA	02/16/91	14	4	56
			CAIRO	08/13/91	12	3	36
			CAIRO	06/29/91	12	3	36
Subtotals :					62	16	200
DM008	MANAGEMENT - GARAGES	MANAGERS	CAIRO	06/01/91	15	18	270
			ALEXANDRIA	06/29/91	5	18	90
			GIZA	06/01/91	2	18	36
			QALUBAYIA	06/01/91	4	18	72
			SUEZ	06/29/91	6	18	108
			PORT SAID	06/29/91	4	18	72
Subtotals :					36	108	648
DM009	PREVENTIVE MAINT./ TRUCKS F900	MECHANICS	CAIRO	05/04/91	7	3	21
			ALEXANDRIA	07/15/91	10	3	30
			CAIRO	07/30/91	12	3	36
			CAIRO	09/24/91	12	3	36
			QALUBAYIA	02/24/91	13	3	39
			ALEXANDRIA	07/27/91	12	3	36
			GIZA	05/07/91	12	3	36
			GIZA	09/07/91	12	3	36
			SUEZ	03/09/91	11	4	48
Subtotals :					102	28	318
DM027	PREVENTIVE MAINT./ TRUX-MORE	MECHANICS	CAIRO	05/18/91	12	3	36
			SUEZ	09/28/91	13	3	39
		ENGINEERS MECHANICS	ALEXANDRIA	03/13/91	12	4	48
			CAIRO	02/09/91	12	4	48
		ENGINEERS MECHANICS	ALEXANDRIA	03/09/91	12	4	48
			ALEXANDRIA	09/14/91	14	3	30
Subtotals :					71	21	249
DM030	PROCUREMENT MANAGEMENT	SUPERVISORS ACCOUNTANTS SUPERVISORS	QALUBAYIA	08/25/91	3	11	33
			SUEZ	08/25/91	1	11	11
			ALEXANDRIA	08/25/91	1	11	11
			CAIRO	08/25/91	11	11	121
			GIZA	08/25/91	1	11	11
			PORT SAID	08/25/91	1	11	11
Subtotals :					21	66	231
DM031	PREVENTIVE MAINT./ LOADERS	MECHANICS	ALEXANDRIA	07/08/91	12	3	36
			CAIRO	08/20/91	10	3	30
			GIZA	03/02/91	10	11	110
			SUEZ	05/07/91	12	3	36

185

LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -7-

COURSES COMPLETED IN 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
Subtotals :					44	20	212
0M036	PREVENTIVE MAINT. / GRADERS	MECHANICS	CAIRO	07/14/91	14	3	42
0M056	PREVENTIVE MAINT. / CALABRICE	MECHANICS	ALEXANDRIA	02/25/91	15	4	60
			PORT SAID	01/09/91	12	4	48
			PORT SAID	01/05/91	12	4	48
			PORT SAID	01/14/91	12	4	48
Subtotals :					51	16	204
0M057	PREVENTIVE MAINT. / SWEEPERS	MECHANICS	GIZA	06/17/91	12	3	36
			CAIRO	09/07/91	12	3	36
Subtotals :					24	6	72
0M058	VEH. & EQUIP. OPER. (NEW FORMS)	ENGINEERS	ALEXANDRIA	01/12/91	9	6	54
			DALUBAYIA	01/19/91	5	6	30
			CAIRO	01/12/91	9	6	54
			SUEZ	01/26/91	7	6	42
			PORT SAID	01/26/91	7	6	42
			GIZA	01/19/91	4	6	24
Subtotals :					41	36	246
0M081	PREVENTIVE MAINT. / ROLLERS	MECHANICS	GIZA	08/17/91	10	3	30
			DALUBAYIA	12/14/91	12	3	36
			ALEXANDRIA	12/10/91	12	3	36
			PORT SAID	09/15/91	12	3	36
			PORT SAID	12/21/91	12	3	36
			Subtotals :				
0M084	CUMMINS ENGINE OVERALL & TR.	ENGINEERS	CAIRO	11/10/91	5	10	50
			ALEXANDRIA	11/10/91	2	10	20
			GIZA	11/10/91	3	10	30
Subtotals :					10	30	100
0M088	INDUSTRIAL SAFETY	ENGINEERS	DALUBAYIA	12/08/91	2	5	10
			CAIRO	12/08/91	11	5	55
			ALEXANDRIA	11/24/91	15	5	75
Subtotals :					28	15	140
0M901	GARAGE MANAGEMENT OVERSEAS	ENGINEERS	PORT SAID	09/14/91	2	22	44
			GIZA	09/14/91	2	22	44
			DALUBAYIA	09/14/91	2	22	44
			ALEXANDRIA	09/14/91	2	22	44
			SUEZ	09/14/91	2	22	44
			CAIRO	09/14/91	3	22	66
Subtotals :					13	132	286
0M902	GARAGE OPERATION OVERSEAS	ENGINEERS	DALUBAYIA	10/12/91	2	22	44

