

**Local Development II Urban Project**

**INCEPTION REPORT**

**Submitted to**

**USAID/GOE**

**Submitted by**

**WILBUR SMITH ASSOCIATES**

**IN ASSOCIATION WITH**

**Deloitte, Haskins And Sells**

**Engineering And Geological  
Consulting office**

**Public Administration Service**

**Development Consulting Group**

**March, 1988**

# LOCAL DEVELOPMENT II URBAN PROJECT

11 GAMAL EL DIN ABOUL MAHASSEN, GARDEN CITY, CAIRO, EGYPT . 354-6469 . 355-7078 . TELEX (927) 22252 SERVE UN

March 20, 1988

H. E. Youssef Sabri Abu Talub  
Chairman, Urban Local Development II Committee

Mr. Jack Gisiger  
Chief, Urban Development Section  
LAD/USAID/Cairo

Gentlemen,

In accord with the provisions of our contract, we are pleased to submit the Inception Report for the Local Development II Urban Program. The Report presents the initial reconnaissance efforts of the Technical Assistance Contractor team as well as a detailed work plan for undertaking LD II technical assistance activities.

This work plan will be tested in the next three (3) months as TA Contractor field efforts are intensified and revised as necessary in the Project Diagnostic Report - which is due at the end of June 1988.

We trust that you will find the Report informative and we look forward to your review of and comments on the following material.

Respectfully submitted,

WILBUR SMITH ASSOCIATES



Richard E. Miller  
Chief Of Party

---

WILBUR SMITH ASSOCIATES

DELOITTE HASKINS AND SELLS  
DEVELOPMENT CONSULTING GROUP

PUBLIC ADMINISTRATION SERVICE  
ENGINEERING AND GEOLOGICAL  
CONSULTING OFFICE

## TABLE OF CONTENTS

	<u>Page</u>
<b>SECTION 1      INTRODUCTION</b>	<b>1</b>
1.1 Inception Report Structure	1
1.2 LD II Urban Program Overview	2
1.3 Comments on Transition From NUS to LD II Urban	8
1.4 Phase 1 (Inception) Work Task Overview	10
<b>SECTION 2      BASIC SERVICES DELIVERY SYSTEMS (BSDS)</b>	<b>18</b>
2.1 Task Background	18
2.2 Resource Requirements	22
2.3 Data Collection Requirements	23
<b>SECTION 3      PROGRAMMING, BUDGETING AND MANAGEMENT                  INFORMATION SYSTEMS, AND PROGRAM IMPLEMENT-                  ATION COORDINATIONS</b>	<b>30</b>
3.1 Task Background	30
3.2 Resource Requirements	35
3.3 Data Collection Requirements	37
<b>SECTION 4      OPERATION AND MAINTENANCE</b>	<b>52</b>
4.1 Task Background	52
4.2 Resource Requirements	56
4.3 Data Collection	57
<b>SECTION 5      LAND MANAGEMENT</b>	<b>63</b>
5.1 Task Background	63
5.2 Resource Requirements	69
5.3 Data Collection Requirements	71
<b>SECTION 6      SOLID WASTE MANAGEMENT</b>	<b>81</b>
6.1 Task Background	81
6.2 Resource Requirements	84
6.3 Data Collection And Requirements	85

	<u>Page</u>
<b>SECTION 7      TRAINING</b>	91
7.1 Task Background	91
7.2 Resource Requirements	93
7.3 Data Collection Requirements	94

## TABLE OF CONTENTS

### WORK PLAN

	<u>Page</u>
<b>TASK 5 - BASIC SERVICES DELIVERY SYSTEM</b>	<b>24</b>
<b>Phase I</b>	
5.1 Continuance Of Monitoring Activities	24
5.2 Project Initiation	24
5.3 Needs Assessment Surveys	24
5.4 Project Review	25
<b>Phase II</b>	
5.5 Develop 3rd Year LD II Investment Plan	25
5.6 Implementation fo 3rd Year LD II Investment Plan	26
5.7 Project Review	26
5.8 Develop 4th Year LD II Investment Plans	27
 <b>TASK 6 - PROGRAMMING, BUDGETING &amp; MANAGEMENT</b>	 <b>40</b>
<b>Phase I</b>	
6.1 Mobilization	40
6.2 Project Initiation Orientation	40
6.3 Install OMED's And Develop Analytical Skills	40
6.4 Monitor & Assess 1988-89 Budget	41
6.5 Management Information System Development	42
6.6 Develop 5-Year Forecast Model	42
6.7 Preliminary Planning For Annual maintenance Plan For 1989-90 Budget	43
6.8 Prepare Detail Work Program For Phase I.I	43
6.9 Progress Reporting, Coordination And Project Management OMED Group	43
<b>Phase II</b>	
6.10 Phase II Initiation	44
6.11 Progress Reporting, Coordination & Project Management	44
6.12 Monitor Approved Budgets & Investment Plans	44
6.13 Develop OMED Capabilities	45
6.14 Develop Procedures, Policy & process For Budget Development	45
6.15 Management Information System Development	46
6.16 Prepare Governorate 5-Year Plans	47

	<u>Page</u>
6.17 Prepare Annual Maintenance Plan (AMP) For Districts And Governorates	47
6.18 Conduct 1989-90 Budget Development process	47
6.19 Prepare For 1990-91 Budget Development Process	48
6.20 Prepare LD II (Action Package) Final Report	48
<b>TASK 7 - OPERATIONS AND MAINTENANCE</b>	<b>58</b>
<b>Phase I</b>	
7.1 Initiate Project	58
7.2 Background Analysis	58
7.3 Operation Strategy	58
7.4 Manpower/Productivity	58
7.5 Maintenance Management	58
7.6 Project Review	58
<b>Phase II</b>	
7.3 Operation Strategy	59
7.4 Manpower/Productivity	59
7.5 Equipment/Stores	60
7.6 Maintenance Management	60
7.7 Project Review	60
<b>TASK 8 - LAND MANAGEMENT</b>	<b>72</b>
<b>Phase I</b>	
8.1 Project Inception & Operation	72
8.2 Install Office of LMU-Cairo	72
<b>Phase II</b>	
8.3 Interagency Coordination	74
8.4 Upgrading	75
8.5 Trial New Land Development	76
8.6 Define Phase III Deliverables	77
<b>TASK 9 - SOLID WASTE MANAGEMENT</b>	<b>86</b>
<b>Phase I</b>	
9.1 Project Initiation	86

	<u>Page</u>
9.2 Solid Waste Generation And Composition Analysis	86
9.3 Conduct Affordability And Preference Surveys	86
9.4 Analysis of Public And Private Sector Capabilities	86
9.5 Project Review	87
 <b>Phase II</b>	
9.6 Develop City Wide Solid Waste Needs	87
9.7 Preparation Of Plan	88
9.8 Implement Master Plans in Selected Areas	88
9.9 Project Review	88
9.10 Identical Sub-Tasks For Alexandria and Canal Cities (3 Governorates)	88
 <b>TASK 10 - TRAINING</b>	
	95
 <b>Phase I</b>	
1.1 Orientation Seminars	95
10.1 Needs Assessment	95
10.2 Training Coordinators	95
10.3 Identify Training Sites	96
10.4 New Governorates Management Training	96
10.5 Management Information System Training (MIS)	96
10.6 On-The-Job (OJT) For LD II Counterparts	96
 <b>Phase II</b>	
10.7 Training Of Trainers (TOT)	97
10.8 Training Administration Manual For LD II	97
10.9 OJT LD II Phase II Training	97
10.10 Phase II LD II Training	97
10.11 Monitor And Evaluate LD II Urban Training	97

## TABLE OF CONTENTS

### CHRONOGRAMS

	<u>Page</u>
<b>TASK 5 - BASIC SERVICES DELIVERY SYSTEM</b>	<b>28</b>
<b>Phase I - To June 30, 1988</b>	
5. 1 Continuanace of Monitoring Activities	28
5. 2 Inception Report	28
5. 3 Needs Assessment Surveys	28
5. 4 Diagnostic Report	28
<b>Phase II - July 1, 1989 - Dec 31, 1989</b>	
5. 1 Continuanace Of Monitoring Activities	29
5. 5 Develop 3rd Year LD II Investment Plans	29
5. 6 Implementation Of 3rd LD II Investment Plans	29
5. 7 Final Report	29
5. 8 Develop 4th Year LD II Investment Plans	29
<b>TASK 6 - PROGRAMMING, BUDGETING &amp; MIS ACTION PACKAGE</b>	<b>49</b>
<b>Phase I - To June 30, 1988</b>	
6. 1 Mobilization	49
6. 2 Project Initiation & Orientation	49
6. 3 Install OMED's & Develop Analytical Skills	49
6. 4 Monitor & Assess 1988-89 Consolidated Budget Development Process And Procudures	49
6. 5 MIS Development - Phase I	49
6. 6 Develop 5-Year Forecast Model	49
6. 7 Annual Maint. Plan Preliminary Planning for 1989-90 Budget	50
6. 8 Prepare/Update Detail Work Plan For Phase II	50
6. 9 Prepare Phase I - Reports	50
6.10 Phase II Initiation	51
6.11 Progress Reporting Coordination & Management	51
6.12 Monitor Approved Budgets & Investment Plans	51
6.13 Develop OMED Capabilities	51
6.14 Develop Policies, Procedures, & Policies For Budget Development Process	51
6.15 MIS Development	51
6.16 Prepare Governorate 5-Year Forecast	51
6.17 Prepare Annual Maintenance Plan for 1989-90 Budget Development	51
6.18 Conduct 1989-90 Budget Development Process	51
6.19 Prepare for 1990-91 Budget Development Process	51
6.20 Prepare LD II Urban Final Report.	51

	<u>Page</u>
<b>TASK 7 - OPERATION AND MAINTENANCE</b>	61
<b>Phase I - To June 30, 1988</b>	
7. 1 Initiate Project	61
7. 2 Background Analysis	61
7. 3 Operation Strategy	61
7. 4 Manpower/Productivity	61
7. 5 Maintenance Management	61
7. 6 Project Review	61
<b>Phase II- July 1, 1988 to Dec 31, 1989</b>	
7. 3 Operation Strategy	62
7. 4 Manpower/Productivity	62
7. 5 Equipment/Stores	62
7. 6 Maintenance Management	62
7. 7 Project Review	62
<b>TASK 8 - LAND MANAGEMENT</b>	78
<b>Phase I - To June 30, 1988</b>	
8. 1 Project Inception & Orientation	78
8. 2 Install Office Of Land Management Unit	78
8. 3 Interagency Coordination	78
<b>Phase II - July 1, 1989 - Dec 31, 1989</b>	
8. 2 Install Office Of LMU	79
8. 3 Interagency Coordination	79
8. 4 Trial Community Upgrading	79
8. 5 Trial Land Development	79
8. 6 Define Phase III Deliverables	80
<b>TASK 9 - SOLID WASTE MANAGEMENT</b>	89
<b>Phase I - To June 30, 1988</b>	
9. 1 Project Initiation Inception Report	89
9. 2 Solid Waste Generation And Composition Analyses	89
9. 3 Conduct Affordability And Preference Surveys (Phase I)	89
9. 4 Analysis Private/Public Sector Capabilities	89
9. 5 Project Review Diagnostic Report	89

