

# مشروع التنمية المحلية

## LD II-P

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### END-OF-PROJECT STATUS Addendum to 1990-1991 ANNUAL REPORT CHEMONICS

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**END-OF-PROJECT STATUS**  
**Addendum to**  
**1990-1991 ANNUAL REPORT**  
**CHEMONICS**

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# FOREWORD

This reprint of the end of project status (EOPS) from the 1990-91 Annual Report includes an addendum covering each section's progress toward its EOPS, as outlined in the revised work plan of July 1991. These section EOPS have been organized under the project EOPS to integrate the work of the sections with the progress of the project as a whole. In most cases the section activity EOPS reflect the numbers used for the overall project EOPS. However, because of differences in particular section tasks, some activities may vary from the basic rationale.

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## **PROGRESS ON ATTAINMENT OF END OF PROJECT STATUS**

The updated work plan contains an overall LD II-P end of project status chart that lists 21 EOPS under seven activities. Although these are the result of a recent update of the work plan, they are consistent with project efforts for the reporting year. The work plan uses the project life cycle metaphor to organize technical assistance activities of the contractor. The seven activities are structured as follows.

### **Activity 1: Sector Planning**

Governorate level sector planning is required to place the micro-level "bottoms up" subproject planning process in a larger integrated context within the sector. The EOPS under this activity reflect several intermediate steps which must be in place to achieve a comprehensive and integrated planning system for infrastructure development in provincial Egypt. Sector policy statements prepared by governorate technical directorates are intended to guide subproject planning in terms of desired service standards and to provide criteria for prioritizing and selecting subprojects. Needs assessments will obtain the data required and perform the analysis to identify and prioritize critical service needs in the sector. Sector plans link goals and needs and outline a means for meeting needs and achieving desired service levels.

### **Activity 2: Project Planning**

Good subproject planning requires a series of steps: analysis of the existing situation (local needs assessment), statement of objectives, description of the subproject, preparation of a bill of quantities and a cost estimate, identification of fund sources, making an O&M cost estimate, and drawing up an implementation schedule and a responsibility chart. The EOPS under Activity 2 seek to institutionalization, at the markaz and governorate levels, the systems, knowledge, and experience required to plan infrastructure capital projects.

### **Activity 3: Design**

To achieve subproject plans, the technical design of the project must be sound. In most cases, well-designed projects will result from following standard design practice. Achieving the EOPS under Activity 3 will improve subproject technical quality.

#### **Activity 4: Contracting**

The implementation of subprojects is generally performed through contractors. The quality of construction, the cost, and the recourses available to manage contractors depends on the specificity and quality of tenders, the process of contractor selection, and the capacity for managing contract implementation. Operations and maintenance tasks can also be contracted, such contracting requires specialized skills and knowledge. EOPS under Activity 4 recognize the importance of sound contracting practice to implementing and maintaining quality capital projects.

#### **Activity 5: Construction Supervision**

Supervision of construction, and more generally, project implementation are crucial to "getting what you've paid for." Standard procedures for managing and implementing projects, testing delivered products, and assuring construction quality are the foci of this activity. Institutionalizing these procedures in the governorates is crucial to achieving the EOPS under Activity 5.

#### **Activity 6: Service Delivery**

Once subprojects are completed and operational, concerns shift to their proper operation and maintenance. More generally, service delivery issues such as coverage, standards of service, management of operations, and sustainability become salient. EOPS in this area seek to address some pre-requisites for successful service delivery.

#### **Activity 7: Project Support**

This work plan activity focuses on program support and subproject follow-up, in addition to some pilot sector activities. The EOPS in this activity are concerned with establishing cost-recovery systems and financial procedures, as well as the monitoring progress towards the attainment of sector and project objectives.

Table A.1 gives the activities and their corresponding EOPS.

**Table A.1: Work Plan Activities and Associated End-of Project Status**

ACTIVITY	END OF PROJECT STATUS
<b>Activity 1</b> <b>Sector Planning</b>	1. All governorates have sector policy statements and capacity to issue TORs, contract for or carry out roads, water, wastewater, and rolling stock needs assessments. 2. Sector plans are in use in three governorates.
<b>Activity 2</b> <b>Project Planning</b>	3. All governorates have sufficient capacity and experience in preparing infrastructure and rolling stock subproject plans. 4. All governorates have committees to do technical review of subproject plans.
<b>Activity 3</b> <b>Design</b>	5. All governorates have sufficient capacity to use standard design parameters in roads, village water & wastewater facilities, buildings and the preparation of equipment specifications.
<b>Activity 4</b> <b>Contracting</b>	6. All governorates have the capacity to use proper bidding procedures. 7. Procedures for contract management of LD II subprojects in use in all governorates. 8. Selected service management contracts in use at three sites.
<b>Activity 5</b> <b>Construction Supervision</b>	9. LD II construction supervision procedures installed in all governorates. 10. 400 village-level and markaz maintenance facilities in operation.
<b>Activity 6</b> <b>Service Delivery</b>	11. Spare parts control system in use in 16 governorates. 12. Revolving capital fund pilot begun in one governorate. 13. LD II-P cash management system in use in all governorates. 14. All governorates have O&M plans and budgets.
<b>Activity 7</b> <b>Program Support</b> <b>Subproject Follow-up</b>	15. Framework for improved local administration in place. 16. All governorates will have received tools and procedures to plan and implement, and monitor rural infrastructure and equipment projects. 17. Framework for expansion of cost recovery systems in place. 18. Computerized RS operations, and management system in use in one site. 19. Revised subproject monitoring reporting system available for use in all governorates. 20. Statistically valid estimates of nonoperation by governorate and selected sectors. 21. Summary of sector-specific activities, accomplishments, and continuing needs.

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**ACTIVITY 1**  
**Sector Planning**

1. All governorates have sector policy statements and capacity to issue TORs, and contract for or carry out roads, water, wastewater, and rolling stock needs assessments.
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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**     *The Interim Planning System Handbook*  
*Rural Water and Wastewater Assessment and Strategic Planning*  
*Information Services Strategic Planning and Management*  
*Rolling Stock Need Assessment Guidelines*

**TRAINING**             Public Building Projects Seminar  
Workshop: RS Sector Assessment  
Introduction to Strategic Planning  
Advanced Seminar, Module 1  
Advanced Seminar Module 3, Feasibility Studies

**FIELD ACTIVITY**

***Wastewater  
Policy***

Chemonics' EE Section (Wastewater) had a significant impact last year on national policy development. An EE report on Rural Wastewater Financing in Egypt led to the establishment by Minister Kafrawy of a national committee to develop a policy framework for the wastewater sector. This action, in turn, led to a November 1990 decree to form a committee whose purpose is to propose a plan for financing 160 sewerage systems in small cities and mother villages. On March 3, 1991, the minister, after being presented with an EE-sponsored plan, formed an additional national committee to review the possibilities and propose recommendations on the reuse of wastewater for irrigation.

***Information  
Systems  
Strategic  
Planning***

The IS Section at Chemonics assisted Ismailia to formulate a three-year strategic plan for development and management of information services in the governorate. As a part of this effort a manual on IS strategic planning and management was written, which will be used by other governorates as they go through the planning process for this sector.

***Needs  
Assessment  
TOR***

The Chemonics' Road Section, employing an able contractor, devised terms of reference to be used by governorates in requesting tenders for needs assessment in the planning of road construction. The TORs were successfully used in three governorates, and their respective contractors will be at work in the next year doing the assessment. More importantly, the success of the Road Section will enable other sectors to advance needs assessment terms of reference for application by the governorates in water, wastewater and equipment in the coming year.

## **CURRENT STATUS OF PROGRESS TOWARD EOPS**

While it was hoped that the sector policy statements to be submitted by all governorates along with their fourth-cycle plans would be acceptable, many were not and thus it is not likely that this EOPS will be met in its entirety. To address these EOPS, workshops on sector policy statement preparation are being designed to assist governorates with this activity. Water, Wastewater and Equipment sections will complete TORs for sector needs assessments in the coming year. Three governorates have already issued Chemonics' suggested TOR and received excellent bids; the TOR for water and wastewater is nearly finished and the "rolling stock" needs assessment model is currently being tested in Minya and Gharbiya.