186

COURSES COMPLETED IN 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
0M902	GARAGE OPERATION OVERSEAS	ENGINEERS	SUEZ	10/12/91	2	22	44
			GIZA	10/12/91	2	22	44
			PORT SAID	10/12/91	2	22	44
			CAIRO	10/12/91	3	22	66
			ALEXANDRIA	10/12/91	2	22	44
			Subtotals :				13
SW026	SOLID WASTE SEMINAR	GOVERNORS/SECRE	CAIRO	03/06/91	6	2	12
			PORT SAID	03/06/91	1	2	8
			ALEXANDRIA	03/06/91	12	2	24
			QALUBAYTA	03/06/91	1	2	8
			GIZA	03/06/91	3	2	6
			SUEZ	03/06/91	1	2	8
Subtotals :				35	12	56	
TT600	TRAINING OF PEER TRAINERS	MIS/STAFF	CAIRO	06/15/91	4	6	24
			GIZA	05/25/91	1	6	24
		MIS/STAFF	QALUBAYIA	06/15/91	2	6	12
			QALUBAYIA	05/25/91	2	6	12
		ENGINEERS	GIZA	10/21/91	8	3	24
		MIS/STAFF	ALEXANDRIA	06/15/91	4	6	24
		ENGINEERS	ALEXANDRIA	12/09/91	9	3	27
		MIS/STAFF	SUEZ	05/25/91	1	6	24
			PORT SAID	06/15/91	5	6	30
			PORT SAID	11/16/91	8	3	24
		ENGINEERS	QALUBAYIA	02/02/91	9	3	27
Subtotals :				59	54	232	
TT601	TRAINING INSTITUTIONALIZATION	HIGH LEVEL OFFI	ALEXANDRIA	10/16/91	1	2	2
			QALUBAYIA	10/16/91	2	2	4
			GIZA	10/16/91	2	2	4
			CAIRO	10/16/91	3	2	6
			PORT SAID	10/16/91	2	2	4
			SUEZ	10/16/91	1	2	2
Subtotals :				11	12	22	
TT905	TR. - PRE DEPART. ORIENTATION	HIGH LEVEL OFFI	PORT SAID	11/04/91	2	1	2
			GIZA	11/04/91	2	1	2
			SUEZ	11/04/91	1	1	1
			QALUBAYTA	11/04/91	1	1	2
			CAIRO	11/04/91	3	1	3
			ALEXANDRIA	11/04/91	1	1	1
Subtotals :				11	6	11	
TT908	TRAINING OVERSEAS	HIGH LEVEL OFFI	ALEXANDRIA	11/08/91	1	15	15
			CAIRO	11/08/91	3	15	45
			SUEZ	11/08/91	2	15	30
			GIZA	11/08/91	1	15	15
			PORT SAID	11/08/91	2	15	30
			QALUBAYIA	11/08/91	2	15	30
Subtotals :				11	96	165	
TT911	TRAINING OVERSEAS RESULTS	HIGH LEVEL OFFI	GIZA	12/09/91	2	2	4

LOCAL DEVELOPMENT II URBAN PROJECT

12/24/91

Page -9-

COURSES COMPLETED IN 1991

(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
TT911	TRAINING OVERSEAS RESULTS	HIGH LEVEL OFFI	PORT SAID	12/09/91	2	2	4
			QALUBAYIA	12/09/91	2	2	4
			SUEZ	12/09/91	3	2	6
			CAIRO	12/09/91	4	2	8
			ALEXANDRIA	12/09/91	3	2	6
Subtotals :					16	12	32
U0060	ROAD MAINT. TECH. SEMINAR	ENGINEERS	GIZA	02/24/91	2	1	2
			PORT SAID	07/31/91	2	1	2
			SUEZ	02/24/91	2	1	2
			CAIRO	07/31/91	4	1	4
			QALUBAYIA	07/31/91	2	1	2
			GIZA	07/31/91	2	1	2
			CAIRO	02/24/91	3	1	3
			SUEZ	07/31/91	2	1	2
			ALEXANDRIA	02/24/91	3	1	3
			ALEXANDRIA	07/31/91	2	1	2
Subtotals :					24	10	24
U0600	MECHANICAL QUALITY CONTROL	SUPERVISORS	SUEZ	01/05/91	1	36	36
			CAIRO	01/05/91	2	36	72
			QALUBAYIA	01/05/91	2	36	72
			ALEXANDRIA	01/05/91	2	36	72
Subtotals :					7	144	252
U0601	MAINTENANCE OF VEH. ELECTRICAL	MECHANICS TECHNICIANS	QALUBAYIA	02/23/91	1	18	18
			GIZA	02/23/91	2	18	36
			SUEZ	02/23/91	1	18	18
			CAIRO	02/23/91	3	18	54
Subtotals :					7	72	126
U0602	MAINTENANCE - DIESEL ENGINES	MECHANICS	SUEZ	02/16/91	1	24	24
			QALUBAYIA	02/16/91	3	24	72
			GIZA	02/16/91	1	24	24
			CAIRO	02/16/91	5	24	120
Subtotals :					10	96	240
U0603	VEHICLES W/S FOREMEN	MECHANICS	SUEZ	02/02/91	1	36	36
			GIZA	02/02/91	1	36	36
			CAIRO	02/02/91	4	36	144
			ALEXANDRIA	02/09/91	8	36	288
Subtotals :					14	144	504
U0609	MAINTENANCE OF TRANSMISSION	MECHANICS	GIZA	12/14/91	4	3	12
			QALUBAYIA	12/14/91	1	3	12
			CAIRO	01/05/91		36	144
			SUEZ	01/05/91		36	36
			ALEXANDRIA	01/05/91		36	72
			QALUBAYIA	01/05/91		36	36
			CAIRO	12/07/91	14	6	60
			PORT SAID	01/05/91	1	36	36
			CAIRO	12/14/91	4	3	12
			GIZA	01/05/91	1	6	36