	<u>Page</u>
<b>Phase II - July 1, 1988 - Dec 31, 1989</b>	
9. 6 Develop City-Wide Solid Waste Needs	90
9. 7 Preparation Of Master Plans	90
9. 8 Implement Master Plans in Selected Areas	90
9. 9 Project Review Final Report	90
9.10- Plans for Alexandria And Canal Governorates	90
9.16	
<b>TASK 10 - TRAINING ACTION PACKAGE</b>	<b>99</b>
<b>Phase I - To June 30, 1988</b>	
1. 1 Orientation Seminars	99
10. 1 Needs Assessment	99
10. 2 Training Coordinators	99
10. 3 Identify Training Sites	99
10. 4 New Governorates Management Training	99
10. 5 MIS Training	99
10. 6 OJT LD II Counterpart Training	99
<b>Phase II - July 1, 1988 To Dec 31, 1989</b>	
10. 7 Training Of Trainers (TOT)	100
10. 8 Training Administration Manual	100
10. 9 OJT LD II Phase II Training	100
10.10 Phase II LD II Participants Training	100
10.11 Monitor And Evaluate LD II Training	100

TABLE OF CONTENTS

ILLUSTRATIONS

		<u>Page</u>	
FIGURE	1-1	Primary LD II Interrelationships	5
FIGURE	1-2	LD II Urban Project Structure	6
FIGURE	1-3	TA Contractor Resource Allocation (By technical team)	7
FIGURE	1-4	TA Contractor Resource Allocation (By technical area)	7
FIGURE	1-5	Flow Of LD II Urban Basic Services Funds	11

TABLE OF CONTENTS

ANNEXES

		<u>Page</u>
ANNEX	I	
	Bibliography	101
ANNEX	II	
	NUS Training Courses	110

## Section 1

### INTRODUCTION

The main purpose of the Local Development II (LDII) Urban Inception Report is to develop a work program implementation strategy and a work program schedule which reflects early "on-site" reconnaissance efforts on the part of the Technical Assistance (TA) Contractor. As such, the Inception Report effort translates USAID Project Paper and Contractor Proposal goals, targets and strategies into a structured work plan which is comprehensively responsive to the LD II Urban Contract Scope of Work.

This work plan is then tested during the Diagnostic Phase of the Project and plan structural components, outputs and schedules adjusted accordingly on the basis of detailed reconnaissance and field investigation activities by the TA Contractor staff. The completion of the Diagnostic Phase (June 30, 1988) should see a final work plan which provides specific guidance for all LD II Urban technical implementation efforts.

#### 1.1 Inception Report Structure

1.1.1 Section 1, Introduction, presents an overview of the LD II Urban Program and offers general comments on Phase I of the Project, covering the first six (6) months of the work program. Specific discussions of Phase I work tasks are contained in each Action Package presentation as a part of detailed Action Package work plans. The Introduction also discusses the transitional linkages between the Neighborhood Urban Services Project (NUS) and LD II.

1.1.2 Sections 2 through 7 present Core Action Package resource bases, technical components and work plans. The Action Packages are:

- o Task 5 - The Basic Services Delivery System (BSDS)
- o Task 6 - Programming, Budgeting and Management Information Systems
- o Task 7 - Operations And Maintenance of Infrastructure Fixed Plants and Rolling Stock
- o Task 8 - Land Management
- o Task 9 - Solid Waste Management
- o Task 10 - Training

Each of the Core Action Package discussions are organized as follows:

- o Task Background
- o Resource Requirements
- o Data Collection Requirements
- o Work Plan.
- o Chronograms

1.1.3 The Inception Report also contains two appendices; one for training Phase I course activities and one a general bibliography of pertinent technical reports and materials identified to date.

## 1.2 LD II Urban Program Overview

**1.2.1 Program Objectives And Content:** The general objective for implementation of the Local Development II Urban Program (LD II) is the improvement of administrative and operational efficiency in six urban governorates, namely: Cairo, Giza, Qaliubia, Alexandria, Port Said and Suez. This will be accomplished by development of decentralized municipal management systems and institutions in the six governorates. The program seeks 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 will be implemented over a period of two years, and has two phases as follows:

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

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

However, any activity scheduled in Phase II will start as soon as authorization to proceed is issued in Phase I.

Phase II: "Development and Implementation of the Core Action Packages", which will be completed in the last 18 months of the program. The work plan will consider

all possible means to shorten the time necessary for each task, particularly in the area of manpower development.

**1.2.2 Program Outputs:** In general, the expected outputs of implementing LD II Urban are 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 can 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 proper coordination between the governorates and the TA Contractor Team will result in the following detailed outputs in each governorate:

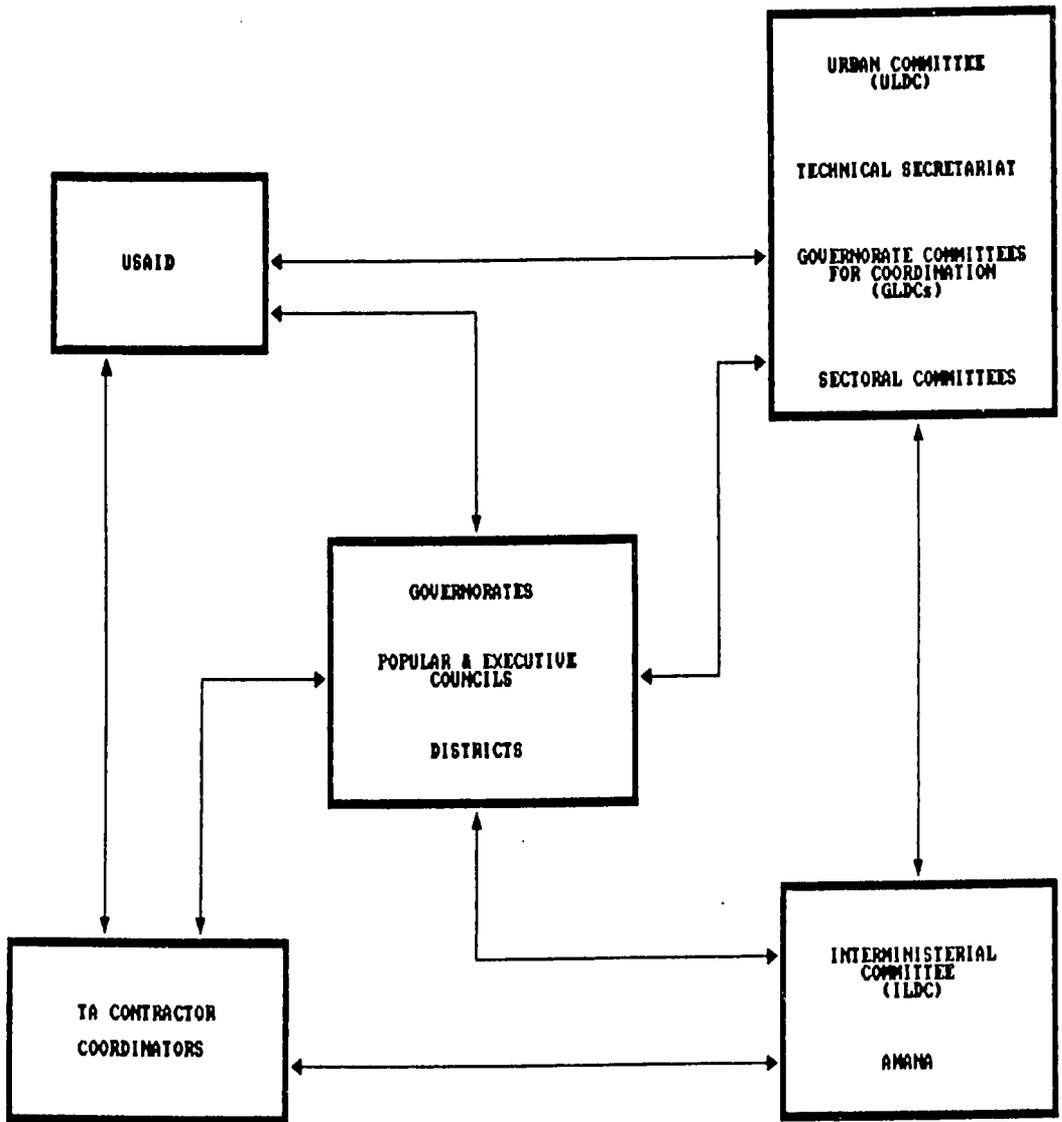
- o Uninterrupted implementation of the BSDS and maintenance facility investment programs (NUS and LD II Plan).
- o An in-place functioning OMED staff and administrative and management systems.
- o As an important component of the above, an operational Management Information System (MIS) structured to track the status of governorate and district basic service investments and to provide all data necessary to assess performance levels in the development and implementation of these investments.

- o A rationalized maintenance system(s) which reflects realistic levels of available manpower and financial resources, and efficient application of the same to ensure appropriate public and private sector participation in meeting basic local government needs in this area.
- o Integration of all LD II Urban management and investment procedures and systems with GOE planning and budgeting cycles.
- o An institutionalized manpower development and training program that can be basically supported through GOE resources.
- o New plans and programs emphasizing local resources mobilization, cost recovery and public participation (financial and in-kind) inputs.

**1.2.3 Program Structure:** The following diagram (Figure 1-1) sketches the general organizational involvement and responsibilities for the implementation and supervision of the LD II Urban Program.

The primary work organizational coordination evolves around five core entities, yet all are connected and overlapping in responsibilities and requirements. Similarly, the outputs and technical products emanating from the work program are interrelated and impact, in varying degrees, all of the participants involved in the program implementation and decision-making process. Figure 1-2 shows in more detail the many agencies, organizations and work units involved in the LD II Urban Program, as well as how the Offices of Management and Economic Development (OMEDs) and the Land Management Units (LMUs) will fit into this overall structure.

**1.2.4 TA Contractor Resource Allocations:** While the TA Contractor staff resources are structured to address specific technical areas of concern (i.e. Action Packages), they are also organized with the recognition of project output interrelationships involved, as well as the interlocking roles of the various GOE participants in the planning, budgeting and investment process. Figures 1-3 and 1-4 present current TA Contractor staff resource allocations by technical team and by technical work task.

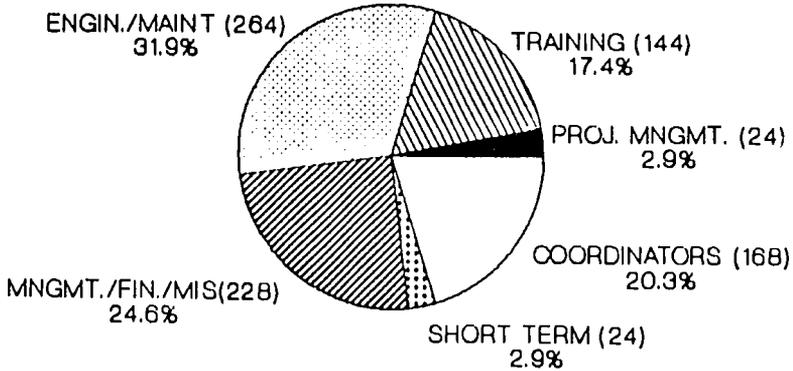


PRIMARY LD II INTERRELATIONSHIPS

FIGURE 1-1



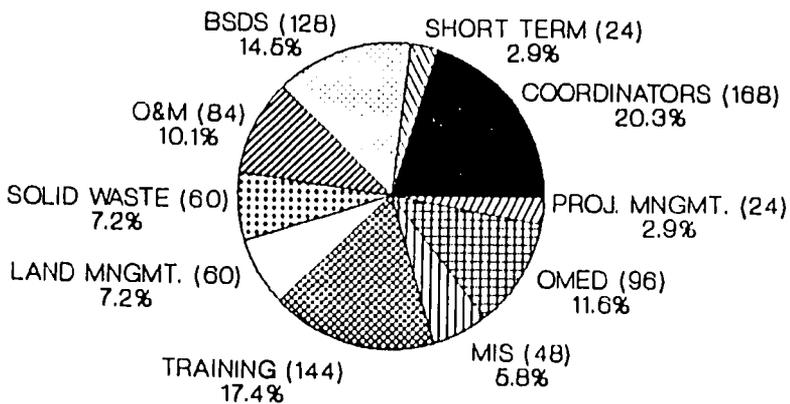
## TA CONTRACTOR RESOURCE ALLOCATION (By technical team)



**FIGURE 1-3**

(Manmonths)

## TA CONTRACTOR RESOURCE ALLOCATION (By technical area)



**FIGURE 1-4**

(Manmonths)

### **1.3 Comments On Transition From NUS to LD II Urban**

**1.3.1 NUS Outputs:** Except for a few district sub-projects still under construction, the Neighborhood Urban Services Project (NUS) component of the USAID/GOE sponsored Local Development I Program has been successfully completed. Improved procedures for basic services planning, programming and implementation are now in place at the governorate and district levels, and new systems for monitoring and reporting on sub-project implementation have been provided. By December 31, 1987, the Project completion date, over 2,500 basic service sub-projects in the local government and private social services sectors were completed.