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**ACTIVITY 1**                      2.    **Sector plans are in use in three governorate.**

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### **ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**      *Summary reports of LD II Fourth-Cycle Governorate Plans for Water Projects*  
*Information Services Strategic Planning and Management: Section II*

## **CURRENT STATUS OF PROGRESS TOWARD EOPS**

Qena, Daqahliya, and Damietta governorates have been targeted by the Local Government Section for a series of training workshops on how to put their existing sector plans into effect. The field work has already been completed in each governorate and workshop materials are being prepared.

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**ACTIVITY 2**                      3.    **All governorates have sufficient capacity and experience in Project Planning**                      **preparing infrastructure and rolling stock subproject plans.**

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### **ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**      *Analysis of the LD II-P Fourth-Cycle Planning Process*  
*Guidelines for Fourth-Year LD II-P Planning*

**TRAINING**                      Fourth Cycle Orientations  
Workshop: O&M Plan and Budget Preparation

Fourth-Cycle IS Planning Workshop  
Advanced Seminars, Module II

**FIELD ACTIVITY**

**Fourth Cycle  
Guidelines**

The guidelines for fourth-cycle funding were a joint development of USAID, the PLDC, and Chemonics and provided new programmatic direction in sector planning, sector-wide design, construction supervision, cost recovery, and project monitoring. These, in turn, were incorporated into the criteria which determined the size of each governorate's allocation and also set forth the various preconditions and restrictions on eligibility of subprojects. The complex process to reach a consensus on the guidelines involved participation of many agencies. Upon final approval by the PLDC, the guidelines were issued by Chemonics in both English and Arabic and became the focus for the planning orientation sessions.

**Orientation  
Sessions**

Orientation sessions were held in the 22 governorates during November and December 1990. The sessions were divided into three separate groups: secretaries general, markaz chiefs, and governorate officials. The first two levels received two days each while the last level had three-day sessions. The basis of the orientation was the planning guidelines, which were distributed and discussed at length.

The total participation included:

22	secretaries general
120	directorates executives
22	assistant secretaries general
235	markaz and city chiefs
830	village executive council chiefs
512	village popular council chiefs
824	governorate & markaz directors
987	sector engineers.

**Plan Review  
Workshops**

General guidelines for fourth-cycle planning were translated into applications for each of six sectors: water, wastewater, roads, buildings, and equipment, and an administrative sector. Checklists were developed for each of the sectors and a rating system devised to score the progress achieved by each governorate.

**Field Plan  
Reviews**

During March, April and part of May, Chemonics, in cooperation with USAID, sent plan review field teams representing all six sectors to visit all the governorates and review their plans. The teams made detailed subproject reviews and either perfected the plans on the spot or provided lists of corrections and set dates for the governorate officials to meet at Chemonics' headquarters to finalize the plans.

After all visits were made Chemonics conducted individual reviews for governorates that had changes. These efforts continued to the middle of June.

***Plan  
Presentation  
to PLDC***

For the first time in the project's history all the plans for the 22 governorates were presented in one volume to the PLDC meeting on June 13, 1991. Each governorate presented its plan for formal approval by the PLDC. With minor changes and requests for reinvestigation on some issues, the PLDC approved the plans and requested USAID to authorize the mailing of individual checks in the amount of the approved allocations to each of the participating governorates.

***Advanced  
Seminar***

On August 13, 1991, Chemonics delivered to USAID an evaluation of the Advanced Seminar written by Dr. James Mayfield, which concluded that the seminars were remarkably successful. Dr. Mayfield also recommended that the seminars be continued and expanded in their present form to cover as many governorates as possible before the end of the Chemonics' contract in September, 1992. The Local Government and Human Resources Sections have concentrated on the detailed planning to expand the seminars and have submitted an ambitious plan that calls for a concerted effort to finish 15 governorates by the end of the contract. This will mean providing 36 modules, requiring a schedule that at times produces two and three modules in different governorates within the same week.

Implementation of the Advanced Seminar will improve skills and procedures in project planning, a precondition for fulfilling this EOPS.

***O&M Planning***

The contractor has also worked towards an integration of O&M planning (Bab II) and budgeting with the preparation of capital investment plans (Bab III).

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

The workshops and field assistance devoted to the fourth-cycle planning process show improved capacity to prepare subproject plans. To increase that capacity, additional training courses have been slated for the next fiscal year.

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- ACTIVITY 2**            4.    All governorates have committees to do technical reviews of subproject plans.
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**ACTION PERFORMED TOWARD THIS EOPS**

**TRAINING**            Fourth-Cycle Orientation Workshop

**FIELD ACTIVITIES**

**Technical Review**

The program of orientation included technical representatives of the governorates, by sector. Two-day, sector-specific workshops were held to provide assistance in this area. Each governorate appointed a technical review committee of five people, which reviewed plans in the governorate, working as a subcommittee of the Governorate Local Development Committed (GLDC). These five members were invited to a two-day workshop held in February in Giza, during which an intensive review of the details of the *Fourth Cycle Planning Guidelines* was conducted.

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

The technical review committee, which reviewed both the fourth-cycle planning and the O&M plan and budget efforts, remains in place, but its use and longevity will depend on each governor's and secretary general's direction and the influence of personnel turnover.

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- ACTIVITY 3**            5.    All governorates have sufficient capacity to use standard design **DESIGN**            parameters in roads, village water and wastewater facilities, buildings and the preparation of equipment specifications.
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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**      *Management of Wastewater Project Design Stage*  
*Public Buildings Manual*  
*Managers' Guide to Site Selection, Planning and Building Design*  
*Technical Guide to Site Selection, Planning and Building Design*  
*Fundamentals of Road Project Improvement*

**TRAINING**            Technical Seminar on Site Selection, Planning and Building Design  
Site Selection, Planning and Building Design  
Managers' Seminar  
Follow-up Conference (9)  
Preparation for Water Billing and Local Revenue Collection  
Contractor Tracking Software Installation

Plan Review Workshops  
Road Project Improvement

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

The governorates possess planning capacity in roads and in equipment specifications. The capacity in water design has improved, particularly in water tower construction and main layout, but there is still much work to be done in the more complicated elements of wastewater design. The Building Section has arranged intensive courses with extensive coverage beginning in the reporting year to overcome the rather mediocre capacity for building design in the governorates.

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**ACTIVITY 4**  
**Contracting**

6. All governorates have the capacity to use proper bidding procedures.

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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**

*Advanced Seminar Workshops: An Assessment of Their Impact*  
*Model Contract Documents for Water Supply Pipelines and*  
*Concrete Water Towers*  
*TOR for Sewage System Contract Documents*  
*Guidelines for Computer Procurement*

**TRAINING**

Contracting Procedure Seminar  
Introduction to Institutionalization of Advanced Seminars  
Advanced Seminars, Module IV, Project Implementation  
and Contracting  
IS Procurement and Hardware Maintenance

**FIELD ACTIVITY**

**Contracting**  
**Standards**

The Potable Water Section (PWS) held a workshop for governorate engineers in June to discuss the law on contracting, a newly produced contracting manual, and documents and model procedures to help the governorates invite tenders of professional quality. This is the beginning of an effort on the part of all Chemonics' sections to develop a common contracting model that will be generally applicable to all sectors and will guide the local units through tenders, awards, contract documents, and standards for construction supervision and project completion.

## **CURRENT STATUS OF PROGRESS TOWARD EOPS**

Of the 22 governorates, 80 percent have a basic capacity to use the proper bidding procedures, while the rest are in various stages of growth. Ten governorates have a better than average capacity.

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**ACTIVITY 4**      7.    **Procedures for contract management of LD II subprojects in use in all governorates.**

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### **ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**    *Contractor Tracking Program Software and Users' Manual*  
*Village Chief's Handbook*

**TRAINING**        Contractor Tracking Data Preparation  
Contractor Tracking Installation and Start-up

## **CURRENT STATUS OF PROGRESS TOWARD EOPS**

Procedures for contract management are currently being used effectively by ten governorates. Efforts will continue to provide assistance to the remaining sites to achieve this EOPS.