158

COURSES COMPLETED IN 1991  
(By Course)

Course Number	Course Title	Audience	Governorate	Begin Date	No. of Train	No. of Days	Trainee Days
Subtotals :					32	231	456
U0610	TOOL ROOM OPERATOR	MECHANICS	ALEXANDRIA	01/05/91	8	18	144
U0612	CAR SHEET METAL WORK	MECHANICS	ALEXANDRIA	01/05/91	8	30	240
U0613	ELECTRIC WORKSHOP FOREMEN	MECHANICS	ALEXANDRIA	02/09/91	8	36	288
U0615	PURCHASING & STORES KEEPER		QALUBAYYA	01/05/91	1	24	24
			PORT SAID	01/05/91	2	24	48
			GIZA	01/05/91	3	24	72
			ALEXANDRIA	01/05/91	20	20	400
			SUEZ	01/05/91	1	24	24
Subtotals :					27	116	568
U0616	GEAR CUTTING	MECHANICS	SUEZ	02/09/91	1	24	24
			GIZA	02/09/91	2	24	48
Subtotals :					3	48	72
U1150	TRAINING OF TRAINERS	PIC'S	CAIRO	05/21/91	5	6	30
			GIZA	05/21/91	4	6	24
			PORT SAID	05/21/91	3	6	18
			ALEXANDRIA	05/21/91	5	6	30
			QALUBAYYA	05/21/91	8	6	48
			SUEZ	05/21/91	5	6	30
Subtotals :					31	36	186

===== YEAR TO DATE TOTALS =====

Total No. of Trainees            2294  
Total No. of Trainee Days        15783

=====

189

**APPENDIX (B)**

**B.1. STATUS OF TASKS**

**B.2. SPECIAL PROJECT FOR CONTAINER REPAIR**

**BASIC SERVICES DELIVERY SYSTEM  
STATUS OF TASKS**

ITEM	GOVERNORATE AND STATUS (Status (X) as of end of Dec. 1991)						REMARKS
	CAIRO	P. SAID	SUEZ	QALU	GIZA	ALEX.	
<b>DISTRICT LEVEL</b>							
1. Capability of Planners and Financial Staff in Use of Capital Improvement Budget and Planning Cycles.	100	100	100	100	100	100	BSDS Users Manual which has been issued to all the districts provides a good foundation for this training.
2. Capability of Planners in Utilization of Prioritized Need Assessments Reports as Basis for Sub-Project Selection.	50	60	60	50	50	50	Pre-planning seminars focused on this topic were conducted, OJT should be continued through GLPFUDs.
3. Analysis of Cost Data and Updating of Unit Costs.	60	60	60	60	60	60	Orientation seminars for the cost analysis report have been conducted. OJT should be continued through GLPFUDs.
4. Preparation and Update of Needs Assessment Reports	80	60	60	60	75	60	Preparation of Water/WW and Roads and Str. Lighting Needs Assess. report is underway.
5. Conduct Contractor Pre-Qualification Program.	80	80	80	80	80	80	Report is being updated by GLPFUD.
6. Preparation of Conceptual Descriptions for Proposed Individual Sub-Projects.	100	100	100	100	100	100	
7. Preparation of Engineering Specifications and Sub-Project Drawings.	60	60	60	60	60	60	
8. Ability to Establish Sub-Project Cost Accounting System.	100	100	100	100	100	100	
9. Establish System for Regular Payments of Contractor Vouchers.	100	100	100	100	100	100	
10. Establish Reporting System for Monthly Progress in Both Construction and Expenditures	100	100	100	100	100	100	
11. Ability to Perform Analysis of Reports and Take Appropriate Action.	60	70	70	60	60	60	
12. Tender and Award Construction/ Procurement Contracts.	85	85	85	85	85	85	
13. Inspect Construction; Set Up Quality Control Procedures.	60	60	60	60	60	60	Orientation seminars were conducted to use the Special Construction Details Report.

**STATUS DESCRIPTION:**

0 = Not Started

100 = Complete

= Not Applicable

BASIC SERVICES DELIVERY SYSTEM  
STATUS OF TASKS

ITEM	GOVERNORATE AND STATUS (Status (%) as of end of Dec. 1991)						REMARKS
	CAIRO	P. SAID	SUEZ	QALU	GIZA	ALEX.	
<b>GOVERNORATE LEVEL</b>							
1. Review and Compile the Needs Assessment Data.	40	40	40	40	50	40	
2. Computerize Needs Assessment Analysis and Reporting.	50	100	50	0	0	0	
3. Determine Distribution of the LD II Block Grant and the GOE 10% between the Districts.	100	100	100	100	100	100	
4. Review and Compile the District Investment and Maintenance Plans and Obtain Approvals.	50	70	70	50	80	70	
5. Review the District Progress Reports.	50	50	50	50	50	50	
6. Develop the Governorate Monthly Progress Report (Including Coordination with MIS.	85	85	85	85	85	85	
7. Conduct Sub-Project Rating Program.	30	0	30	0	0	0	
<b>LOCAL POPULAR COUNCIL LEVEL:</b>  Coordination with the District Chief and Follow-Up Staff to Utilize the Needs Assessment Reports in Finalizing the Selection of the Investment Plan Sub-Project Lists.	0	0	0	0	0	0	Training courses will be conducted for the chief and some of the LPC members.