While NUS has been very successful, there are several areas of basic services implementation and local government operations which still need substantial improvement. This is particularly true in the areas of maintenance and interdepartmental cooperation.

The LD II Urban Program is designed to address those deficiencies which occurred in NUS and, of course, to continue the emphasis upon the development of more efficient local government management and operational systems in the provision of basic urban services.

**1.3.2 NUS Concepts And Guidelines Not Changed:** The following concepts, targets and guidelines which were developed and implemented under NUS will continue to be a basic part of LD II Urban Program strategy.

- o The major goal of upgrading and expanding local government management and operational capability to provide basic services is still most important.
- o The institutionalization of improved systems, practices and procedures into present-day local government structures is still a major goal of the program.
- o Continued priority and emphasis is placed on up-grading the quality of life of lower income residents in urban neighborhoods.
- o The definition of "basic services" and NUS guidelines for sub-project implementation remain essentially the same.

- o The emphasis upon district-level activities is still a major concept.
- o Training and technical assistance to both governorate and district personnel remain important components of the LD II Urban Program.
- o The transfer of management information systems will continue to receive emphasis and will be computerized in the LD II Urban Program.

**1.3.3 LD II Urban Changes And Improvements:** The following concepts, targets and guidelines represent major differences from NUS Program activities.

- o LD II activities will be coordinated and directed in each governorate by a Local Development II Committee (GLDC), with membership on the committee from all major participants in the LD II Urban Program; including popular council and executive council representatives from both the governorate and district local government levels.
- o Each governorate will appoint a fulltime LD II Urban Coord-inator to manage Local Development II Program activities. He will report directly to the Governor and to the GLDC on all program implementation components.
- o The Private Voluntary Organization (PVOs) component included in the NUS Program will not continue under LD II Urban, but will become part of another LD II assistance activity called "Local Resources Mobilization System". This separate activity, however, will also be directed by the GLDCs.
- o The basic concept for sub-project investment in LD II Urban will be to maintain, improve and expand existing district facilities and infrastructure. This means that district and governorate maintenance facilities (garages, workshops, repair centers, etc) will have first priority for all LD II investment monies received by the districts and governorates.

- o The GOE is contributing investment and maintenance funds to LD II also. These funds (whether coming from district local accounts, the Ministry of Planning and International Cooperation or the Ministry of Finance) must be deposited in governorate and district bank accounts before USAID funds are distributed. To ensure that this is done on a timely basis, LD II Urban investment planning and budgeting must strictly follow annual GOE planning and budgeting cycles.
  
- o As shown on Figure 1-5, governorates may reserve up to 25% of LD II Urban funds in governorate accounts. These funds are to be used by the governorate in support of District maintenance and investment activities. After the first year of LD II, governorates may use up to 25% of the USAID portion of their grant for importing capital equipment that is not available in the local market.
  
- o Because the LD II Urban Program places more emphasis on appropriate maintenance of infrastructure facilities, more funds will be made available in this area and technical assistance will be provided to improve the management of maintenance and operation of services at all local levels.
  
- o In LD II Urban, new work units (offices) will actually be established at the governorate level for LD II Urban coordinators, land management, management and economic development and computerized management information systems.

#### **1.4 Phase I (Inception) Work Task Overview**

As stated earlier, detailed task activities and schedules relating to the Inception Phase appear in the Action Package presentations.

**1.4.1 Orientation Seminars (Task 1):** During the fall and early winter of 1986, orientation seminars for the LD II Urban Investment and Maintenance Plan development process were conducted in the four governorates and in each of their 23 districts. These orientations covered both the Executive Councils and the Popular Councils (in separate sessions) at the district level and the formation of GLDCs at the governorate level. In early 1987, the same orientations were extended to Port Said and Suez Governorates. At every session, LD II Handbooks prepared by the TA Contractor in Arabic were distributed to each orientation seminar participant.

**FLOW OF LD II URBAN  
BASIC SERVICES FUNDS**

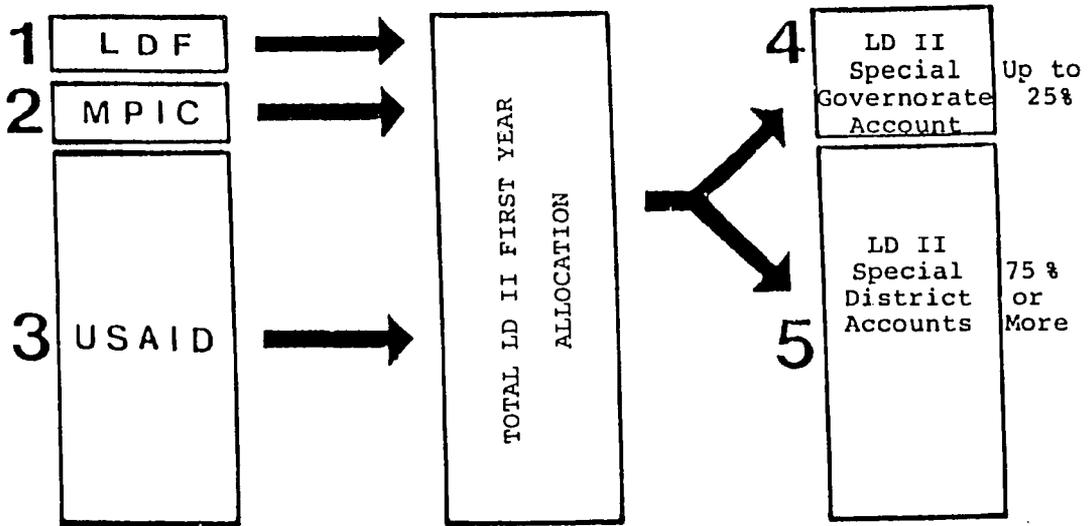


FIGURE 1-5

- (1) Governorate, through Local Development Fund (LDF), deposits 5% of first year LD II allocation in Special LD II account.
- (2) Ministry of Planning and International Cooperation (MPIC) through Ministry of Local Government (MLG), deposits 5% of first year LD II Allocation in the same special LD II account.
- (3) USAID deposits its share (90%) in the same account.
- (4) Governorate reserves up to 25% of this allocation for district-oriented investments.
- (5) Districts establish special accounts for LD II investments.

As the orientations were completed, TA Contractor staff provided technical assistance to governorate and district staffs in the preparation of their plans. Checklists for all plan deliverables were also prepared. This effort resulted in the disbursement of LD II Urban First Year Plan Funds in March 1987 for the four original governorates. A similar technical assistance effort was conducted for the Second Year Plans, funded in December 1987. Plans have been prepared and funds given for Port Said and Suez Governorates in September 1987 on the basis of a double (2 years) tranche. Thus, a solid base has been established for LD II Urban goals and procedures, and for Plan development.

Given the fact that this orientation base exists, nevertheless, much remains to be done in this area. In this respect, the following necessary activities to successfully complete this tasks are:

- o Reinforcement of original orientation sessions at the governorate and district levels - with emphasis on "mixing" key participants from the Executive Councils, Popular Councils and technical agencies involved in the budgeting and Plan development process.
- o Immediate extension of orientation activities to Implementation Coordinators, OMED and Land Management staffs, and on a more formal basis to maintenance and solid waste management staffs (i.e. CCBA).
- o Emphasis in orientation sessions on preparation of appropriate materials to reflect GOE budgeting frameworks and schedules.

Orientation seminars will be used by the TA Contractor as a vehicle for continual reinforcement of involved GOE officials with LD II Urban goals, purposes and procedures, but more importantly as a forum for exchange of ideas and experience, discussion of issues and problems, development of contacts and working relationships, to strengthen the consensus-building process and communication critical to Project success and overall local government operations.

As procedures are formalized over the life-of-project, additional orientation seminars will be developed to familiarize officials with specific purposes and features of

LD II Basic Services Delivery, Operations and Maintenance, Land Management, OMED and other Project-related systems.

These orientations will be designed as mini-workshops to be conducted by a combination of Project staff and outside specialists, and will focus on planning, programming and reporting requirements for individual funds (e.g. request and approval for block grants, maintenance funds, etc.) or sectors, as well as inter-sectoral resource planning and programming. Participants will be drawn from a mix of governorates, districts, departments and administrative levels to maximize the exchange of experiences.

Duration will be determined by subject matter and level of detail; each workshop will be repeated until all members of the target group have been covered. In reaching consensus on understanding of procedures and regulations, participants will make these workshops a part of the sub-project development process, as well as an integral component of the LD II Urban training program.

As a result of the activities described above, it is expected that the following results will be achieved:

- o On-going reinforcement of LD II Urban goals, procedures and requirements.
- o An established foundation for more extensive training activities.
- o More effective communication (horizontal and vertical) among among the key participants in the planning, budgeting and investment implementation process.

**1.4.2 Update Of Available Data (Task 2):** Over 40 technical reports and analyses have been produced by the NUS TA Contractor during the last five years; apart from training manuals. Of these, the most significant are in the areas of needs assessment, operation and maintenance, solid waste management and financial management. Additional TA Contractor efforts in the upcoming months will encompass Needs Assessments in Port Said and Suez Governorates (on an expanded pilot basis), upgrading previous Needs Assessments in the four original governorates, operation and maintenance surveys and arabization and installation of the TA Contractor MIS in the governorates.

A significant recent analysis was the survey of the condition and operational status of the USAID CIP equipment in the four governorates and in each of their 23 districts. Additionally, a maintenance needs analysis of all NUS facilities and infrastructure has been completed and serves as the basis for the current LD II Urban Maintenance Plans.

The following activities should be undertaken to successfully complete this task:

- o Updating of the NUS District Needs Assessment and expansion of same in conformance with the Port Said and Suez pilot efforts (these efforts unclude roads and utilities in addition to the basic NUS Assessments).
- o Expansion of Maintenance Needs Assessment to non-NUS facilities and infrastructure.
- o Expansion of vehicle maintenance surveys to Port Said and Suez Governorates, along with any updating of same required in the four original governorates.
- o Updating of NUS Mid-Term Report on governorate and district budget and investment programs, with particular emphaissis on the 5-year Development Plans. Additional detail must be obtained concerning the GOE PPBS and investment program implementation status.
- o Obtain and utilize (in LD II Urban context) World Bank-sponsored analyses in land and solid waste management, plus other IBRD capital investment and management studies in Cairo, Giza and Alexandria.