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**ACTIVITY 4**      8.    **Selected service management contracts in use at three sites.**

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### **ACTION PERFORMED TOWARD THIS EOPS**

**TRAINING**        Fourth Cycle Orientations  
Workshops: O&M Plan and Budget Preparation

**FIELD ACTIVITY**    Eight service management contracts have been signed and are in operation in Beheira, Beni Suef, Fayoum, Minya, New Valley, North Sinai, Red Sea, and Sohag governorates. In the case of Minya, the contract is with the governorate maintenance center.

## **CURRENT STATUS OF PROGRESS TOWARD EOPS**

Eight service maintenance contracts, instead of the three originally anticipated by this EOPS, are now in operation. This EOPS has been achieved.

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**ACTIVITY 5**  
**Construction**  
**Supervision**

9. **LD II construction supervision procedures installed in all governorates.**

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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**     *Construction Supervision: A Manual for Technicians and Site Supervisors*  
*Manual for the Installation of Electrical Horizontal Centrifugal Pumps*  
*Fundamentals of Road Project Improvement*

**TRAINING**             Construction Supervision for Technicians  
Operational Plans Preparation  
Information System Managers Experience Sharing  
Institutional Development - Advanced Seminars (Module IV)  
Project Implementation and Contracting  
LD II-P Subproject Monitoring Management'  
PW Projects Monitoring and Evaluation  
Road Project Improvement

**FIELD ACTIVITY**  
**Reference**  
**Materials**

The *Counterpart Preparation Package*, a set of eight manuals and one technical encyclopedia have been assembled to distribute to local counterparts during regularly scheduled field trips. The assembled set of reference materials provides a comprehensive, sequential guide to planning, administering, inspecting, and closing the construction phase of wastewater projects. This material complements the institutionalization of the physical technical assistance effort.

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

Construction supervision procedures have been effectively installed in ten governorates.

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**ACTIVITY 5**

10. **Four hundred village and markaz maintenance facilities in operation.**

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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**     *LD II-P Spare Parts Management System Evaluation of Second-phase Pilot Implementation*  
*Rolling Stock Need Assessment Guidelines*

**TRAINING** Workshop: Operationalize V/C Maintenance Workshop and Markaz Maintenance Centers  
O&M Workshops

### **CURRENT STATUS OF PROGRESS TOWARD EOPS**

At this point approximately 250 maintenance facilities , 55 percent of the target number, are in operation. Additional work will be performed to meet this EOPS.

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**ACTIVITY 6** 11. Spare parts control system in use in 16 governorates.  
**Service Delivery**

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### **ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS** *Spare Parts Management System Evaluation of Second-Phase Pilot Implementation*

**TRAINING** Cardex and Parts Control System  
Parts Control System Workshop  
Installation of Spare Parts Control System  
Technical Training (Engineers)  
Technical Training (Operators)

### **CURRENT STATUS OF PROGRESS TOWARD EOPS**

Spare parts control systems are installed in 12 governorates, with four more remaining to receive assistance in this area. Achievement of this EOPS currently stands at 75 percent.

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**ACTIVITY 6** 12. Revolving capital fund pilot begun in one governorate.

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### **ACTION PERFORMED TOWARD THIS EOPS**

**FIELD ACTIVITY**  
*Infrastructure  
Revolving Fund*

During this year extensive field work was completed on proposals for institutionalizing a revolving fund to finance infrastructure capital investment in wastewater that could, in time, supply many local governments with needed long-term capital to correct the mounting problems of water, wastewater, and roadway infrastructure. A draft copy of the report was produced by the end of the year for circulation and comment. The final report will be available at the beginning of the next fiscal year.

## CURRENT STATUS OF PROGRESS TOWARD EOPS

Unless funding for establishing the pilots in the revolving fund activity are made available in a timely manner, a revision of this EOPS may be required.

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**ACTIVITY 6**      13. LD II-P cash management system in use in all governorates.

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### ACTION PERFORMED TOWARD THIS EOPS

**PUBLICATIONS**      *Manual: Cash Management Procedures*

**TRAINING**              Workshops: Cash Management

**FIELD ACTIVITY**

**Cash  
Management  
Procedure**

The Contractor, in close consultation with selected governorate officials and USAID, developed a model cash management manual for use by the governorates. Cash management is now the subject of a series of training sessions that will continue into the next fiscal year. Cash reporting software has been added to the QPR and will be used to generate cash management reports for the December 91 QPR.

## CURRENT STATUS OF PROGRESS TOWARD EOPS

A simple cash management system, limited to the investment of LD II-P funds, is in place in all governorates; however, training in the fundamentals of a complete cash management system has been given to six governorates so far. It is anticipated that all governorates will have received training on the complete cash management system by December 1991 and that the first quarterly cash management reports from the governorates will be available for the October - December 1991 quarter.

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**ACTIVITY 6**      14. All governorates have O&M plans and budgets.

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### ACTION PERFORMED TOWARD THIS EOPS

**PUBLICATIONS**      *Technical Guidelines for the Operation and Maintenance of  
Wastewater Stabilization Ponds*

**TRAINING**

Village WW Utility Establishment  
 In-Country Tour: Wastewater Facilities  
 Tour of USA Wastewater Facilities  
 Basic O&M for Sewerage Systems  
 Basic WW Treatment Technology  
 On-Site Training: Stabilization Pond and Aerated Lagoon  
 WWTP O&M  
 On-Site Training: Pump Station O&M  
 O&M Plan and Budget Preparation  
 Road Project Improvement

**FIELD ACTIVITY****O&M Planning  
and Review**

By agreement with the Ministry of Local Administration, O&M block grant allocations for the fiscal year beginning July 1, 1991, would be awarded to the governorates only after a detailed O&M plan and budget had been submitted to the Ministry. Chemonics organized a two-day O&M workshop in June 1991 with members of the governorate technical review committee, during which detailed planning forms were reviewed, discussed, and modified. During July and August, a Chemonics' O&M field team visited every governorate to hold a two-day workshop and to assist in finalizing the plans and budgets. During September 1991, the governorates submitted their plans. By the end of the fiscal year, 21 governorates and the city of Luxor had received plan and budget approval; one governorate received its approval early in October.

Again, each governorate, for the first time, submitted a full plan which included as an option the estimated inventory and O&M costs for non-USAID-funded infrastructure to be supported from regular GOE Bab II funds.

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

This EOPS was accomplished last quarter. Additional work, beyond the current TA contract should include use of the LD II-P O&M budgeting and planning process for all infrastructure, regardless of source of funding.

**ACTIVITY 7****Project Support**

15. Framework for improved local administration in place.

**ACTION PERFORMED TOWARD THIS EOPS****PUBLICATIONS**

*Village Chief's Handbook*

**TRAINING**

Advanced Seminars Modules I-IV

## CURRENT STATUS OF PROGRESS TOWARD EOPS

A framework for improved local administration is emerging from project efforts in training, the annual governorate plan and implementation process for spending block grant funds, O&M planning and budgeting, cash management, data processing in the governorate, subproject monitoring, and a variety of specific programs provided to local governments through the LD II-P project. To the extent that there are verified improvements in these efforts, we can expect local administration to be significantly improved. For example, a recent evaluation of the Advanced Seminar concluded that the latter continues to have a salutary affect on the improvement of local administration.

To date, seven governorates, plus two pilot governorates, have completed all four modules of the Advanced Seminar. Current planning forecasts the completion of 15 governorates by the end of the contract period. This EOPS should be revised to reflect this. Decentralization analysis as a subsidiary component begins in the next fiscal year.