## STATUS DESCRIPTION:

0 = Not Started

100 = Complete

 = Not Applicable

table-2b/sy

192

O&M (ROADS) - STATUS OF TASKS

ITEM	GOVERNORATE AND STATUS (Status (%) as at end of December 1991)						REMARKS
	CAIRO	P. SAID	SUEZ	QALU	GTZA	ALEX	
1. Implement Proposed Organisation	0	0	100	20	0	60	Cairo Strategy Plan not yet sent to Governorates <sup>?</sup> why would it <sub>26</sub>
2. Employ Staff as Required	70	70	80	40	80	70	
3. Provide Equipment as Required	85	80	100	50	75	80	
4. Establish Laboratory <u>if Required</u> <sup>?</sup>	100	0	100	0	20	0	
5. Conduct Training Programs a) for engineers b) for operators c) OJT for labour	100 0 0	100 30 100	100 100 100	100 100 100	100 50 100	100 50 100	
6. Prepare Work Standards	0	30	100	100	50	50	
7. Upgrading Needs Assessment 1991	100	10	100	100	100	100	
8. Upgrading Needs Assessment 1992	0	0	0	0	0	0	

STATUS DESCRIPTION:

0 = Not Started

100 = Complete

= Not Applicable

am/O&MSTAT

192

O&M (GARAGES & WORKSHOPS) - STATUS OF TASKS

LOCATION	STATUS (%) OF TASKS AS OF END OF DECEMBER, 1991									REMARKS
	MONITOR CONSTRUCTION	DEVELOP MAINTENANCE SYSTEM	IMPLEMENT PROPOSED ORGANIZATION	SUBMIT PROPOSALS TO CAOA	MONITOR CONTROL OPERATIONS	COMPLETE TRAINING PROGRAM				
						MANAGEMENT	KARDEX	MECHANICS	OPERATORS	
CAIRO										
1. Sayeda Nafisa	100	100	100	100	100	100	100	80	100	(1)3rd District Garage not yet constructed. (2) Water tank is being constructed. Not occupied
2. El Kassarat	100	100	100	100	100	100	100	60	100	
3. El Mokattam	100	80	20	0	75	90	100	60	90	
4. El Salam	95	NS	NS	NS	NS	NS	NS	NS	NS	
5. Heliopolis	25	NS	NS	NS	NS	NS	NS	NS	NS	
6. Helwan	NS	NS	NS	NS	NS	NS	NS	NS	NS	
7. Waily	98	80	100	NS	80	100	NS	50	65	
ALEXANDRIA										
8. Amerya	100	100	100	100	100	100	100	80	100	Construction repair is needed.
9. Ras-El-Soda	100	100	100	100	100	100	100	60	100	
10. Moharram Bey	100	90	100	100	70	100	100	75	75	
11. Somouha	90	60	NS	NS	NS	NS	NS	NS	NS	
GIZA										
12. Desert Road Garage	97	NS	NS	NS	NS	NS	NS	NS	NS	Not occupied
QALIUBIA										
13. Shoubra El Kheima Garage	65	NS	NS	NS	NS	NS	NS	NS	NS	Not occupied

167

O&M (GARAGES & WORKSHOPS) - STATUS OF TASKS

LOCATION	STATUS (%) OF TASKS AS OF END OF DECEMBER 1991									REMARKS
	MONITOR CONSTRUCTION	DEVELOP MAINTENANCE SYSTEM	IMPLEMENT PROPOSED ORGANIZATION	SUBMIT PROPOSALS TO CAQA	MONITOR CONTROL OPERATIONS	COMPLETE TRAINING PROGRAM				
						MANAGEMENT	KARDEX	MECHANICS	OPERATORS	
<b>PORT SAID</b>										
14. Central Garage	100	100	100	NS	70	100	NA	80	90	
15. Central Workshop	100	100	100	100	80	80	100	80	90	
16. Port Found	90	100	100	100	85	80	30	80	80	
17. El Shark	100	100	100	100	95	100	60	85	90	
18. El Dawahi	100	65	100	100	80	NS	NS	70	70	
19. El Menakh	85	60	100	100	70	70	NS	75	75	Not occupied
20. El Arab	85	65	100	100	70	80	NS	70	75	Not occupied
21. Road Dept. Garage	100	70	70	NS	90	80	NS	80	85	
<b>SUEZ</b>										
22. Central Service Station	100	35	100	NS	70	40	NA	80	90	
23. Suez	*100	100	100	100	100	100	NS	80	95	* New Garage will be occupied
24. El Arbaeen	90	100	100	100	100	65	NS	80	95	
25. Ataka	100	100	100	100	100	100	NS	70	85	
26. El Ganeyen	90	100	100	100	100	100	NS	60	85	
27. Central W.Sh	50	100	100	100	100	100	NS	80	90	
<b>SPECIAL PROJECTS</b>										
<b>ALEXANDRIA</b>										
28. CIP Fleet Repair	NA	NA	NA	NA	NA	NA	NA	NA	NA	1027000 LE allocated 450000 spare parts 577000 repairs underway
<b>SUEZ</b>										
29. Road Dept. Garage	100	100	100	100	100	100	NS	80	90	Not occupied