It should be noted that the staff resources of the TA Contractor will be such that mobilization of GOE staff resources to accomplish these survey efforts is a necessity. This will of course require the early development of good rapport with the various district and governorate staffs.

As a result of the activities described above, it is expected that the following results will be achieved:

- o A comprehensive data base for understanding of GOE processes, systems and resources in the context of

successful implementation of all Action Packages and assistance in the determination of training needs.

- o Necessary information and material for more relevant structuring of GOE Management Information Systems (MIS) - over and above basic LD II Urban concerns.
- o Early involvement of key GOE staff in baseline surveys and assessments which will, in part, provide a foundation for more informed investment planning.

**1.4.3 Work Units And Staffing Requirements (Task 3):** Some general organizational, staffing and work unit information was assembled during NUS, particularly with respect to Planning and Follow-up Departments and other staff units, but this has relevance as general background material only. However, materials and information resulting from the in-house Cairo Governorate World Bank consultancy will provide valuable insights in this area.

The following activities should be undertaken to successfully complete this task:

- o Assessment of basic work unit functions and required staff resources, equipment and budgets.
- o Assessment of assimilation potential of parts of existing GOE unit staffs and resources into new work units.
- o Staged development plan for units, in context of GOE resource support capacity and in terms of logical "operational functions" sequencing.
- o Installation of units in accordance with ULDC, AMANA and USAID concurrence concerning timetables and budgets.

Additionally, detailed organization and manpower plans will be drawn up based on an agreed management plan. Job descriptions and recruitment schedules will be prepared, including a timetable for establishment of the work unit or agency functions.

The following outputs will result from the Task activities described above:

- o Functioning work units in each of the governorates.
- o Staffing plans, operating programs and budgets for each unit.
- o Staged program of development for each unit.

**1.4.4 Diagnostics (Task 4):** The Diagnostics task, covering a period of 3 months, is designed to undertake detailed field investigations of urban local government structures, resources and operating systems in LD II Urban areas of concern, and to report on those activities and procedures requiring upgrading and strengthening. As such, the diagnostic effort serves to test the work plan strategies, schedules and outputs conceived during the Inception Stage, resulting in a final work program for the remaining 18 months of the Project.

A Diagnostic Report will be prepared at the end of Phase I containing an indepth analysis and discussion of the problems identified in Tasks 1 through 4 which need to be addressed during the subsequent phases of the LD II Urban Program. During the diagnostic study, policy guidance will be sought from the ULDC, the AMANA and USAID, and proposals for the resolution of problems and issues will be fully discussed prior to the preparation of the Diagnostic Report.

The Diagnostic Report will present material and analyses which will address the following:

- o The provision by area of urban services to existing consumers.
- o Constraints impeding the efficient provision of urban services to consumers.
- o The deficiencies under which growth management is being programmed.
- o Inconsistencies in sectoral investment programs.

- o The likely short-fall between available financial resources and the indicated costs of ongoing and committed programs and future needs.

The aim of the Diagnostic Report will be to provide a working document which will act as the master plan for the ongoing phases, and enable the governorates and their constituent agencies to monitor and check the progress of the Program. In this way, agreed upon Program targets and objectives should be better able to be achieved. The objectives for Phase II will also be detailed, as well as expected outputs to be achieved through the implementation of the defined Program.

## Section 2

### BASIC SERVICES DELIVERY SYSTEMS (BSDS)

#### 2.1 TASK BACKGROUND

**2.1.1 Task Description:** Through the Neighborhood Urban Services (NUS) Project, a major attempt was made to improve the urban basic services delivery system via the physical initiation of more than 1500 district sub-projects in various sectors of infrastructure, education, health, food security, youth and social affairs. New facilities have been constructed as well as existing facilities renovated.

Some achievements were attained in planning and sub-project selection, as well as in the monitoring of on-going sub-projects. Problems still exist with respect to:

- o lack of prioritization of sub-projects identified in needs assessments due to inadequate coordination and cooperation between district planning offices and service departments;
- o poor cost estimates due to insufficient details in the designs leading directly to cost overruns and numerous budget adjustments;
- o faulty selection of contractors due to unfamiliarity of district procurement officers with the provisions of Law No. 9 on contractor evaluation;
- o inefficient operation of completed facilities as a result of design shortcomings, non-enforcement of daily quality control during construction, lack of monitoring (on a sporadic basis) by senior district engineers, and ultimately by the acceptance of inferior workmanship.
- o incomplete and inaccurate financial data analysis due to inexperienced financial personnel.
- o lack of coordination and cooperation between different departments inside the districts (i.e. planning and follow-up, contracting, accounting & engineering). This leads to numerous errors and subsequent adjustments in investment plans.

BSDS contractor personnel will conduct the following task activities to resolve the above-mentioned problems:

- o improve investment planning processes, taking into total consideration the LD II Urban priorities, namely
  - Priority 1 - construction of new maintenance facilities or upgrading existing facilities;
  - Priority 2 - upgrading of existing infrastructure to make it more easily operated and maintained;
  - Priority 3 - new infrastructure projects and equipment.
- o coordinate continuously and effectively between Executive and Popular Councils to achieve better sub-project selection.
- o improve performance of municipal procurement personnel in contractor evaluation.
- o enhance performance of municipal engineers in construction surveillance work.
- o upgrade performance of municipal financial personnel and their coordination with contractor, OMED, and training groups in order to achieve better financial data analysis.

**2.1.2 Scope And Approach:** BSDS contractor personnel will provide major input in the training of municipal officials through "hands-on" assistance provided in the planning, budgeting, financial monitoring, design, construction surveillance and project management of the approximately 550 LD II Urban projects expected to be completed, and the approximately 150 pieces of LD II Urban infrastructure equipment anticipated to be in place by January 1990.

The technical assistance approach is generally detailed in the work program. Some pertinent activities are:

- o conducting meetings with district officials to agree on the most efficient procedures for implementing the needs assessment surveys;
- o following up on-going LD II Urban programs;
- o coordinating and supervising personnel from the districts who are conducting the needs assessment surveys and who are preparing the reports;
- o preparing and implementing the next LD II Urban Investment Plans in accordance with the LD II Urban Handbook;

- o suggesting new procedures and techniques by which municipal personnel can upgrade their performance in planning, design, contracting and construction inspection (i.o. construction surveillance);
- o addressing on a timely basis technical or financial problems related to district sub-projects;
- o providing specific financial or engineering assistance to problem situations.
- o assisting in training seminars concerned with the planning, budgeting, and monitoring aspects of LD II Urban sub-projects.

**2.1.3 Problems, Constraints, And Solutions:** Some of the more prominent problems and constraints identified at this time are:

- o utilizing municipal employees to conduct the Needs Assessment Survey without continuous guidance from experienced TA Contractor BSDS personnel will undoubtedly lead to some questionable/incorrect data.

Solution: all of the BSDS team, financial as well as engineering personnel, will be actively engaged in the needs survey effort. Effective spot checking will serve to minimize the errors.

- o inability of the district Popular and Executive Councils to develop and to adhere to priority lists for implementation of sub-projects.

Solution: the training orientations and seminars administered during Phase I to district Executive and Popular Councils will serve as the stimulus to help council members make the difficult decisions. In addition, BSDS Contractor personnel will reinforce priorities and procedures as required.

- o consistently poor quality of construction offered by many small contractors.

Solution: contracting personnel, in their evaluation of bids, must do a better job of rejecting contractors with poor records. Municipal engineers must improve their performance in inspecting construction and accepting the final product. Districts must pre-qualify contractors in a number of categories (e.g. small/medium/large jobs; specialists in pipelines, paving, vertical construction ... etc.)

- o inadequate designs due to lack of experience of district personnel, as well as from housing these design engineers in congested, poorly lighted offices.

Solution: spot reviews of designs and tender documents (i.e. specifications, general conditions, cost estimates, drawings, and bills of materials) by senior TA Contractor engineers. Use of local consultants. Additional technical training in reinforced concrete design, hydraulics, paving .. etc., funded by the Project, and administered through local evening programs in Cairo.

- o inadequate means of transportation by which district engineering personnel can go out and visit the jobs.

Solution: districts must make better use of vehicles already assigned to them, not only by better maintenance to prolong the vehicles, but also by more efficient dispatch procedures.

- o lack of TA Contractor engineers to provide technical assistance to district personnel. With the expansion of Cairo governorate to 16 districts, this means a total of 43 widely separated areas to be visited by the BSDS engineer, preferably each month. With report commitments keeping him in the office at least 6 days a month, this leaves only 16 days for field work. Assuming two areas can be visited per day, this indicates that the BSDS engineer can, at most, visit only 75 percent of the districts each month.

Solution: although other engineers (i.e. BSDS Team Leader and personnel from O & M Section) may be called upon to cope with some of the work load, it is apparent that the BSDS engineer must necessarily forgo detailed plan review and construction inspection for many sub-projects. Instead, he will only spot-check investment plans, respond to major engineering problems, and coordinate Needs Assessment Surveys.

- o lack of chief accountants who possess relevant experience in controlling and monitoring the investment plans, as well as having familiarity with both cost and commercial accounting systems.

Solution: All BSDS financial personnel must be effectively and continuously supplying technical assistance to municipal accountants. Financial training courses would also be of great benefit.

- o authorized use of Project funds as illustrated by the following cases:

- contract cost exceeds sub-project allocation

- total final cost exceeds sub-project allocation without any identification of a source for money to fund the overrun
- total final cost exceeds contract cost
- plans are modified without TA Contractor and GLDC approval
- NUS funds are used in implementing non NUS sub-projects
- only one bank account is used for both sub-project fund and special programs (e.g. paving fund)

Solution: The BSDS Financial Group must issue written instructions and clearly define acceptable management and control financial procedures for LD II Funds, as well as conduct continuous follow-up field trips to the concerned governorates and districts.

## 2.2 RESOURCE REQUIREMENTS

2.2.1 Manpower: The BSDS TA Contractor Group is as follows:

- |                                     |                          |
|-------------------------------------|--------------------------|
| 24 person months<br>J. Corson       | - Team Leader            |
| 24 person months<br>Metwally Sherif | - Financial Specialist   |
| 24 person months<br>L. Demian       | - Financial Specialist   |
| 24 person months<br>Tony Dahdouh    | - Financial Specialist   |
| 24 person months<br>Magdy Amin      | - Engineering Specialist |

Considerable use will be made of GOE counterpart personnel.

2.2.2 Financial: Additional budget requests are anticipated during Phase II for the engineering manpower level in the BSDS group, but these will probably not be specified until the Diagnostic Report.

2.2.3 Training: Training is required during Phase I in several areas; to include planning, budgeting, financial procedures of

contract administration, review of engineering designs, construction scheduling, and construction surveillance. Detailed training programs have been included in the Training Section of this report. Representatives from the Popular Councils as well as concerned officials from the governorates and districts should participate in this training.

### **2.3 DATA COLLECTION REQUIREMENTS:**

The contractor BSDS team will issue forms previously used during the NUS Project in order to collect detailed data on facilities involving education, health, youth, and roads. The data will be gathered and compiled by GOE counterpart personnel, mainly at the district level. Specific data required of existing facilities will include size and condition as well as need for upgrading, extensions, or potential improvements. The same type of condition survey will be conducted for maintenance shops/garages/workshops.

Other data needed are local cost estimates for similar projects, information on performance and experience of local contractors, and financial/construction progress information. This latter form of data is normally reported by district Planning And Follow-up Departments.