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### ACTIVITY 7

16. All governorates will have received tools and procedures to plan and implement and monitor rural infrastructure and equipment projects.
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## ACTION PERFORMED TOWARD THIS EOPS

### PUBLICATIONS

*Absorptive Capacity, Project Quality, and Local Capacity: Measurement and Indicators*  
*LD II-P Subproject Follow-up Procedures Manual*  
*Subproject Monitoring System User's Manual*  
*Reference Manual of Relational Report Writer Program*

### TRAINING

Village Physical Planning  
Quarterly QPR Workshop  
Subproject Monitoring Software Operations  
LD II-P Subproject Monitoring Management

### FIELD ACTIVITY

#### **Subproject Monitoring**

The year saw considerable activity in subproject monitoring. First, the governorate quarterly subproject monitoring report (QPR) was upgraded through extensive and intensive training of governorate and MLA/Amana staff by Chemonics' IS professionals. As a result, the QPR was enlarged, with more verification provided on the data, and was delivered in relatively timely fashion from the governorates to the MLA staff and USAID.

Second, at USAID's request, a monitoring survey of non-operating subprojects was carried out, and its analysis is scheduled for presentation during the October - December 1991 quarter.

Third, a series of statistically valid random samples of subprojects was constructed for application in a nationwide sampling of LD II subprojects.

Fourth, as a test of this process and to identify possible problems as exemplified in a particular governorate, a subproject sample of 122 projects was intensively investigated by a joint USAID/Chemonics team in the governorate of Sharqiya during July and August 1991. Preliminary results were discussed with the governorate, which afforded great cooperation in conducting the sampling. A report of results has been submitted in draft and will be issued in October 1991, along with recommendations on alternative ways to monitor progress on subproject construction and service delivery.

Fifth, the subproject monitoring form tested in Sharqiya is being reviewed and put in final form so that additional data could be collected in other governorates.

Sixth, the Potable Water Section (PWS) and the Roads Section (RD) conducted extensive monitoring of large projects during the year. PWS conducted its survey on some 61 projects whose value exceeded LE 200,000 and presented an exemplary report on this on August 1991. The Road Section completed its field work, and its report is expected in October 1991.

#### ***Batra Village Planning***

To demonstrate participatory physical planning at the village level, Chemonics' Building Section focused on the village of Batra, Daqahliya Governorate. Chemonics worked with the village planning committee done in a series of sessions led by the planning chairman of the village. Public hearings were held to present the plan to the village at large and, where feasible, comments were incorporated into the plan. With the recent adoption the plan, a participatory village planning process has been demonstrated as not only viable, but necessary. The process is the subject of a training film and a step-by-step documentation that will, in the coming year, serve as the basis for adaptation of the Batra experience to other LD II communities.

### **CURRENT STATUS OF PROGRESS TOWARD EOPS**

All governorates have received intensive training in the operation of the QPR software, and workshops for

management are currently being carried out. TORs and other tender documents have been prepared this year to purchase updated computer systems for every governorate, with USAID funding. The purchase and distribution of these tools is expected to be completed by the end of the first quarter of the next fiscal year.

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**ACTIVITY 7**

**17. Framework for expansion of cost recovery systems in place.**

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**ACTION PERFORMED TOWARD THIS EOPS**

**PUBLICATIONS**     *Local Revenues: Current State and Recommended Course of Action*

*Water Billing Program User's Manual*

*Local Revenue Collection Program User's Manual*

**TRAINING**             Preparation for Water Billing and Local Revenue Collection  
Local Revenue Collection

**FIELD ACTIVITY**  
**Cost Recovery**

Considerable work was done during the year on encouraging implementation of cost recovery schemes. Intensive work has been done on the automation of water-billing collection, and more generally, local revenue collection applications software as a first step in a strategy to improve local revenue management and collection. Nineteen governorates have each received a one-week workshop on information systems planning and applications definition. Sixty-three different marakez have been selected to automate their local revenue collection; four sites selected water billing applications.

At the same time, the Local Government Section began a field analysis of some 44 cost recovery proposals submitted by the LD II governorates as a precondition of the fourth cycle plan submission. As a result of this survey, in the next fiscal year, LG will issue its analysis with a set of guidelines to assist other local units in adopting similar cost recovery plans in water, wastewater evacuation, and garbage pick up.

## CURRENT STATUS OF PROGRESS TOWARD EOPS

Field investigations of cost recovery schemes have been completed in eight governorates. Implementation of water billing and revenue collection systems will continue through the end of the contract. Additional work to analyze the generated data and promulgate successful experience is beyond the scope of the current contract.

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### ACTIVITY 7

18. **Computerized RS operations and management system in use in one site.**

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### ACTION PERFORMED TOWARD THIS EOPS

**FIELD ACTIVITY** EQ advisors selected three engineers in Minya Governorate to be responsible for the computerized operation and management system.

Computer program designers visited Minya to analyze the current manual operation and management system in order to custom design the computerized system.

## CURRENT STATUS OF PROGRESS TOWARD EOPS

Minya Governorate has been chosen for this pilot and the design and specifications definition of the computerized rolling stock management system will be completed in the October-December 1991 quarter.

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### *Subproject Follow-up*

19. **Revised subproject monitoring reporting system available for use in all governorates.**

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### ACTION PERFORMED TOWARD THIS EOPS

**PUBLICATIONS** LD II Subproject Follow-up Procedures Manual  
Subproject Monitoring System Users' Manual

**TRAINING** QPR Workshops  
LD II P Subproject Monitoring Management

## CURRENT STATUS OF PROGRESS TOWARD EOPS

All governorates use the new QPR software to generate their quarterly subproject progress reports. Distribution of management reports within the governorates awaits the

installation of new computer systems to improve Arabic printing capabilities. During the next quarter, all governorates will have participated in the LD II-P Subproject Management Workshops. Remaining to be done is the selection of two pilot governorates to install a subproject field visitation and reporting system within the current TA contract.

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**ACTIVITY 7**            20.    **Statistically valid estimates of nonoperation by governorate and selected sectors.**

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**ACTION PERFORMED TOWARD THIS EOPS**

**FIELD ACTIVITY**    A pilot subproject monitoring system has been carried out in one governorate and the format tested; a decision from USAID is needed early in the next fiscal year to determine the next phase.

**CURRENT STATUS OF PROGRESS TOWARD EOPS**

Alternative samples have been developed. A decision from USAID is pending concerning the next steps.

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**ACTIVITY 7**            21.    **Summary of sector-specific activities, accomplishments, and continuing needs.**

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**CURRENT STATUS OF PROGRESS TOWARD EOPS**

**FINAL REPORT DUE IN MAY 1992.**

***ADDENDUM***

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## PROGRESS BY SECTOR ON ATTAINMENT OF END OF PROJECT STATUS

The October 1991 Quarterly/Annual Progress Report provided an update concerning the actions that had been taken toward meeting the 21 EOPS defined under the seven work plan activities shown in the following table. In this addendum, the progress toward the attainment of individual section goals, as of October 1991, is described. Each section goal, identified by work plan activity/sequence number, is listed under the appropriate overall project EOPS.

ACTIVITY	END OF PROJECT STATUS
<b>Activity 1</b> <b>Sector Planning</b>	1. All governorates have sector policy statements and capacity to issue TOR, contract for or carry out roads, water, wastewater, and rolling stock needs assessments. 2. Sector plans are in use in three governorates.
<b>Activity 2</b> <b>Project Planning</b>	3. All governorates have sufficient capacity and experience in preparing infrastructure and rolling stock subproject plans. 4. All governorates have committees to do technical review of subproject plans.
<b>Activity 3</b> <b>Design</b>	5. All governorates have sufficient capacity to use standard design parameters in roads, village water & wastewater facilities, buildings and the preparation of equipment specifications.
<b>Activity 4</b> <b>Contracting</b>	6. All governorates have the capacity to use proper bidding procedures. 7. Procedures for contract management of LD II subprojects in use in all governorates. 8. Selected service management contracts in use at three sites.
<b>Activity 5</b> <b>Construction Supervision</b>	9. LD II construction supervision procedures installed in all governorates. 10. 400 village-level and markaz maintenance facilities in operation.
<b>Activity 6</b> <b>Service Delivery</b>	11. Spare parts control system in use in 16 governorates. 12. Revolving capital fund pilot begun in one governorate. 13. LD II-P cash management system in use in all governorates. 14. All governorates have O&M plans and budgets.
<b>Activity 7</b> <b>Program Support</b> <b>Subproject Follow-up</b>	15. Framework for improved local administration in place. 16. All governorates will have received tools and procedures to plan and implement, and monitor rural infrastructure and equipment projects. 17. Framework for expansion of cost recovery systems in place. 18. Computerized RS operations, and management system in use in one site. 19. Revised subproject monitoring reporting system available for use in all governorates. 20. Statistically valid estimates of non-operation by governorate and selected sectors. 21. Summary of sector-specific activities, accomplishments, and continuing needs.