mm/workshA7

NS = NOT STARTED  
NA = NOT APPLICABLE

1985

OMED - STATUS OF TASKS

I T E M	GOVERNORATE AND STATUS						R E M A R K S
	(Status (%) as of end of Dec. 1991)						
	CAIRO	P.SAID	SUEZ	QAL.	GIZA	ALEX.	
1. Current Budget System Development	40	90	90	90*	85	80	
2. CIP Capital Budget	35	25	50	50	55	10	Current efforts are stymied by lack of cooperation of planning and follow-up *
3. 5-Year Revenue Forecasting System	90	90	90	90	90	90	
4. Budget Monitoring & Financial Reporting System-Pilot Implementation	NA					20	This reflects mobilization of Overseas staff and initiation of work
5. Program Budgeting (Pilot Implementation)		10		90			
6. Overseas Short-Term Training Tour	100	100	100	100	100	100	

mf/table-6-

STATUS DESCRIPTION

0 = Not Started

100 = Complete

□ = Not Applicable

\* Evaluation based on previous budget cycle not current one because of the delay caused by the hardware failure.

MIS - STATUS OF TASKS

I T E M	GOVERNORATE AND STATUS						R E M A R K S
	(Status (%) as at end of December 1991)						
	CAIRO	P.SAID	SUEZ	OAL	GIZA	ALEX	
5.1.2 Install MIS Facility Enhancements	10	10	10	10	10	10	Pending Hardware Procurement.
5.1.3 Install P&F Hardware	0	0	0	0	0	0	Pending Hardware Procurement.
5.1.4 Implement DNAP	0	100	0	0	0	0	Pending Hardware Procurement.
5.1.5 Implement SPRS	0	100	0	0	0	0	Pending Hardware Procurement.
5.1.6 Implement PFS	0	0	0	0	0	0	Pending Hardware Procurement.
5.1.7 Implement LMIS		100		100	100	100	Implementation pending installation of computer equipment in Cairo and Suez.
5.1.8 GOE Feasibility Study	100	100	100	100	100	100	
5.1.9 GOE System Analysis	100	100	100	100	100	100	
5.1.10 GOE System Develop.	100	100	100	100	100	100	
5.1.11 GOE System Testing	100	100	100	100	100	100	
5.1.12 GOE Documentation	100	100	80	100	100	100	
5.1.13 GOE Pilot Implementation	100	100	100	0	100	0	Pending Hardware Procurement.
5.1.14 GOE System Maintenance	0	0	100	0	100	0	Pending Completion of Task 5.1.13

mf/Table-5-

STATUS DESCRIPTION:

- 0 = Not Started
- 100 = Complete
- = Not Applicable

LAND MANAGEMENT STATUS OF TASKS

ITEM	GOVERNORATE AND STATUS (Status (%) As of the End of December, 1991)						REMARKS
	CAIRO*	P.S.	SUEZ	QAL.	GIZA	ALEX.(1)	
1. Govern. has established impl.organization, staff space, furnishing/equipment, and policy committee (2)	70	100	95	100	100	85	Alexandria has no Board of Directors or policy committee for a project. Cairo just started Suez expects approval from the governor soon for committee.
2. GOE Auth. are purs.data for Land Management Informatiön System - Demographic and land value data - Gov.lands inventory and status - CAPMAS data	80	85	80	85	85	20	Government staff are completing data collection per guidelines prepared by TAC. Project data is lacking for Alex. Cairo just started. Suez and Cairo are collecting data for new projects.
3. GOE auth. receive training resource material and initial training completed of key staff	65	80	80	80	80	80	Training components developed and initial training completed for key (GOE) LMU staff of participating Gov. Repetition of selected courses remains.
4. Viable projects identified and scoping reports prepared/presented consid.revenue generation, and project funding resource mobilization strategies.	100	100	100	95	100	0	All governorates except Alexandria have identified projects. Some gov.revising initial proj.subcomponents because of cutbacks in financing to start projects Cairo has updated Kattamia data and has support of gov. ernor but may adj. plans.
5. Selected Land Management functions and systems Automated (3) - LMIS; - Project financial analysis; - Other applications	0	90	30	90	90	20	Selected hardware/software installed in 4 gov. (GOE) responsible for timely data entry and accuracy. P.Said is pilot gov. for demonstration of automated mapping.
6. Land allocation decree gov. orders consolidating LMU powers to impl.proj. completed. Project/accnt.established	90	90	100	50	90	10	Land allocation decree procedures have been discussed & action taken in many governorates. Alexandria has no project.
7. Tender & award contracting/construction procurement underway. On-the-ground activity underway. Project monitoring underway.	50	90	90	40	50	0	Activity underway in Port Said, and Suez.

STATUS DESCRIPTION

0 = Not Started  
100 = Complete

= Not Applicable

- (1) Alexandria Gov. began late 1989.  
 (2) Prerequisite (GOE) actions to allow effective TAG actions re: items (2) through (7).  
 (3) New or enhanced tasks started in 1990.  
 \* Cairo reinstated participation in Land Management program in early June, 1991.