2.4 TASK 5, BASIC SERVICES DELIVERY SYSTEM WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	PHASE I -----		
5.1	CONTINUANCE OF MONITORING ACTIVITIES		
5.1.1	Conducting field visits to Greater Cairo, Alexandria, Port Said and Suez Governorate Districts for monitoring MUS and LD II underway sub-projects.	Identification of monthly physical and financial progress in individual sub-projects.	On-going
5.1.2	Sub-project spot field inspections	Provision of technical assistance when required.	On-going
5.2	PROJECT INITIATION		
	Based on contract requirements and TA contractor proposal, prepare work plan to accomplish required tasks.	Inception Report	
	MILESTONE (1)	COMPLETED INCEPTION REPORT	END OF MARCH 1988
5.3	NEEDS ASSESSMENT SURVEYS		
5.3.1	Complete education, health and youth needs assessment reports for Port Said and Suez (all field survey forms have been completed but that for Port Said health facilities).	When compiled, verified and translated into English, will serve as basis for new investment program.	End of June 1988
5.3.2	Complete roads, sewers and potable water needs assessment for Port Said and Suez. As of end of March road report will be completed for Suez, road forms have been completed for Port Said.	Areas with deficiencies in sewers and potable water will be defined on separate maps for each individual district.	End of June 1988
5.3.3	Up-date education, health and youth facilities needs assessment forms for Greater Cairo and Alexandria	Upgrading and renovation requirements will be defined for priority II in addition to future extension requirements for priority III for all 8 governorates	End of June 1988
5.3.4	Develop up-grading or renovation needs forms for maintenance facilities and equipment by governorate and district. Coordinate with district personnel and receive data.	Data collection for priority I as well as the determination of needs for the 25% of the USAID portion of the grant to be utilized for procuring imported equipment	End of June 1988
5.3.5	List various equipment donor programs, both current and potential	List of equipment to be delivered by other programs	End of June 1988
5.3.6	Develop road, sewer and potable water needs assessment reports for Greater Cairo and Alexandria. Coordinate with district personnel and receive data.	Roads identified as having deficiencies will be classified as unpaved or as paved but would be overlaid.	End of June 1988
5.3.7	Prioritize needs for upgrading and renovation, as well as needs for new facilities by governorate, district and service department (both Popular and Executive Councils) will be involved.	List of high priority needs to be incorporated into investment plans unit costs to be available for budgeting purposes.	End of June 1988

2.4 TASK 5, BASIC SERVICES DELIVERY SYSTEM WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
5.3.0	Identify unit costs for various types of basic service areas. Engineering departments will be involved to utilize the available actual costs derived from recent contracts.	Unit costs to be available for budgeting purposes	End of June 1988
	MILESTONE (2)	COMPLETION OF EQUIPMENT AND INFRASTRUCTURE NEEDS ASSESSMENTS	END OF JUNE 1988
5.4	PROJECT REVIEW		
	Review and analyze data, achievements, projected schedules, constraints and problems then, based on conclusions, formulate recommendations	Diagnostic Report	
	MILESTONE (3)	COMPLETED DIAGNOSTIC REPORT - END OF PHASE I	END OF JUNE 1988
5.5	<p style="text-align: center;">PHASE II -----</p> DEVELOP 3RD YEAR LD-II INVESTMENT PLANS		
5.5.1	Conducting meetings with individual district planning and coordination officials to agree on plans/schedules	Governorate and district level officials become completely aware of planning, budgeting and implementation cycle.	End of July 1988
5.5.2	Match needs with investment fund sources: - block grant (US & WP) - services and development funds - self-help	A preliminary proposed sub-project list, prioritized in accordance with LD II criteria and incorporating needs assessments classified by governorate, district and service departments.	End of Sept. 1988
5.5.3	Prepare individual sub-project conceptual description forms; project sketches and cost estimates will be attached.	Proposed sub-projects technically defined and costed out.	End of Sept. 1988
5.5.4	Gain final approval of plans by Executive and Popular Councils at district and governorate levels.	Approved plans	End of Oct. 1988
	MILESTONE (4)	OBTAIN CERTIFICATES SIGNED BY DISTRICT CHIEFS AND POPULAR COUNCIL CHAIRMEN	END OF OCT. 1988
5.5.5	Gain final approval of plans by GLDC and then ULDC	Approved investment plans	End of Nov. 1988
5.5.6	Validate bank deposits of Egyptian contributions (10% of block grants) in separate bank account	Bank statement will be obtained verifying deposits of 5% LSDF and 5% MB. Submission of approved plans to USAID for funding	
5.5.7	Define funding eligibility status on the date fixed by AID		End of Nov. 1988

2.4 TASK 5, BASIC SERVICES DELIVERY SYSTEM, WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
5.5.8	Fund LD II 3rd. plan	Checks will be issued to each individual eligible district to implement their plans	End of Dec. 1988
	WILESTONE (5)	3RD. YEAR LD II PLAN FUNDED	END OF DEC. 1988
5.6	IMPLEMENTATION OF 3RD YEAR LD II INVESTMENT PLAN		
5.6.1	Prepare tender documents for proposed sub-projects. Engineering and procurement departments will be consulted. Large or complex sub-projects which require special design skills will be given to individual consultants.	Following design and tender documents will be completed: - soil tests for multistory structures - complete drawings to include civil structural, architectural, mechanical and electrical as required. - specifications, bill of quantities and cost estimates.	On-going
5.6.2	Participate in individual sub-project processes for contractor selection and contract award: a. prequalified contractors list will be prepared with adequate documents showing contractors technical and financial capabilities b. each bidder will submit work schedule c. the selection will be in compliance with Law No. 9/83.	Lists of pre-qualified contractors for each governorates	On-going
5.6.3	Implement individual sub-projects: a. sites to be given to contractors free from any obstacles b. assignment of district staff for construction surveillance c. establishment of adequate financial monitoring reporting system d. establishment of adequate quality control system	Initiate sub-project progress reports	On-going
5.6.4	Individual sub-project final acceptance: a. Users will be involved in receiving committee conducting inspection b. assurance of project implementation in accordance with initially contracted specifications and drawings c. site to be clear after cleanup of construction debris. d. adequate installation off equipment e. establishment on O&N system for each sub-project		On-going
5.7	PROJECT REVIEW  Review and analyze progress, accomplishments, problems, and limitations. Based on conclusions formulate recommendations.	Final Report	
	WILESTONE (6)	COMPLETED FINAL REPORT	END OF SEPT. 1989

2.4 TASK 5, BASIC SERVICES DELIVERY SYSTEM WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
5.0	DEVELOP 4TH YEAR LD-II INVESTMENT PLANS		
5.0.1	Conducting meetings with individual district planning and coordination officials to agree on plans/schedules	Governorate and district level officials become completely aware of planning, budgeting and implementation cycle.	End of July 1989
5.0.2	Match needs with investment fund sources: - block grant (US & WP) - services and development funds - self-help	A preliminary proposed sub-project list, prioritized in accordance with LD II criteria and incorporating needs assessments classified by governorate, district and service departments.	End of Sept. 1989
5.0.3	Prepare individual sub-project conceptual description forms; project sketches and cost estimates will be attached.	Proposed sub-projects technically defined and costed out.	End of Sept. 1989
5.0.4	Gain final approval of plans by Executive and Popular Councils at district and governorate levels.	Approved plans	End of Oct. 1989
	MILESTONE (7)	OBTAIN CERTIFICATES SIGNED BY DISTRICT CHIEFS AND POPULAR COUNCIL CHAIRMEN	END OF OCT. 1989
5.0.5	Gain final approval of plans by GLOC and then ULOC	Approved investment plans	End of Nov. 1989
5.0.6	Validate bank deposits of Egyptian contributions (10% of block grants) in separate bank accounts	Bank statements will be obtained verifying deposits of 5% LSDF and 5% MB. Submission of approved plans to USAID for funding	
5.0.7	Define funding eligibility status on the date fixed by AID		End of Nov. 1989
5.0.8	Fund LD II 4th year plans	Checks will be issued to each eligible district to implement plan	End of Dec. 1989
	MILESTONE (8)	4TH YEAR LOII PLAN FUNDED	END OF DEC. 1989

TASK 5 - BASIC SERVICES DELIVERY SYSTEM

Work Activity		Phase I - To June 30, 1988					
Task	Description	January	February	March	April	May	June
5.1	CONTINUANCE OF MONITORING ACTIVITIES						
5.1.1	Field visits to all districts						
5.1.2	Sub-project spot field inspection						
5.2	INCEPTION REPORT						
5.3	NEEDS ASSESSMENT SURVEYS						
5.3.1	Infrastructure needs assessment for Suez and Port Said						
5.3.2	Utilities needs assessment for Port Said and Suez						
5.3.3	Infrastructure needs assessment for Greater Cairo and Alexandria						
5.3.4	Equipment and maintenance facilities needs assessment						
5.3.5	Equipment donor program status						
5.3.6	Utilities needs assessment for Greater Cairo and Alexandria						
5.3.7	Prioritization of needs						
5.3.8	Unit costs identification						
5.4	DIAGNOSTIC REPORT						

TASK 5 - BASIC SERVICES DELIVERY SYSTEM

Work Activity		Phase II - July 1, 1989 - Dec. 31, 1989					
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
5.1	CONTINUANCE OF MONITORING ACTIVITIES						
5.1.1	Field visits to all districts	_____					
5.1.2	Sub-project spot field inspections	_____					
5.5	DEVELOP 3RD YEAR LD II INVESTMENT PLANS						
5.5.1	Meeting with district officials	_____					
5.5.2	Drafting of sub-project lists	_____					
5.5.3	Preparation of SPs description forms	_____					
5.5.4	Final approval of plans by Executive and Popular Councils in each district		_____				
5.5.5	Approval of plans by GLDC and ULDC		_____				
5.5.6	Bank deposits of Egyptian contributions		_____				
5.5.7	Final check of eligibility status		_____				
5.5.8	Funding LD II 3rd plans			_____			
5.6	IMPLEMENTATION OF 3RD LD II INVESTMENT PLANS						
5.6.1	Tender document preparation			_____			
5.6.2	SP contractors selection and awarding			_____			
5.6.3	SPs implementation			_____			
5.6.4	SPs handing over				_____		
5.7	FINAL REPORT					_____	
5.8	DEVELOP 4TH YEAR LD II INVESTMENT PLANS						
5.8.1	Meeting with district officials					_____	
5.8.2	Drafting of project sub-project lists					_____	
5.8.3	Preparation of SP description forms					_____	
5.8.4	Final approval of plans by Executive and Popular Councils in each district						_____
5.8.5	Approval of plans by GLDC and ULDC						_____
5.8.6	Bank deposits of Egyptian contributions						_____
5.8.7	Final check of eligibility status						_____
5.8.8	Funding LD II 4th year Plans						_____

DIAGNOSTIC RTT  
h m c h 88

### Section 3

## PROGRAMMING, BUDGETING AND MANAGEMENT INFORMATION SYSTEMS, And PROGRAM IMPLEMENTATION COORDINATIONS

### 3.1 Task Background

#### 3.1.1 Task Description

**3.1.1.1 Programming And Budgeting:** During the NUS Program some achievements were realized in this area, particularly in respect to project programming and project implementation reporting systems. However no GOE staff was committed fulltime to program and investment analysis, budget development, and monitoring of operating and investment programs. As a result, limited institutionalization of in-place staff resources and budget personnel has occurred in this critical area of programming and budgeting. In addition, the information and supporting systems for budget development and analyses are in manual format only. In summary, a major effort in establishing an organizational structure and staff appointment, development of processes and procedures, information systems for management, programming and budgeting of GOE resource allocations remains in order to bring everything into the operational context targeted for the LD II Urban Program.