## Activity 1: Sector Planning

This activity includes all intermediate steps, such as development of sector policy statements, needs assessments, and sector plans, that must be in place to achieve a comprehensive, integrated planning system for infrastructure in rural Egypt. Two EOPS fall under this activity.

**EOPS 1 All governorates have sector policy statements and capacity to issue TOR, and contract for or carry out roads, water, wastewater, and rolling stock needs assessments.**

**BD 1.1 All governorates have building project guidelines and procedures.**

The *Public Buildings Handbook* (Arabic) was published in July 1991 and distributed to training participants from all 23 provincial and four urban governorates in October 1991. The handbook is a comprehensive guide to all components of the building project process. Direct distribution to marakez is planned so that each markaz may start a reference library.

Further progress toward this EOPS has been made through the training and documentation material for site selection, planning, and building design. Training for construction supervision, tendering, and construction is scheduled for October 1991.

**EE 1.1 Governorates choosing to conduct W/WW sector needs assessments will have the TOR and methodology to carry them out.**

Work is on schedule with this activity; the TOR and methodology will be completed by December 1991 and ready for use by governorates after approval is received from USAID. A seminar will be held in January 1992 to present the guidelines to governorate officials.

**EQ 1.1 Revised RS assessments in two governorates.**

TOR for designing the RS assessment study has been produced, the RS needs assessment questionnaire has been created, and the final draft of the RS needs assessment guidelines has been completed.

**EQ 1.2 Governorates have the capacity to do RS assessments and start the activity.**

Forty-five RS officials from Gharbiya and Minya governorates have been trained to use the RS needs

assessment questionnaire, and to prepare the needs assessment study.

**LG 1.1 Sector policy statements used in fifth-cycle planning in three governorates.**

LG advisors and a short-term consultant have analyzed the existing water sector studies for the three governorates involved in the sector plan utilization activity (Daqahliya, Damietta, and Qena). Also, they have reviewed current plan implementation, conducted technical and institutional assessments of the sector, and outlined the curriculum and identified participants for the first set of three workshops. These workshops, which begin in December 1991, will address technical and institutional issues for the development of particular sectors, outline strategies for improvement, and form action plans and working groups.

**PW 1.1 Governorates choosing to conduct W/WW sector needs assessments will have the TOR and methodology to carry them out.**

As mentioned under EE 1.1, work is on schedule with this activity.

**PW 2.2 LD II-P system for identifying and estimating the cost of water projects installed in all governorates.**

A proactive approach was taken by the water section staff in the preparation of fourth-cycle plans. Compared with previous years, the standard of water sector plans was much improved: the selected projects reflect both an upgrading of service standards and more realistic pricing.

PW advisors prepared a report that summarized the fourth-cycle governorate plans for water projects and submitted it to USAID in July 1991.

**RD 1.2 Sixteen governorates have the capacity to select consulting firms to conduct strategic road plans.**

During the fifth O&M seminar, TOR were distributed to governorate road department directors and road engineers, as well as four secretaries general. A collective report of the results of the strategic plans and needs assessment of Beheira, Fayoum, and North Sinai, including the criteria for evaluating consulting firms, will be available for all governorates.

**EOPS 2 Sector plans are in use in three governorates.**

**IS 1.1 Three-year IS strategic plan in use in one governorate.**

A draft version of *Ismailia IS Strategic Plan* has been completed as a product of a series of workshops and TA visits in this pilot governorate. Materials developed for the workshops were published as *Information Services Strategic Planning and Management* for use by other governorates in IS planning.

To achieve the EOPS for this activity, the Ismailia IS plan must be operationalized; that is, incorporated in the annual planning process of Ismailia Governorate. Needed institutional mechanisms, such as an active Information Systems Policy Committee (ISPC) and an information services department, are in place and continued TA is being provided.

**IS 1.2 Annual IS plans in five governorates.**

The 19 governorates that participated in the fourth-cycle IS subproject planning workshops have appointed ISPC committees to consider and approve IS requests. Five of these governorates will be chosen to use the newly completed *IS Planning Guide* to develop an IS operational plan for GOE fiscal year 1992-93. A major purpose of the operational plan is to guide and assist decisions of the ISPC committee.

**LG 1.2 Sector plans used in fifth-cycle planning in three governorates.**

An analysis of fourth-cycle planning processes, conducted in Beheira, Menufiya, and Asswan, has been prepared and submitted to USAID. The report describes the roles and capabilities of the various levels and institutions involved in project planning, and discusses the political, administrative, and technical variables that support or obstruct planning within a program framework. Recommendations are offered on program/guideline reformulation and TA strategies to support a more integrated development planning process.

A summary of fourth-cycle plans, which provides a detailed classification of the 2,541 proposed fourth-cycle LD II-P projects and an analysis of the conformity of the governorate plans to fourth-cycle guidelines and preconditions, has been submitted to USAID, the PLDC, and the MLA. USAID has also received a draft of fifth-cycle planning guidelines.

**RD 1.1 Road strategic plans in use in four governorates.**

TOR developed by the Roads Section for consulting firms to conduct sector strategic plans and needs assessments have been used by four governorates (Beheira, Fayoum, Kafr El-

Sheikh, and North Sinai) in bidding procedures. The Roads Section reviewed the consulting firms' submissions and submitted bid evaluations to the governorate road departments. Using these evaluations, Beheira, Fayoum, and North Sinai have selected consulting firms to carry out the strategic plans and needs assessments, and expect final reports to be submitted by consultants in June 1992. Offers received by Kafr El-Sheikh were technically disqualified and governorate officials were advised to transfer fund allocations to an alternative project.

## Activity 2: Project Planning

The two EOPS under this activity seek to incorporate the systems, knowledge, and experience required to plan infrastructure capital projects into the institutional planning processes used at the markaz and governorate levels.

**EOPS 3 All governorates have sufficient capacity and experience in preparing infrastructure and rolling stock subproject plans.**

**BD 7.5 Development of replicable VPP model.**

The Batra Village proposed plan has been approved at all local levels and is now ready for presentation to central authorities. Planning capacity and a broad-based public consensus were generated in Batra, as demonstrated in the documentary training and public relations films of the experience.

Various aspects of the Batra plan and process will be discussed internally and in training workshops before the village physical planning pilot project model is finalized in mid-1992. Meanwhile, successful parts of the VPP process are being incorporated into the TA and tools provided in fourth-cycle physical planning studies funded in Ismailia and New Valley.

**EE 2.2 Standard system (method and techniques) for planning wastewater subprojects installed in 16 governorates.**

The manual for this activity will be delivered in December 1991, and will also constitute one of the appendices in the TOR in progress under EE 1.1. A workshop will be held in February 1992 to present the manual to a small number of governorate officials.

**EE 7.9 Recommendations available on WW technology options.**

Work has commenced on the assessment of the pilot wastewater facilities, with particular regard to performance analysis and construction quality/control. A report detailing the recommendations will be available in February 1992. All other project support activities have been completed, including special reports and visits to EE subprojects.

**EQ 2.4 Twenty governorates have the capacity to plan for RS projects according to needs assessments.**

Fourth-cycle RS sector guidelines and fourth-cycle RS subproject planning forms were completed.