Headw/gh

WHAT IS THIS?

LAND MANAGEMENT ORGANIZATION STATUS

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO	PORT SAID	SUEZ	QALIUBIA	GIZA	ALEX.
1. Organization decree for LMU office issued	25 → 100%!	C	C	C	C	C	C
2. Staff appointed including a director	25 →	C	C	C	C	C	C
3. Board of directors or policy committee appointed	10 →	C	C	U (1) 5 (Jan/92)	C	C	P*
4. Space located	15	U (JAN/FEB./92) 5	C	C	C	C	C
5. Furnishing equipment procured/installed	20	U (FEB./92)	C	C	C	C	C
6. Organization structures and responsibilities completed and charts displayed in governorates including membership to board of directors or policy committee	5 → 100%	C	C	C	C	C	P
Subtotal	100	70	100	95	100	100	85

orgstat/gh

C = Completed (100)  
 U = Underway (More than 0, but less than 100)  
 P = Pending (0)

\* Alexandria Governorate has not established a Board of Directors or Policy Committee.  
 (They have not identified a project at this time).

Expected target date for completion is( ).

(1) Policy committee membership memo has been presented for approval of new governor.

199

STATUS OF GOE AUTHORITIES COLLECTING LAND PLANNING  
AND DEMOGRAPHIC SUPPORT INFORMATION FOR AUTOMATION

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO	PORT SAID	SUEZ	QALIUBA	GIZA	ALEX.
1. CAPMAS data by districts and other jurisdictions assembled - 1976 & 86 Pop. Data - Growth Rates - Other Demographics - Pop. Forecasts	15	C	C	U (End Jan/92)	C	C	C
2. Status of gov. encroached upon lands in project study area determined	15	C	C	C	C	C	P
3. Land value and use data assembled A. By Project Area	5	C	C	C	C	C	P
B. By Project District	10	U (End Jun/92)	U (End Mar/92)	U (End Jun/92)	U (End Mar/92)	U (End Mar/92)	P
4. Percent of services serving project district and study area determined - Water - Sewer - Electrical - Roads - Etc.	15	C	C	C	C	C	P
5. Project data assembled	15	C	C	C	C	C	P
6. Population density determined by small Areas - By district - By kism - By project area	15	U (End Mar/92)  5	U (End Mar/92)  5	U (End Mar/92)  5	U (End Mar/92)  5	(1) C (End Mar/91)	P
SUBTOTAL	100	80	85	80	85	85	20

orgstat2/gh

C = Completed (100)

U = Underway (More than 0, but less than 100)

P = Pending (0)

(1) = El Ahram project district only.

Expected target dates for completion noted is ( ).

**STATUS OF TRAINING AND TRAINING RESOURCE  
MATERIAL PROVIDED TO KEY (GOE) LAND MANAGEMENT STAFF**

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO	PORT SAID	SUEZ	QALIUBIA	GIZA	ALEX.
1. Planning Information Guidelines	5	C	C	C	C	C	C
2. Project Development Guidelines	5	C	C	C	C	C	C
3. Office Operating Guidelines	5	C	C	C	C	C	C
4. Helwan/Ismailia Background Report	5	C	C	C	C	C	C
5. LRM Using Land As An Asset Guidelines	5	C	C	C	C	C	C
6. Basic Computer Skills (Selected staff) (Arabized manual for LMIS)	10	C	C	C	C	C	C
7. Orientation Workshop Manual	10	C	C	C	C	C	C
8. Organization/ Administrative Procedures Workshop	10	C	C	C	C	C	C
9. Project Monitoring and Management Techniques	10	P	P	P	P	P	P
10. Feasibility Analysis Techniques	10	P	P	P	P	P	P
11. Overseas Training Michigan State Univ.	15	N.P.	C	C	C	C	C
12. Overseas Training Turkey Study Tour	10	C	C	C	C	P	C
SUBTOTAL	100	65	80	80	80	80	80

C = Completed (100)  
 U = Underway (More than 0, but less than 100)  
 P = Pending (0)  
 N.P. = Did not participate.

Target date of completion noted is ( ).

orgstat3/gh

201

VIABLE LAND MANAGEMENT DEMONSTRATION PROJECTS IDENTIFIED

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO	PORT SAID	SUEZ	QALIUBIA	GIZA	ALEX.
1. Study area defined including confirmation of (GOE) land resources	15	C	C	C	C	C	P
2. Needs assessment completed	15	C	C	C	C	C	P
3. Financial plan completed, project costs/revenues determined	15	C	C	C	C	C	P
4. Implementation plan completed	15	C	C	C	C	C (2)	P
5. Affordability analysis completed where necessary	10	C	C	C	C	C (2)	P
6. Project mobilization strategy determined	10	C	C	C	C	C (2)	P
7. Project presentation to governor, general secretary completed and project approved	10	C	C	C	C (1)	C	P
8. Governor supports project & TAC receives Scop.Report	10	C	C	C (*)	U (*) 5 (Jan/92)	C	P
SUBTOTAL	100	100	100	100	95	100	0

orgstat4/gh

C = Completed (100)  
 U = Underway (More than 0, but less than 100)  
 P = Pending (0)

Target date for completion noted ( ).

(\*) Scoping reports completed but not yet received by TAC for new demonstration projects.