The LD Urban Programming, Budgeting and Management Information Systems Action Package will result in task activities that will;

- o install Offices of Management and Economic Development (OMED) in 6 governorates,
- o implement new budget practices and procedures for the 1989-90 Governorate Budget,
- o discuss and reach consensus with the ULDC and GLDC's on budget development process practices and procedures,
- o coordinate training of OMED staff, governorate and district personnel in management, budget, and analytical concepts and practices,
- o develop and install a five year forecasting model for revenues and expenditures,
- o coordinate annual maintenance plans with the annual budget process,
- o integrate other action packages, O & M, BSDS and solid waste into the overall planning and budgeting framework,

- o and conduct a continuing technical assistance component in developing OMED staff skills in fiscal and economic analyses, and planning.

**3.1.1.2 MIS:** During the last months of the NUS Project, work began on the Project Tracking System. This early start on tasks originally scheduled for Phase I of LD II Urban accomplished a rewrite of the Wilbur Smith Associates (WSA) system into DB III plus programming languages from DB II. During the rewrite process the efficiency of the system file organization and inquiry mode was addressed. Enhancements to improve the processing speed and modify the menus and screens with editing messages remains to be accomplished during Phase I.

In the late fall of 1988, system specifications were coordinated with DAC International resulting in an agreement that the (WSA) system would be adopted for the Urban Project tracking component of the LD II Urban Project.

Our work program and investment in the WSA system has proceeded based on this agreement. In addition to the Project Tracking System work plan the following tasks will be performed by the MIS TA Contractor Staff:

- o Operating Budget System
  - define requirements
  - survey and select software
  - procure and install software
  - train governorate staff
- o Capital Budget System
  - define requirements
  - survey and select software
  - procure and install software
  - train governorate staff

Both of these tasks will be based on analysis and needs assessment performed during Phase I by the programming and budgeting TA staff concerning the present budget development process.

- o Other MIS Systems

An interview and assesment process of other MIS needs in the governorates will be conducted with major department heads. The needs will be analyzed for the feasibility of converting to computer systems. Resource requirements will be estimated and recommendations prepared for time phasing implementation and prioritizing MIS Needs.

**3.1.1.3 Program Implementation Coordination (PIC):** The LD II Urban Program calls for the appointment of six Program Implementation Coordination (PICs), i.e. one in each govern-

orate. In addition, space for a coordinator work station should be allocated in each governorate.

### **3.1.2 Scope And Approach**

**3.1.2.1 Programming & Budgeting:** Our approach is reflected in the detail work program in Section 3.4. The programming and budgeting component of Action Package Number 6 will require extensive preparatory activities in Phase I.

The activities as reflected in the PHASE I work program center around four (4) major functions:

- o Conducting interviews on present processes.
- o Appointment of OMED director and staff.
- o Analysis of findings.
- o Preparation of implementation recommendations.

The completion of these activities during Phase I will be reflected in a Diagnostic Report and a detail Phase II work program with achievable timelines. The findings developed in PHASE I regarding present operating and capital budget development systems will greatly influence the scope of Phase II tasks for the Management Information Systems (MIS) work program relating to automating the current budget development processes at the governorate level. Critical to successful implementation of recommendations will be three (3) major actions by the GOE:

- o Timely appointment of OMED staff.
- o Consensus by the ULDC and GLDCs in improvements in the budget development process, practices and procedures.
- o Concurrence by the Ministry of Finance and Ministry of Planning in modifications, if required, to present decrees/laws for local government budget preparation.

Phase I preparatory actions are basic to implementing the Action Package 6 due to the conceptual nature of the task and need to reformulate current processes, and practices. Phase II then becomes an implementation phase based on findings and recommendations developed in Phase I activities.

**3.1.2.2 MIS:** The rewrite to Arabic requires decisions on the selection of programming language and scope of Arabic conversion. We are now conducting a feasibility analysis to ensure a sound decision process prior to investing time and staff in programming. Two goals of this process are:

- o to determine the feasibility of using DB III plus as the Arabic programming language.
- o to limit the scope of conversion to input forms, menus, screens and reports hoping to avoid a rewrite of detail program instructions.

A short term specialist joined the MIS staff on March 7, 1988 to assist in the conversion process in order to meet our May, 1988 implementation target date.

During the March-May period we will accomplish training of key governorate MIS operator personnel, and governorates must complete site preparation for the computer equipment. In addition, the User Manual will be converted to Arabic.

Implementation of the Urban Project Tracking System is scheduled in the first governorate for early May with implementation continuing to each succeeding governorate on an approximate two week delay basis. Based on this schedule, implementation of the Project Tracking System in all governorates should be completed by the end of July.

**3.1.2.3 Program Implementation Coordination:** A detailed job description has been prepared by the TA Contractor, reviewed by USAID, and submitted to each governor, along with a cover letter from USAID describing the appointment procedure.

Basically, a PIC should have extensive experience in Public Administration/Local Government, and background in Budgeting and Financial Management (at least 15 years).

Each PIC will work as part of the TA team for the duration of the LD II Urban Program. His specific responsibilities as submitted by USAID to each governor include:

- o Liaison between the TA Contractor and the governorate on all aspects related to the implementation of the program.
- o Assist the governorate in the preparation of detailed work programs and tasks as may be necessary.
- o Assist the TA Contractor to secure needed data and information related to the program.
- o Attend meetings called for by any of the parties to the contract.
- o Follow-up TA Contractor requests for special actions needed from the governorate and/or districts, e.g. BSDS, O&M and Solid Waste.

- o Follow-up Program Work Plans and schedules.

### **3.1.3 Problems, Constraints and Solutions**

**3.1.3.1 Programming & Budgeting:** The appointment of OMED directors and subsequent selection, appointment and training of OMED professional staff in the April through Sept. 1988 period must be accomplished to provide adequate support staff to conduct the OMED Phase II work program in each governorate. The TA Contractor is dependent on these positions being in place, oriented, and initial training completed prior to beginning of the 1989-90 Budget Development activities, implementation of the five (5) year forecasting model, and documentation of new budget development procedures and practices. We will continue after initial orientations to stress to the governors the importance of immediate recruitment and hiring/or appointment actions. If delays occur that jeopardize timely implementation of Phase II work activities, it will be indicated in the Diagnostic Report.

The current GOE budget development process is based on legal decrees/laws/and national government directives. In developing recommendations for change the TA Contractor must indicate any conflicts with current law or directives. Although it is too early in the process to know if actual problems will occur, we must anticipate the possibility that the scope of procedural changes to the budget process could be restricted unless some legislative and ministry action is taken to amend present laws and directives. If conflicts occur, these will be indicated in the Diagnostic Report along with recommendations not requiring legal or directive changes.

Phase I of the MIS work plan will be principally involved in the implementation of Project tracking system sub-tasks. Also in Phase I a review of the current use by governorates of MIS support to the budget development process will occur. The MIS TA Staff working with the TA Programming and Budgeting Specialists will assess the extent and priorities for automating the operating and capital budget development process. The applicability and conversion requirements in selecting existing software will be accomplished in the first part of Phase II activities. The ability of the present governorate and OMED MIS Staff to develop their own software may be extremely limited. Our present experience with the project tracking systems and the Arabic/English language requirement indicates that the same considerations may be required for any budget development software. The impact of these issues on the Phase II Work Program cannot be realistically assessed at this point in-time but will be discussed in the Diagnostic Report. A final assessment may not be practical until after completing the Phase II first quarter work program.

The original terms of reference (TOR) visualized the TA Contractor working with Governorate in preparing the 1988-89 Budget. The inception of the Project in early January, mobilization of staff, and the GOE budget calendar make this task not feasible. Governorate budgets must be submitted to the Ministry of Finance, and the Ministry of Planning by March 1, 1988. Appointment of the OMED staff will not occur until after this date. We will instead, as per our proposal, during phase I assess the current operating and capital budget process for 1988-89 and prepare findings and recommendations for improvements which will be included in the Diagnostic Report. Phase I and beginning Phase II tasks are scheduled so that by the late fall of 1988, the TA Contractor along with OMED staff will begin a preparation process for the 1989-90 budget development cycle.

**3.1.3.2 MIS:** The MIS TA Group consists of two positions. The addition of a short term MIS Specialist during the Arabic conversion programming phase will enable critical first phase timelines to be met. An assessment of MIS requirements for budget development systems will occur in the Diagnostic Report. These recommendations could influence the MIS resource requirements for phase II activities as regards the extent and timelines for achieving MIS systems in all six governorates.

**3.1.3.3 Program Implementation Coordination:** The first round of PIC appointments has been completed. We have two for Cairo, and one for each of the other five governorates (Cairo had appointed an extra PIC for coordination of maintenance activities at CCBA and garage program for Alexandria). Coordinator work station space has now been allocated in four governorates and those work stations that have been readied (upgrading) are being furnished as part of our Contract commitment. (Some locations are still undergoing remodeling).

A PIC in-house training program is being designed and implemented. This is to familiarize PICs with the LDII Urban implementation efforts and activities. The preliminary outline for the training program is specified under the Resource Requirements Section.

## **3.2 RESOURCE REQUIREMENTS**

### **3.2.1 Manpower**

#### **OMED TA Group**

24 person months - Group Leader	W. Pat Moyer
24 person months - Financial Spec.	Manal Shalaby
24 person months - Economist	Mohamed El-Eraky

24 person months - MIS Specialist Bert Serna

24 person months - MIS Specialist Maha El Gemie

OMED Governorate

6 OMED Directors To be appointed

24 OMED Professional Staff To be appointed

Program Implementation Coordination

Six PICs to be appointed in six governorates, and one extra for Cairo to coordinate maintenance at CCBA and garage program for Alexandria.

**3.2.2 Financial:** A total Program Implementation Coordination budget is specified in our contract for salaries in each governorate. In addition, an LE. 18,000 budget for furnishing work stations in all governorates is available.

We may possibly need to revise these allocations in the future, and we will have this completed by the end of the Diagnostic Phase.

**3.2.3 Training**

Two groups beginning in Phase I will require training support:

MIS Governorate personnel

OMED Governorate personnel

Detailed training programs have been included in Section 7, Training, of this report. Training is important for both groups to succeed in Phase I work activities. Successful implementation of the Project tracking system during Phase I will require trained MIS operators at each governorate. OMED staff appointments must receive some initial training in management techniques, such as management by objectives, performance measurement indicators, forecasting methods and program budgeting concepts.

We will conduct a skills inventory of appointed personnel by governorate and, based on these surveys, plan direct training activities jointly with the TA Training Group.

A special hands-on training program for Program Implementation Coordinations is designed and tailored to the specific needs of the LD II Urban Program as follows:

- o Each PIC will attend one of the orientation seminars conducted by the Training Group.
- o A preliminary work session will be held with each of the TA groups, i.e. BSDS/O&M/SW, OMED/MIS, and training. This is expected to be completed by the first week in April.
- o Reading materials will be prepared and distributed to PICs by each of the three TA Groups on their particular program and schedules.
- o Each group would define its needs for PIC inputs, and coordination of this will be through the Assistant Project Director (APD), Dr. Mobarek. A working procedure will be established by the end of April.
- o Each PIC will be required to prepare a weekly planning activity sheet every thursday. This will be monitored by the APD, Dr. Mobarek.

The period between the Inception and Diagnostic submissions will be used to structure clearly the coordination activity format.