**HRD 4.3      Governorates have capacity to plan and implement infrastructure projects.**

The HRD Section has provided support to other sections and has helped establish the delivery of training courses by local resources. All 1991 rolling stock courses were delivered by MANTRAC, and there are on-going discussions with MANTRAC and the Higher Technological Institute (HTI) about obtaining certification and accreditation of these courses. HTI has presented a proposal to the BD Section to deliver BD courses in incremental steps over the remainder of the LD II-P program. Work is also underway to transfer the delivery of wastewater courses to local institutions (see HRD 5.6 under EOPS 15).

HRD is establishing an LD II-P monitoring and evaluation system for priority Chemonics training courses that will provide a standardized approach to evaluate the impact of these courses. New on-site evaluation tools and techniques are being utilized on a trial basis in various technical training courses and in the Advanced Seminars.

**PW 3.3      All governorates have capacity to plan and design village level water supply systems.**

The document *Guidelines: Planning and Design for Rural Water Supply Systems* is on schedule for a December 1991 delivery, and a workshop will be held in March 1992 to introduce the guideline concepts to 200 engineers from all marakez.

Intensive TA has been provided to Qalubiya Governorate for the design and implementation of a water aeration system to reduce concentrations of iron and manganese at Tahanoub. When the works were commissioned earlier in the year they were found appropriate and should improve the water quality enough to satisfy both the health authorities and the consumers.

Daqahliya Governorate is being given assistance to prepare TOR for upgrading water systems in two cities. Subsequent studies will be conducted by local consultants, whose fees will be paid from fourth-cycle funds.

**RD 2.3      LD II-P roads planning systems and procedures in place.**

All governorates have used the road planning materials presented to them during the annual orientation program to prepare road subproject plans for the fourth cycle. The document *Road Project Improvement*, which contains a chapter on project planning, was developed and used for the Road Project Improvement Seminars.

**RD 2.5 Road feasibility study techniques standardized.**

A model road project feasibility study was presented to governorate and markaz road engineers during the orientation program and Road Project Improvement Seminars, and the importance of feasibility studies was stressed in the Advanced Seminars. Governorates submitted feasibility studies for road projects costing more than LE 500,000 and for new projects that were included in fourth-cycle plans.

**RD 7.12 Road network inventories in place in 20 governorates.**

Inventory forms developed by the Roads Section have been completed by all governorates and submitted with the fourth-cycle plan submissions. At least 19 governorates submitted acceptable network inventories. Inventory forms submitted by governorates that lack road departments (Matrouh, Red Sea, and South Sinai) need to be reviewed for accuracy.

**EOPS 4 All governorates have committees to conduct technical reviews of subproject plans.**

**RD 2.4 All governorates have the capacity to review subprojects.**

Two checklists, designed for reviewing road subproject and sector plans, were presented to all governorate road engineer counterparts. RD advisors participated with engineers from each governorate in using these checklists to review the planning forms and ensure adherence to guidelines and preconditions.

### Activity 3: Design

Achieving the EOPS under this activity will improve the technical quality of subprojects through the use of standard design practice.

**EOPS 5 All governorates have sufficient capacity to use standard design parameters in roads, village water and wastewater facilities, buildings, and the preparation of equipment specifications.**

**BD 3.2 Trained capacity for site selection, planning, and building design in 22 governorates and Luxor.**

Training is being accomplished in three stages: through seminars for managers, seminars for technical staff, and follow-up conferences. Results are varied, but there are solid indications of systematic benefits to local capacity in most governorates that have participated to date.

**EE 3.3 All governorates will have capacity to use standard wastewater facility design parameters.**

Two documents are intended to assist governorates in managing the design phase. The first, *TOR for Sewerage System Contract Documents*, has been distributed to all 22 governorates and is being used by local consultants and NOPWASD; the second, *Management of the Wastewater Project Design Stage*, is in progress. Two technical design manuals, *Design of Village Wastewater Treatment Plants* and *Collection System and Pumping Station Design*, are now underway and will be used in training workshops for governorate engineers scheduled from November 1991 through February 1992.

To date, 33 design projects have been completed in 13 governorates, and 16 design projects are now underway in 12 governorates. Over 60 governorate engineers have been involved in these projects. EE advisors have helped the governorates follow a standard project cycle—feasibility through design—using eight local consulting firms. A proactive approach has been adopted for fourth-cycle projects: advisors have visited all governorate and markaz personnel to explain the project cycle to them prior to implementation. This approach is helping local engineers to increase their capacity for following standard design parameters, and will ultimately enable them to manage the project cycle by themselves.

**EQ 3.7**            **Governorates have training to design technical specifications to meet their equipment needs.**

Models of technical specifications for equipment and tender documents have been prepared, and 166 O&M officials have been trained to prepare technical specifications.

**PW 6.6**            **Four governorates will have water loss reduction programs.**

Problems were encountered in conducting the unaccounted-for-water studies in two pilot villages and, as a result, workshops covering this topic have been postponed to start by April 1992 rather than January 1992 as proposed originally.

**RD 3.6**            **The governorate road departments have the capacity to conduct road designs and studies.**

Road design requirements for each individual road project were included in the subproject planning forms prepared by local road engineers for fourth-cycle plans, and design issues were covered in the road project improvement document and training. The capacity of the road engineers to conduct road design and studies was upgraded through the combination of training and preparation of fourth-cycle plans.

## Activity 4: Contracting

The three EOPS under this activity reflect the importance of sound contracting practice in the implementation and quality of capital projects, dealing with such processes as obtaining quality tenders and selecting and managing contractors.

**EOPS 6 All governorates have the capacity to use proper bidding procedures.**

**RD 4.7 All governorates have the capacity to use proper bidding procedures.**

A sample model tender package (TOR) for use in road project bidding was developed and presented to governorate road department directors and representatives. The quality of tender documents has improved in most governorates through the guidance provided in these TOR.

**EOPS 7 Procedures for contract management of LD II subprojects in use in all governorates.**

**EE 4.4 Systems and procedures for contracting rural infrastructure projects installed in 22 governorates.**

Model contract documents are under production and will be distributed to all 22 governorates upon completion.

**EQ 4.8 Procedures for contract management for LD II-P subprojects in use in all governorates.**

Models have been prepared of a modified service contract and of general conditions for tendering. Contract documents for fourth-cycle subprojects have been reviewed for 10 governorates.

**EQ 5.9 Effective monitoring system for equipment procurement in 22 governorates.**

A semi-annual report on LD II-P equipment procurement has been prepared.

**IS 4.7 Capacity in place at eight sites to contract for hardware procurement and maintenance contracts.**

A manual, *Guidelines for Computer Procurement*, has been completed and used in a workshop for all 22 governorates to help IS managers and staff procure computer equipment using fourth-cycle funds (19 governorates will be purchasing hardware using fourth-cycle funds). Final tender documents are being completed for procuring upgraded QPR systems for all governorates by means of a group purchase through the

MLA. These will be revised and included in the guidelines as model tenders.

**PW 4.4**

**LD II-P systems and procedures for contracting rural infrastructure projects are installed in all governorates.**

Model tender documents for the supply and laying of water pipes and the construction of concrete water towers were prepared and issued to 200 governorate and markaz representatives in June 1991.

Intensive TA began in September 1991 to assist governorates in improving the standard of contract documents used for projects and contracts of LE 200,000 or more, including those contracts that comprise several similar projects. An unscheduled report will summarize the findings of the fourth-cycle contracting procedure for large contracts.

## Activity 5: Construction Supervision

Two EOPS under this activity deal with institutionalizing standard procedures for managing and implementing projects, testing delivered products, and assuring construction quality.

**EOPS 9 LD II construction supervision procedures installed in all governorates.**

**EE 5.5 Systems and standards for performing construction supervision of village wastewater projects installed in 10 governorates.**

Two manuals that proffer standard construction supervision procedures and systems have been completed and distributed in all 22 governorates: *Construction Supervision for Engineers* and *Construction Supervision for Technicians, Vol. 1. Construction Supervision for Technicians, Vol. 2* is under production and will be distributed by the end of 1991. A site notebook that should help institutionalize recording techniques for proper supervision has been distributed for use in all ongoing projects. Two construction supervision workshops have been held for 52 engineers from eight governorates.