1. A briefing to the new governor is pending at this time, but former governor approved project.
2. Further adjustments to Form 1 are underway to respond to cutbacks in available prioritized funds allocated from the first tranche OF the LD II Urban Investment Plan.

202

**STATUS OF INITIAL PHASE LAND MANAGEMENT  
COMPUTERIZATION ACTIVITIES**

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO *	PORT SAID	SUEZ *	GALIUBIA	GIZA	ALEX.
1. Hardware installed	10	U (FEB/92)	C	U (APR/92)	C	C	C
2. Software LMIS installed	10	U (FEB/92)	C	U (APR/92)	C	C	C
3. LMIS data entry							
3A. CAPMAS Project Related: - By district - By kism - By sheiakha	15	U (END MAR/92)	C	U (END MAR/92)	C	C	P
3B. Governorate-wide project data	25	U (MAR/92)	C	U (APR/92)	C	C	P
4. Project financial plan spreadsheet installed	15	U (1) (END JAN/92)	C	C (1)	C	C	P
5. Proj. financial plan data entry	15	U (1) (END JAN/92)	C	C (1)	C	C	P
6. Operating balance spreadsheet installed	2	U (END JAN/92)	C	U (END JAN/92)	C (FEB/92)	C (FEB/92)	P
7. Operating balance statement data entry	2	U (FEB/92)	U (JAN/92)	U (JAN/92)	U (FEB/91)	U (FEB/91)	P
8. Other applications	2	U (MAR/92)	U (MAR/92)	U (MAR/92)	U (MAR/92)	U (MAR/92)	P
9. Maintenance contract or alternative arranged	2	U (FEB/92)	U (FEB/92)	U (FEB/92)	U (FEB/92)	U (FEB/92)	P
10. MIS counterpart staff assigned	2	U (JAN/92)	U (JAN/92)	U (JAN/92)	U (JAN/92)	U (JAN/92)	P
SUBTOTAL	100	0	92	30	92	92	20

orgstat5/gh

C = Completed (100)  
 U = Underway (More than 0, but less than 100)  
 P = Pending (0)  
 \* Estimated Completion time for Cairo & Suez could be 2-3 months after installation of Hardware/Software. Target date noted is therefore subject to change

Estimated target date for completion noted is ( ).

(1) GOE staff have been or will be using either (GOE) MIS facilities on a temporary basis or TAC project computer equipment until their equipment is installed.

203

STATUS OF LAND ALLOCATION DECREE/GOVERNORS ORDERS  
AND PROJECT ACCOUNT PROCEDURES

(As of End of December, 1991)

ITEM	Estimated Percent of (GOE) Effort	GOVERNORATE					
		CAIRO	PORT SAID	SUEZ	QALIUBIA	GIZA	ALEX.
1. TAC assists in prepar.guideline decree language and supporting documentation.	10	C	C	C	C	C	C
2. Board of directors of policy committee approve draft land allocation decree or directive.	20	C	C	C	C	C	P
3. Decree submitted to executive council and approved.	20	C	C	C	C	C	P
4. Approval of local council on land allocation decree.	20	C	C	C	U* End Jun/92	C	P
5. Governor issues land allocation decree and/or orders.	20	C	C	C	U* End Jan/92	C	P
6. Project account established.	10	U (2)	U (Jan/92)	C	U (2) End Feb./92	U Mid Feb./92	P
7. Estimated % completion	100	90	90	100	50	90	10

C = Completed (100)

U = Underway (More than 0, but less than 100)

P = Pending (0)

- Giza and Suez have LMU's under Amlak (State Land and Property) Department responsibility and have indicated that a Land Allocation Decree may not be necessary. This is being confirmed. Port Said and Suez have a land allocation executive memo signed by the Governor. TAC position has been positive towards the necessity of a land allocation decree for the setting up of the revolving fund account to administer projects and allow revenue generation to occur without interference of outside organizations.
- A project account will be established after allocation of LD II Urban funds. The timing for second tranche allocation of LD II Urban investment plan funds for Cairo and Qaliubia is uncertain at this time.

\* All the Dates re: "Underway" are tentative but reflect best estimates at this time.



TRAINING STATUS OF TASKS

ITEM	GOVERNORATE AND STATUS STATUS (%) as of end of December, 1991						REMARKS
	CAIRO	P.S.	SUEZ	QUAL.	GIZA	ALEX	
8.1 Evaluation of LD II Courses	80	80	80	80	80	80	
8.2.1 Conduct LD II Courses	80	80	80	80	80	90	
8.2.2 Monitor Catalyst Courses			- Complete-				All by Block Grant except LMU
8.2.3 Plan U.S Courses			-- complete --				
8.3 Peer Training	60	70	50	90	50	50	
8.4.1 Complete Gov. Training Facilities	100	90	100	100	100	100	
8.4.2 Training Gov. Staff (Roster)	40	100	100	80	80	100	
8.4.3 Install Training Computers in 6 Gov.	50	100	100	100	100	100	
8.5 Complete 6 Gov. Training Plans	100	100	100	100	100	100	Working with MLA to coordinate
8.6 Complete Training Manuals	90	90	90	90	90	90	Manuals are on schedule Training in use of the manuals is incomplete
8.7 Training of Training Administrators	70	80	70	80	90	70	Add input of MLA Changes in personnel

Status Description:

- 0 = Not started
- 100 = Complete
- = Not applicable

(annual)

206

**B.2.**

**SPECIAL PROJECT FOR CONTAINER REPAIR**

**(TRANSLATION OF A LETTER FROM ENG. KHAIRY ZAKI HAFEZ  
DATED NOVEMBER 25, 1991)**

## TRANSLATION

Cairo Governorate  
CCBA  
Chairman Office

Date: November 25, 1991

USAID  
LD II (Urban) Project

Dear Sir:

Pertaining to our letter dated June 13, 1991 as well as H.E. Cairo Secretary General's letter of Oct. 18, 1991 concerning the special project for Garbage Container Repair, I would like to inform you that:

1. Workshop Facilities

- a. The district workshop at Sayeda Nafissa Garage Complex was selected for garbage container repairs.
- b. A washing rack for garbage containers was constructed and supplied with water and drainage. Another rack was constructed for painting containers. In addition, existing workshop facilities are used for bodywork and welding works.

2. Staffing

- a. Eng. Ezzeldin Abdel-Raouf, CCBA Engineer, was selected director for the garbage container repair workshop.
- b. Technical and administrative staff and laborers have already been appointed for workshop operation, as detailed in our previous letter.
- c. CCBA defined the incentives. These will be financed by the Cleaning Authority.

3. Workshop Equipment, Tools and Repair Materials

- a. Most of workshop equipment and tools were purchased. Completion of provision of other items detailed in our previous letter is underway.
- b. Enclosed "Attachment A" details the available items provided to date from the L.E. 180,619 which the CCBA received for this special project.
- c. Incomplete items will be purchased as soon as the remaining of the project funds are received and transferred to Egyptian currency.

208

**4. Equipment Repair**

- a. Due to the frequent breakdown of garbage collection vehicles - side loading Truxmores - which use the containers, it is necessary to repair the vehicles.
- b. As it is impossible to repair garbage containers in the streets, due to the over crowdedness of Cairo City, needed modifications to this special project were made - as detailed in our previous letter - in order to allocate significant portion of project funds for complete overhauls for some of CCBA broken-down Truxmores.

**5. Project Implementation Program**

- a. The enclosed Table B shows the operation schedule for the garbage container repair workshop.
- b. This schedule would be implemented as soon as the remaining of the special project funds are received.
- c. Repair works will start up mid-December with the available equipment and materials.

CCBA Chairman

Eng. Khairy Zaki Hafez

cc: Wilbur Smith Associates

TABLE B

#	ACTIVITY DESCRIPTION	PERIODS (MONTHLY)					
		1	2	3	4	5	6
1	Complete the provision of materials and workshop tools and equipment.	████████████████████					
2	Prepare 2 lorry-mounted cranes, to be used for lifting containers.			████████████████████			
3	Repair 9 garbage collection vehicles - Truxmore.			████████████████████			
4	Start-up operation with available equipment.			████████████████████			
5	Start full operation of workshop at a capacity of 5 container/day.				Continued Activity ████████████████████		

## Attachment A

## LIST OF AVAILABLE TOOLS AND EQUIPMENT

#	I T E M	QUANTITY	UNIT PRICE L.E.	TOTAL PRICE L.E.
1	Electric Welding Transformer (Local)	1	725	725
2	High Pressure Washing Hose; with Sprayer	1	575	575
3	Metal Sheets Binding Machine 1.5 m; 3 mm Thick	1	25,899	25,899
4	Metal Sheet Cutting Machine 1.5 m; 4 mm Thick	1	23,959	23,959
5	Reciprocating Mechanical Saw 20"; 3 Hp	1	7,925	7,925
6	Blacksmith and Fitting Tool Box	1	510	510
7	Heat-Protected Gloves 1.5 mm	20	2.55	51
8	Welding Protection Glass; White	100	0.88	8
9	Welding Protection Glass; Black	100	0.70	70
10	Garbage Container Roller Set (4 Pieces)	300	83.50	25,050
11	Steel Brush, for Welding Works	10	1.15	11.50
12	Complete Welding Face; with Glass	10	5	50
13	Air Compressor 300 Liters (Italian)	1	3,502	3,502
14	Portable Metal Cutting Disc 7; 200 Watt	1	384	384
15	High Pressure Water Pump 7.5 Hp	1	2,826	2,826
16	Electric Welding Transformer 400A (Italian)	1	1,950	1,950
17	Oxy-Welding Set	1	1,650	1,650
18	Portable Drill	1	231	231
19	Grinding Machine	1	316.22	316.22

## Attachment B

## LIST OF AVAILABLE MATERIALS

#	I T E M	UNIT	QUANTITY	UNIT PRICE L.E.	TOTAL PRICE L.E.
1	Electric Welding Bars 4 mm	Kg	800	4	3,200
2	Black Metal Sheets 2 mm; 1 X 2 m	Number	300	69	20,700
3	Black Steel Sheet 20 mm; 3 X 1.5 m	Number	10	1,280	12,800
4	Steel Angle 40 X 40 mm; 4-5 m Length	Kg	400	1.24	497.20
5	Reinforced Steel Bars 16 mm	Kg	400	1.16	464
6	Green Lacquer (5 Kg)				
7	Paints				27,170
8	Detergent	Liter	200	0.50	100
9	Flat Steel Strip				22,869