### 3.3 Data Collection Requirements:

Data collection procedures involve two main tasks: desk work and field work. The desk work task involves compiling a list of any existing general data, references, and/or reports pertaining to the budget process, organizational responsibilities at the various levels of the local government units, related legal ordinances and statutes for budget preparation, . etc. Attached is a list of the compiled references (Annex 1). After reviewing the existing documents and in light of the general objectives of the OMED team, a list of desired data has been prepared. Said list covers the main data to be requested from the various governorates, namely any guidelines pertaining to district and governorate policies and procedures for budget development, governorate organization chart, key dates for preparation of the budget, 1987-88 budget appropriations, governorate five-year plans, training programs in the field, as well as other general and specific issues related to the budget at the various local government units.

Previous studies and reports are being collected/or reviewed for background data or policy implications including USAID library sources. This review has assisted the TA staff in avoiding duplicating prior activities.

The prepared list of desired data is submitted to key personnel and a follow-up procedure is conducted through regular contacts and field visits.

The field work task first entails an inception orientation program by familiarizing personnel of governorates, Ministry of Finance (MOF) and Ministry of Planning (MOP) with the Project, TA role and local staff orientation.

We developed a questionnaire for interviewing key people in different positions and at various levels including governorates and/or districts, MOF and MOP. This questionnaire is to be reviewed and modified regularly during the course of field visits. Nevertheless, it covers primarily the ensuing technical points with respect to both the current budget (BABs 1,2 and 4 ) and the capital budget (BAB 3) development process. The questionnaire includes the following topics:

- o governorate organization chart with individual departments and positions of people responsible for annual budget development process.
- o key dates in the process of budget development.
- o means of implementing the adopted budget.
- o the system utilized to track/monitor the budget during the fiscal year.
- o procedures followed in developing the governorate five-year plan, its objective(s), components and responsibilities.
- o basis for developing capital projects, prioritizing projects and phasing revenues and expenditures.
- o budget appropriations in relation to actual needs of the various sectors.
- o means of segregating maintenance programs and coordinating maintenance costs of capital projects with the current budget.
- o basis for estimating current revenues and expenditures.

At the conclusion of the field interview work task, we will perform a preliminary analysis of data received in order to understand the organizational structure, current process for current and capital budget development, implementation and monitoring within each governorate, to identify inconsistencies or basic obstacles, and to explore options and alternatives. Findings will be developed and when required, individuals will be re-interviewed to confirm conclusions.

Finally, a binder of the present process, forms, reports, and organization responsibility will be prepared for each governorate.

We anticipate completing the interview process by May 1, 1988 in all Governorates. We have completed initial interviews as of March 31, 1988 in the following governorates; Cairo, Giza and Qaliubia.

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK NO	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.1.0	MOBILIZATION PHASE I		
6.1.1	Notify and relocate expatriate staff	Reallocation of expatriate staff	End of January 1988 - completed
6.1.2	Finalize WSA - DH&S Contract	Contract award	
6.1.3	Finalize Phase I Work Program	Work program acceptance	
6.1.4	Arrange Cairo office facilities with WSA	Work space available	
6.1.5	Appoint Egyptian TA professional staff	TA professional staff in place	
	MILESTONE (1)	MOBILIZATION OF OMED TASK TA GROUP - COMPLETED	END OF JANUARY 1988
6.2.0	PROJECT INITIATION ORIENTATION		
6.2.1	Gather relevant data	<ul style="list-style-type: none"> <li>- List of desired data prepared, requested and received</li> <li>- Key persons to be contacted at each governorate level are identified</li> <li>- Interview data binder available</li> </ul>	<p>End of March 1988</p> <p>End of February 1988</p> <p>End of April 1988</p>
6.2.2	Conduct orientation meetings at governorates	<ul style="list-style-type: none"> <li>- Questionnaires completed</li> <li>- Discussions with governors of OMED office completed</li> <li>- Orientation meetings conducted</li> </ul>	<p>Mid February 1988</p> <p>End of March 1988</p> <p>Mid March 1988</p>
6.2.3	MOF & MPIC orientation meetings	Meetings conducted.	End of March 1988
	MILESTONE (2)	INCEPTION REPORT COMPLETED	END OF MARCH 1988
6.3.0	INSTALL OMED'S AND DEVELOP ANALYTICAL SKILLS		
6.3.1	Appoint OMED Director	<ul style="list-style-type: none"> <li>- Job description of OMED director and staff completed</li> <li>- Obtain approval of OMED office</li> <li>- Appointment of OMED Director</li> </ul>	End of June 1988
	MILESTONE (3)	APPOINTMENT OF OMED DIRECTORS	END OF JULY 1988
6.3.2	Establish hiring schedule and timelines	Approval of time table for appointments	End of June 1988
6.3.3	Assist OMED Director in staff selection process	<ul style="list-style-type: none"> <li>- TA staff appointed to selection committee</li> <li>- Selection of staff</li> </ul>	End of October 1988

3.4 TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.3.4	Assess preliminary training needs	<ul style="list-style-type: none"> <li>- Skills inventory completed</li> <li>- Training program developed</li> </ul>	End of July 1988
6.3.5	Develop site specific TA Coordination plans	A TA Work Plan will be prepared for each governorate office	End of August 1988
6.4.0	MONITOR & ASSESS 1988 - 89 BUDGET		
6.4.1	Identify development process	<ul style="list-style-type: none"> <li>- GOE budget contacts identified</li> <li>- Observation &amp; interview meetings scheduled</li> <li>- Identification of key decision points and processes to be observed</li> </ul>	Mid February 1988 End February 1988 Mid February 1988
6.4.2	Observe 1988 - 89 budget process, Conduct interviews, and Assess organizational structure	<ul style="list-style-type: none"> <li>- Participation at key decision points</li> <li>- Interviews completed</li> <li>- Establishment of documentation binder of current budget process</li> </ul>	End of April 1988 End of April 1988
	MILESTONE (4)	INTERVIEWS COMPLETED AND PRELIMINARY FINDINGS PREPARED	MID MAY 1988
6.4.3	Analyze current fiscal system and reports for budget monitoring	<ul style="list-style-type: none"> <li>- Interviews with monitoring staff and operations managers</li> <li>- Assessment of adequacy of MIS reports</li> <li>- Findings prepared and confirmed</li> </ul>	End of April 1988 Mid May 1988 End May 1988
6.4.4	Review present MIS capability to support budget development process	<ul style="list-style-type: none"> <li>- Interviews completed</li> <li>- Written findings</li> </ul>	End of April 1988 Mid May 1988
	MILESTONE (5)	MIS FINDINGS ON CURRENT MIS SUPPORT	MID MAY 1988
6.4.5	Prepare findings and recommendations for Diagnostic Report	Draft report	Mid June 1988
6.4.6	Conduct on-going skill transfer of analytical capability	<ul style="list-style-type: none"> <li>- Development of work plans for each governorate</li> <li>- Evaluation of ONED task completion</li> <li>- Obstacles and impediments documented</li> </ul>	End of August 1988 On-going On-going

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK NO	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.5.0	MANAGEMENT INFORMATION SYSTEM DEVELOPMENT		
6.5.1	Project tracking system installation . modify and enhance present English version (DB III) . Convert to Arabic system  . Train operator staff and prepare sites . Install in 6 governorates	- User and systems manuals on new system - User and systems manuals on new arabic system - Key operators trained and site ready for installation - Begin installation beginning of May and sequence in 2 week time frame others	End of March 1988 End of April 1988 End of April 1988 End of April 1988
6.5.2	Identify budget development MIS requirements . Capital Budget . Current Budget	- MIS support requirements for budget development process . Capital Budget . Current Budget software analysis and selection in Phase II) see Task 15.0	End of June 1988
	MILESTONE (6)	ARABIC SYSTEM COMPLETED - USER MANUAL PREPARED	MID MAY 1988
	MILESTONE (7)	PROJECT TRACKING SYSTEM INSTALLED IN GOVERNORATES	END OF JULY 1988
6.6.0	DEVELOP 5-YEAR FORECAST MODEL		
6.6.1	Identify data availability and gather base years historical data	Historical data gathered, recorded and analyzed	Mid May 1988
6.6.2	Determine method of forecasting and identify software	Selection of forecasting method and software	Mid May 1988
6.6.3	Prepare findings and recommendations report	Report covering the proposed process and procedures	End of June 1988
6.6.4	Gather data and conduct trial forecast	Model tested	End of July 1988
6.6.5	Evaluate results and revise model	5-year forecasting model ready for delivery	End of August 1988
6.6.6	Prepare User's Manual	User's Manual to operate forecasting model	End of September 1988
	MILESTONE (8)	5-YEAR FORECASTING MODEL AVAILABLE FOR 1989-1990 BUDGET PROCESS	END OF SEPTEMBER 1988

3.4 - TASK 8, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.7.0	PRELIMINARY PLANNING FOR ANNUAL MAINTENANCE PLAN FOR 1989-90 BUDGET		
6.7.1	Establish joint team from action package areas	Joint team established	Mid May 1988
6.7.2	Develop budget timeline and plan criteria	Annual maintenance plan, budget timeline and criteria are established	Mid June 1988
6.7.3	Develop work program and assign responsibilities.	Departmental work program completed	End of August 1988
6.8.0	PREPARE DETAIL WORK PROGRAM FOR PHASE II		
6.8.1	Develop Phase II detail work program	Draft Work Program for Phase II	End of June 1988
6.8.2	Recommend additional tasks to RFP and estimate time and costs	Additional tasks recommended and their estimated time and cost	End of June 1988
6.8.3	Discuss draft work program with USAID	Work program revised	End of June 1988
6.8.4	Request approval to proceed to Phase II	- Approval to proceed with Phase II - Work program submitted	End of July 1988
	MILESTONE (9)	DETAIL WORK PROGRAM COMPLETED FOR PHASE II	MID JUNE 1988
6.9.0	PROGRESS REPORTING, COORDINATION AND PROJECT MANAGEMENT ONED GROUP		
6.9.1	Participation in ULDC and GLDC scheduled meetings	Meetings conducted	On-going
6.9.2	Prepare monthly progress reports for USAID	Progress reports (ONED Section)	Monthly
6.9.3	Present Diagnostic Report at end of Phase I	Phase I Diagnostic Report	Mid June 1988
	MILESTONE (10)	DIAGNOSTIC REPORT COMPLETED - END OF PHASE I	END OF JUNE 1988

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	PHASE II		
6.10.0	PHASE II INITIATION		
6.10.1	Obtain USAID approval to proceed to Phase II	USAID approval to proceed to Phase II	End of June 1988
6.10.2	Reflect approved changes to draft Phase II working papers (W/P)	Approved changes incorporated in Draft Phase II W/P	Mid July 1988
6.10.3	Establish OMED responsibility for Phase II activities.	OMED work program responsibilities are assigned.	End of July 1988
	MILESTONE (11)	LD II - PHASE II APPROVAL TO PROCEED FROM USAID	END OF JUNE 1988
6.11.0	PROGRESS REPORTING, COORDINATION & PROJECT MANAGEMENT		
6.11.1	Conduct monthly progress reports and meetings	Progress meetings conducted A progress status report completed	On-going
6.11.2	Participate in ULDC & GLDC scheduled meeting	"Consensus building" by ULDC & GLDC	On-going
6.11.3	Install project management software package	Management of Action Packages	End of July 1988
	MILESTONE (12)	PROJECT MANAGEMENT SYSTEM INSTALLED	MID JULY 1988
6.12.0	MONITOR APPROVED BUDGETS & INVESTMENT PLANS		
6.12.1	Monitor investment programs	Investment program monitoring reports	
6.12.2	Monitor O&M and solid waste activities	O&M and solid waste activities monitoring reports	
6.12.3	Monitor 1988-89 Budget during the fiscal year by OMED's	Monitoring & assessment of budget status for 1988-89 budget Quarterly Reports	On-going 1988-89
6.12.4	Monitor 1989-90 Budget during the fiscal year by OMED's	Monitoring & assessment of budget status for 1989-90 budgets	On-going 1989-90