In total, construction supervision assistance involving nine counterpart engineers in six governorates has been provided for 25 projects, all of which are now operational. Assistance is being provided to 16 projects under construction, involving 16 counterparts in 11 governorates. As with design activities, a proactive approach has been adopted and advisors have visited all locations where construction is expected to commence during the fourth-cycle. Counterparts have been established, and the contracting and tendering process has been explained with a view toward building capacity.

**PW 5.5 Four governorates have access to improved construction techniques on pipelaying and pump set installation.**

Handbooks for laying AC pipelines and installing pumpsets have been delivered. Sixty-seven markaz engineers from nine governorates are scheduled to attend two workshops in October and November 1991.

All LD II-P water projects of LE 200,000 or more were surveyed to determine their completion and operational status. A similar study is underway on projects valued between LE 150,000 and LE 200,000.

**RD 5.8** Local road engineers capable of performing construction supervision and quality control.

The *Road Construction Inspector's Manual* is being prepared, and the construction supervision training course will be held shortly after its completion. The local engineers' capacity for construction supervision has been augmented through the orientation program, the Road Project Improvement Seminars, TA provided during field visits, and feedback given to governorates.

**RD 5.9** Material testing laboratories are established in three governorates.

Equipment specifications and unit prices were obtained from various laboratory equipment dealers, and a list of equipment with specifications and costs has been developed and distributed to governorate road departments and engineers. TOR for equipment procurement were developed and will be distributed to governorate road departments after approval by USAID. These TOR will be used by Beheira, Ismailia, and Sharqiya governorates for obtaining bids on laboratory equipment as part of their fourth-cycle plans.

**EOPS 10** Four hundred village and markaz maintenance facilities in operation.

**BD 7.8** Action plan in place for redressing design and construction problems for LD II-P maintenance facilities in 22 governorates.

Much has been accomplished through a survey of over 100 MMCs: documentation of their existing designs and programs, development of specific recommendations for their upgrading, distribution of these recommendations to the governorates and implementing agencies, incorporation of overall parameters in the fourth cycle guidelines, and TA to ensure their proper implementation in proposed fourth-cycle MMC subprojects. Intensive follow-up indicates substantial success in this effort, which will be documented in the Maintenance Facility Improvement Study, due in December 1991.

Further TA to these MMCs will be extended during subproject construction. BD assistance to village workshops is pending results of ongoing LG surveys and USAID policy.

**EQ 5.10** Four hundred village council workshops and MMCs in operation.

During visits to eight governorates, 24 MMCs and 48 village council workshops were inspected to check on their level of operation. Training was provided for 273 O&M officials concerning procedures for making MMCs and village council workshops operational.

## **Activity 6: Service Delivery**

Under this activity, four EOPS seek to address some of the prerequisites for successful service delivery.

### **EOPS 11 Spare parts control system in use in 16 governorates.**

#### **EQ 6.13 Spare parts control system in 16 governorates.**

The parts control system has been implemented in nine governorates and 162 storekeepers have been trained in how to use the system. An assessment of the spare parts control system was performed in North Sinai, Fayoum, and Minya.

### **EOPS 12 Revolving capital fund pilot begun in one governorate.**

#### **LG 6.8 Revolving capital fund pilot begun in a selected governorate.**

The report on the revolving fund has been completed for USAID review, but a pilot governorate for this project has not yet been selected.

### **EOPS 13 LD II-P cash management system in use in all governorates.**

#### **IS 7.10 Cash management reporting software operating in all governorates.**

All major upgrades planned for the QPR software have been completed except for the design and programming for tracking subproject site visits. Operators will be trained in the cash reporting module during quarterly workshops in November and December 1991.

#### **LG 6.7 All governorates have LD II-P financial procedures in place.**

Cash management workshops required for implementation of the cash management manual are underway and will be completed by the end of December 1991. Follow-up TA will be provided to determine the degree to which markaz and governorate officials are implementing the cash management procedures.

**EOPS 14 All governorates have O&M plans and budgets.**

**EQ 2.5 O&M plans and budgets in place in all governorates.**

RS advisors addressed O&M needs in the orientations for markaz and governorate level officials. Guidelines have been prepared for updating the RS O&M plan and budget, and 1,513 officials have been trained in performing these updates. The rolling stock O&M quarterly progress report is complete. Subproject plans and O&M plans and budgets for fiscal year 1991-92 have been revised for all 22 governorates.

**EQ 6.12 Effective O&M system in four governorates.**

O&M training sessions have been provided for 112 technicians and operators on various pieces of equipment (loaders, graders, and tractors). In addition, 29 MMC managers were provided with training on the operationalization and management of maintenance centers.

**M&E 1.1 System to project, schedule, and display capital and maintenance budgets for provincial roads installed in one governorate.**

Work on this EOPS is pending recruitment of staff for the M&E Section.

**RD 6.10 The governorates have capacity to plan and budget for maintenance and repair of roads.**

The RD Section developed guidelines and forms for preparing and updating the road maintenance plan and budget, and presented these to governorate and markaz road engineers through the orientation program, the O&M seminar, and workshops. All governorates have prepared 1990-91 road maintenance plans and budgets and have updated the plans for 1991-92 using the RD guidelines and forms.

Road maintenance issues were addressed in the road project improvement document and seminars. TA is being provided during field visits to the governorates to help them achieve the proper implementation of plans and utilization of maintenance funds.

## Activity 7: Project Support

The seven EOPS under this activity are concerned with providing program support through establishing cost recovery and financial procedures and through monitoring progress toward the attainment of sector and project objectives.

### **EOPS 15 Framework for improved local administration in place.**

**BD 7.7 Local capacity to carry out VPP activities in Batra and governorates with fourth-cycle physical planning set-asides.**

Planning capacity and a broad-based public consensus have been generated in Batra Village through the village physical planning (VPP) project. The proposed plan has been approved at all local levels and is now being polished for presentation to central authorities.

Successful aspects of Batra's VPP process are being incorporated into the TA and tools provided to the fourth-cycle physical planning studies in Ismailia and New Valley.

**EE 6.6 Working village wastewater units, according to guidelines, in 10 villages.**

Village wastewater units have been established in 10 villages, although further work in facility support is required to bring them to full operational status.

To assist in making these units operational, a comprehensive six-month program is underway to provide on-site technical assistance to operators on process control. Extensive training has been provided through two workshops for 132 technicians from seven governorates. Further assistance has been provided to 116 technicians from eight governorates through on-site training sessions for pump stations, activated sludge process control, and stabilization ponds.

Assistance has also been provided to governorates in all aspects of organizational development for service delivery. Two manuals have been delivered: *Guidelines for O&M of Stabilization Ponds and Aerated Lagoons* and *Manual for Sampling, Analysis, and Process Control of Activated Sludge WWTPs*.

**EE 6.7 One governorate wastewater department established and working to support village wastewater service delivery.**

A governorate wastewater department has been formed recently in Damietta; because the department is still in the

initial stages of organization it will be some time before it can fully support service delivery.

A governorate wastewater department has also been established in Beheira; the EE Section is working closely with the HRD Section, which is responsible for the institutionalization of this wastewater department.

**EE 6.8 One governorate wastewater laboratory established and working to support village wastewater service delivery.**

A governorate wastewater laboratory has been established in Damietta and is operational and capable of providing testing facilities for village treatment plants.

**HRD 3.1 Completed performance gap analysis and started improvements in Beheira Governorate WW department.**

A pilot performance analysis model was completed, but subsequently this goal was modified to eliminate the performance gap analysis. HRD is currently providing TA to strengthen the Beheira WW department. A preliminary report concerning the needs of the governorate in this respect will be submitted by the end of 1991.

**HRD 4.4 Local institutions have capacity and have delivered the seminars.**

The proposed HRD work plan to have local institutions carry out modified Advanced Seminars in a limited number of pilot governorates has been altered in favor of attaining maximum coverage in eight governorates. HRD will deliver a total of 60 modules to an average of 60 participants per module between November 1991 and September 1992.

HRD established working relationships with representatives of 10 Egyptian institutions, who attended two orientation workshops on the Advanced Seminars and spent 197 person-days observing the seminars in order to acquaint themselves with the program and enable their institutions to bid on future seminars (under subcontract to Chemonics).

For quality control purposes Chemonics has retained the original seminar format and delivery system. The capacity of local institutions to deliver the seminars is being enhanced by building seminar training teams from representatives of institutions involved in the observation phase. These and other institutions will be invited to bid on delivering an advanced seminar module to be held in August 1992.

Two deliverables have been completed that contribute toward the attainment of this EOPS: *Handbook: Resources in Egypt for OD & HRD Training and TA* and *Report: Evaluation of Advanced Seminars*. Also, two workshops on

condensing and institutionalizing the advanced seminars have been conducted.

**HRD 5.6** **Priority "transferable" WW courses delivered by and within local institutions as "institutionalized" courses.**

Transferable courses with priority need have been identified and defined in the unscheduled study entitled *On the Transferability and Institutionalization of Training Courses*. This study also identifies institutions capable of carrying out the WW training. Efforts to establish linkages among NOPWASD, the Higher Technological Institute (HTI), and Chemonics for the delivery of WW training are on-going.

**LG 5.4** **Working groups instituted in eight governorates.**

The formation of working groups is underway and will be a continuous process until September 1992.

Work on a report entitled *Practical Recommendations for Enhancing the Process of Local Government in Egypt* has begun and is expected to be completed by December 1991.

**EOPS 16** **All governorates will have received tools and procedures to plan, implement, and monitor rural infrastructure and equipment projects.**

**BD 3.3** **Course materials have been transferred to and delivered by a local entity.**

Discussions with various local entities have revealed that the most likely prospect for institutionalizing the BD training approach and material is the Higher Technological Institute. Representatives from this institute have attended BD seminars, confirmed their interest in using BD material in their diploma program, and discussed how to phase in the training delivery. They have also provided technical and cost proposals for a program that would begin in November 1991 and reach 100 percent delivery in January 1992.

**BD 6.4** **All governorates have received training on building M&R.**

A BD short-term consultant developed an interim building M&R system that has been implemented in the current O&M funding cycle. He also proposed a longer-term system, which focuses on technical aspects, for implementation beginning in 1992. This more technical approach requires additional resources to adapt it to Egyptian needs, and to develop an institutional framework, funding flows, and human resources. Recruitment for staff to complete this work is underway.

**BD 7.6 All governorates understand VPP nature, benefits, and implementation.**

Training to accomplish this EOPS is scheduled during October-December 1991. It will focus on the Batra experience and the fourth-cycle planning studies, and will incorporate documentary films to illustrate the planning process.

**IS 2.3 IS subprojects in operation in 10 governorates.**

Achieving this EOPS involves both IS planning (Activity 2) and implementation of applications (Activities 3, 4, 5). IS subproject planning has been requested by and completed for 19 governorates. A total of LE 1.4 million in fourth-cycle block grant funds, plus LE 600,000 in governorate cash contributions, has been committed to IS subprojects. The most requested applications are the local revenue collection and contractor tracking systems, both of which are implemented at department and markaz levels. Applications will be implemented at 93 sites.

**IS 5.8 Capacity in place in four governorates to train staff at an introductory level in DOS and spreadsheet/database applications.**

A number of governorates have undertaken in-house staff training and several have created training facilities. However, trainees have little experience and few materials. A training of trainers (TOT) workshop, which will transfer materials from Chemonics' training workshops to governorate IS trainers and will review training methods, is being prepared.

**IS 7.11 New hardware and software operating in all governorates.**

All major upgrades planned for the QPR software have been completed except for the design and programming for subproject site visits. Procurement of the new hardware is underway; installation is expected to be complete by April 1992.

**M&E 6.3 System to display the geographic distribution, characteristics, and access to LD II-P funded water and roads infrastructure installed in one governorate.**

Substantial progress has been made toward the development of an initial set of indicators and the collection of data to determine their numerical values. A workshop was held in which M&E staff worked with Beni Suef Governorate personnel to identify a practical set of indicators that would be of value in assessing the need for and access to LD II-P-related services. An initial effort was made to identify and assemble indicator-related data. The next steps in this activity are the development of alternative means for presenting

indicator data and the collection of additional data. Alternatives for data presentation include both geographic information system (GIS) based and non-GIS based methods.

**EOPS 17 Framework for expansion of cost recovery systems in place.**

LG 6.9 { ? } **Cost recovery systems in operation in four governorates.**  
Work has been initiated on cost recovery in the four selected governorates.

**EOPS 18 Computerized RS operations and management system in use in one site.**

EQ 7.15 **One governorate has automated RS monitoring and accounting system.**

A database for the equipment procurement and inventory system has been distributed to all 22 governorates to facilitate production of the semi-annual report for equipment inventory and procurement, and for follow-up activities in eight governorates.

Training has been provided for eight computer users who will be computerizing the O&M and spare parts inventory in Minya GMMC.

**EOPS 19 Revised subproject monitoring reporting system available for use in all governorates.**

M&E 5.2 **LD II-P monitoring office operational in all governorates.**

During the past year M&E staff held workshops to train governorate personnel to use the QPR system. This training included material on the technical aspects of the system and on using the system to support management monitoring and evaluation.

M&E 7.6 **Recommendations available to improve LD II-P monitoring systems based on reports and design of sampling and instrumentation.**

A draft subproject status assessment form was developed and tested using a two-stage cluster sampling plan. This design was intended to produce statistical information on the nature of subproject variability that could be used to design an efficient sampling plan for the subproject field visitation system. A number of sample design alternatives were identified and discussed with Chemonics and USAID staff.

Final decisions on instrumentation and sampling plans are scheduled for the fall of 1991.

**RD 7.11 Monitoring and recording system in place.**

A subproject monitoring form developed by the LG Section has been field tested by RD advisors in four governorates. The RD Section is reviewing the monitoring system and forms to determine if any modifications are necessary to meet road project monitoring requirements.

RD advisors worked with the Chemonics subproject monitoring team that visited Sharqiya to review LD II-P project status. Road subprojects are being visited by RD advisors according to the sampling plan—they visited 255 project sites in 17 governorates from April to September 1991 to monitor subproject status.

**EOPS 21 Summary of sector-specific activities, accomplishments, and continuing needs.**

**M&E 7.4 Measurements of contract and governorate performance.**

Activities directed toward the measurement of governorate performance include: (1) analysis of the survey of non-operational subprojects, (2) analysis of the governorate planning evaluation survey data, (3) analysis of the evaluation of governorates by Chemonics staff, and (4) development of subproject field visitation system. The analysis of the non-operational subprojects survey data is almost complete, and the analysis of the governorate planning evaluation survey data was reported to USAID in the July 1991 quarterly progress report. The evaluation of governorates by Chemonics staff was reported on in the September 1991 quarterly progress report. A draft subproject status assessment instrument has been developed and tested for the subproject field visitation system, statistical data has been collected for the design of a sampling plan, and the analysis of these data is underway.

**M&E 7.5 Governorate measures of decentralization and institutional capacity in place.**

A draft report on a conceptual framework for measuring decentralization was prepared and submitted to USAID (*Absorptive Capacity, Project Quality and Local Capacity: Measurement and Indicators*) in March 1991. No further work was done on this task pending recruitment of additional staff for the M&E Section; additional effort is scheduled to resume in November 1991.

**M&E 7.7      Subproject quality (service rating) statistical estimates in place.**

The pilot test of the subproject status assessment form was conducted in Sharqiya Governorate, with a sample size sufficient to provide modest precision estimates of a variety of subproject characteristics. Completion of this data analysis is scheduled for October 1991. Methods for analysis of data for the final subproject field visitation system will be determined when the system design is completed.

**PW 7.7      Recommendations in place for water loss reduction program design.**

The pilot water loss reduction program was evaluated in August 1991, and recommendations to improve the program were included in a report submitted to USAID.

Field work for the unaccounted-for-water study in two village water systems has begun, but there have been delays in acquiring equipment and staff. These will result in delaying the delivery of the report and workshop by approximately two months.