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.13.0	<b>DEVELOP ONED CAPABILITIES</b>		
6.13.1	Update and evaluate training programs	Training programs modified according to needs.	End of January 1989
6.13.2	Establish central control of MIS data base system in ONED	Central control of MIS data base system is maintained by governorate ONED	End of December 1988
6.13.3	Develop capacity & skills to monitor procedures and budgets.	GOE capacity to monitor investments, O & M and solid waste activities is developed	On-going
6.13.4	Continue to evaluate staffing needs and assign additional staff	Skill transfer on analytical capabilities on budget issues	On-going
6.13.5	Develop master TA coordination and site specific plan for Phase II	<ul style="list-style-type: none"> <li>- Administrative procedures to ensure Inter-Agency cooperation and coordination are installed</li> <li>- Basic strategies related to governorate operations are developed</li> <li>- Sectoral plans and programs based on development proposals are formulated</li> <li>- Criteria for prioritizing capital and operating budgets are developed</li> <li>- LD II BSDS &amp; O&amp;M action packages are integrated into governorate and distribution operations</li> </ul>	
	<b>MILESTONE (13)</b>	<b>SITE SPECIFIC PHASE II WORK PROGRAM BY GOVERNORATE</b>	<b>END OF SEPTEMBER 1988</b>
6.14.0	<b>DEVELOP PROCEDURES, POLICY &amp; PROCESS FOR BUDGET DEVELOPMENT</b>		
6.14.1	Develop procedures for Capital Improvement Program (CIP)	Draft CIP Report is prepared covering developmental goals, prioritization criteria, and CIP developed policies	End of November 1988
	<b>MILESTONE (14)</b>	<b>CAPITAL IMPROVEMENT PLAN ADOPTED BY GOVERNORATE FOR 1989-90</b>	<b>END OF NOVEMBER 1988</b>

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.14.2	Develop procedures for capital budget development process	<ul style="list-style-type: none"> <li>- CIP report reviewed and amended</li> <li>- MIS software implemented</li> <li>- Coordination with planning and operations departments</li> <li>- Timelines identified</li> <li>- Instruction manual prepared</li> </ul>	End of October 1988
	MILESTONE (15)	REVISED CAPITAL BUDGET PROCESS INSTITUTED FOR 1989-90 BUDGET	END OF OCTOBER 1988
6.14.3	Develop procedures for operating (O&M) budget development process	<ul style="list-style-type: none"> <li>Forms, procedures and reports are designed</li> <li>Preliminary budget calendar is developed</li> <li>MIS software tested</li> <li>Available resources estimated</li> <li>Instruction manual preped</li> </ul>	End of October 1988
	MILESTONE (16)	APPROVED REVISIONS TO OPERATING (O&M) BUDGET DEVELOPMENT PROCESS INSTITUTED	END OF OCTOBER 1988
6.14.4	Conduct in-service training in new process for GDE agencies	Consensus on new processes developed and in-service training conducted	End of November 1988
6.15.0	MANAGEMENT INFORMATION SYSTEM DEVELOPMENT		
6.15.1	Evaluate Governorate Arabic project tracking system	Evaluation of new project tracking system in Arabic	Mid July 1988
	MILESTONE (17)	ARABIC PROJECT TRACKING SYSTEM IN ALL GOVERNORATES	MID JULY 1988
6.15.2	Select and install automated capital budget development support system	Capital budget development MIS support software	End of October 1988
6.15.3	Select and install automated operating budget development support system	Operating budget development MIS support software	End of November 1988
	MILESTONE (18)	MIS BUDGET DEVELOPMENT SOFTWARE INSTALLED FOR 1989-90 PROCESS	END OF NOVEMBER 1988

3.4 - TASK 6, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.15.A	Continue work program on other automated management systems for major operating departments:  <ul style="list-style-type: none"> <li>. Define information requirements</li> <li>. Perform feasibility analysis</li> <li>. Recommend plan for resource requirements and time phased implementation</li> </ul>	Recommendations for resource requirements and time phased implementation plan	End of May 1989
	MILESTONE (19)	WIS PLAN FOR OTHER MAJOR MANAGEMENT SYSTEMS	END OF MAY 1989
6.16.0	PREPARE GOVERNORATE 5-YEAR PLANS		
6.16.1	Prepare forecast for 1988-89 fiscal year		
6.16.2	Prepare forecast for 1989 - 90 budget development		
6.16.3	Update forecast quarterly	Implementation of 5-year forecasting model from Phase I	End of October 1989
	MILESTONE (20)	1989-90 - 1992-93 FORECAST OF REVENUES AND EXPENDITURES	END OF OCTOBER 1989
6.17.0	PREPARE ANNUAL MAINTENANCE PLAN (AMP) FOR DISTRICTS AND GOVERNORATES		
6.17.1	Operating departments prepare AMP coordinating BSDS projects	Plan and timelines implemented in 1989-90 Budget requests	End of November 1989
6.17.2	Annual maintenance plan reflected in budget development process	Annual maintenance plan reflected in investment decisions	End of March 1989
	MILESTONE (21)	ANNUAL MAINTENANCE PLAN SUBMITTED FOR 1989-90 BUDGET DEVELOPMENT	END OF NOVEMBER 1989
6.18.0	CONDUCT 1989-90 BUDGET DEVELOPMENT PROCESS		
6.18.1	Adopt 1989-90 Capital Improvement Program	CIP approved by governorate	End of November 1989
6.18.2	Conduct 1989-90 capital budget development process	CIP development process implemented	End of March 1989
6.18.3	Conduct 1989-90 operating budget development process	OMED offices conduct budget process	End of March 1989

3.4 - TASK 8, PROGRAMMING, BUDGETING & MANAGEMENT INFORMATION SYSTEMS WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
6.18.4	Prepare consolidated budget documents	Budget documents	End of March 1989
6.18.5	Enter adopted budget into fiscal monitoring system	Introduce decentralized municipal management systems concepts in budget monitoring for 1989-90 Budget	End of July 1989
6.19.0	PREPARE FOR 1990-91 BUDGET DEVELOPMENT PROCESS		
6.19.1	Evaluate 1989-90 budget development process and revise as appropriate	Improvements to 1989-90 budget development process reflected	End of June 1989
6.19.2	Perform preliminary preparations for 1990-91 process	Preliminary planning completed for 1990-91 budget development process	End of October 1989
6.19.3	Evaluate TA and OMED performance and effectiveness and enhance where required	Evaluation completed	End of December 1989
6.20.0	PREPARE LD II (ACTION PACKAGE) FINAL REPORT		
6.20.1	Prepare findings and recommendations summarizing progress implementation action package	Findings and Recommendations	End of November 1989
6.20.2	Prepare draft report and discuss with client	- Draft report - Discussion of implementation progress	End of September 1989
6.20.3	Prepare final report and present to client	Final report on project action package	End of December 1989
	MILESTONE (22)	FINAL REPORT ON ACTION PACKAGE 6 COMPLETED	END OF DECEMBER 1989

TASK 6 - PROGRAMMING, BUDGETING & MIS ACTION PACKAGE

Work Activity		Phase I To June 30, 1988					
Task	Description	January	February	March	April	May	June
6.1.0	MOBILIZATION	[Bar spanning January to June]					
6.2.0	PROJECT INITIATION & ORIENTATION	[Bar spanning January to June]					
6.2.1	Gather Relevant Data	[Bar spanning January to June]					
6.2.2	Conduct Orientation Interviews at Governorates	[Bar spanning January to June]					
6.2.3	Conduct Orientation Meetings at MOF & NPIC	[Bar spanning January to June]					
6.3.0	INSTALL ONED'S & DEVELOP ANALYTICAL SKILLS	[Bar spanning January to June]					
6.3.1	Appoint ONED Director	[Bar spanning January to June]					
6.3.2	Establish Hiring Schedule and Timelines	[Bar spanning January to June]					
6.3.3	Assist In Staff Selection Process	[Bar spanning January to June]					
6.3.4	Assess Preliminary Training Needs	[Bar spanning January to June]					
6.3.5	Develop Site Specific Work Program	[Bar spanning January to June]					
6.4.0	MONITOR & ASSESS 1988-89 CONSOLIDATED BUDGET DEVELOPMENT PROCESS AND PROCEDURES	[Bar spanning January to June]					
6.4.1	Identify Development Process	[Bar spanning January to June]					
6.4.2	Conduct Interviews and Document Present Process	[Bar spanning January to June]					
6.4.3	Analyze Current Fiscal System Support to Monitor Budgets	[Bar spanning January to June]					
6.4.4	Review Present MIS Capability to Support Budget Development Process	[Bar spanning January to June]					
6.4.5	Prepare Findings and Recommendations for Diagnostic Report on Budget Development.	[Bar spanning January to June]					
6.4.6	On-going Skill Transfer of Analytical Capability	[Bar spanning January to June]					
6.5.0	MIS DEVELOPMENT - PHASE I	[Bar spanning January to June]					
6.5.1	Project Tracking System <ul style="list-style-type: none"> <li>. Enhancements</li> <li>. Arabization</li> <li>. Training</li> <li>. Installation - Arabic System in all Governorates</li> </ul>	[Bar spanning January to June]					
6.5.2	Identify Budget Development MIS Requirements	[Bar spanning January to June]					
6.6.0	DEVELOP 5-YEAR FORECAST MODEL	[Bar spanning January to June]					
6.6.1	Identify Data Availability and Gather Base Years	[Bar spanning January to June]					
6.6.2	Select Forecasting Method & Software	[Bar spanning January to June]					
6.6.3	Prepare Findings & Recommendation Report	[Bar spanning January to June]					
6.6.4	Conduct Trial forecast	[Bar spanning January to June]					

TASK 6 - PROGRAMMING, BUDGETING & MIS ACTION PACKAGE

Work Activity		Phase I To June 30, 1980					
Task	Description	January	February	March	April	May	June
6.7.0	ANNUAL MAINT. PLAN PRELIMINARY PLANING FOR 1989-90 BUDGET						
6.7.1	Establish Joint Team from other Action Package Areas, O&N, BSDS					_____	
6.7.2	Develop Budget Timeline and Plan Criteria					_____	
6.7.3	Develop Work Program and Assign Responsibilities					_____	
6.8.0	PREPARE/UPDATE DETAIL WORK PLAN FOR PHASE II						_____
6.9.0	PREPARE PHASE I - REPORTS						
6.9.1	Participate on ULDC & GLOC Scheduled Meetings		_____	_____	_____	_____	_____
6.9.2	Utilize DHAS Engagement Planning Control						_____
6.9.3	Prepare Monthly Progress Reports for USAID						
6.9.4	Prepare Inception Report Section						
6.9.5	Prepare Diagnostic Report Section		_____	_____		_____	

TASK 'A' - PROGRAMMING, BUDGETING & MIS ACTION PACKAGE

Work Activity		1988		1989			
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
6.10	PHASE II INITIATION	—					
6.11	PROGRESS REPORTING COORDINATION & MANAGEMENT						
6.11.1	Monthly Progress Reports & Meetings						
6.11.2	Participate in ULDC & GLDC Scheduled Meeting						
6.11.3	Implement DH&S Project Management System for Phase II Subtask Tracking	—					
6.12	MONITOR APPROVED BUDGETS & INVESTMENT PLANS		—	—	—	—	—
6.13	DEVELOP OWNED CAPABILITIES						
6.14	DEVELOP POLICIES, PROCEDURES, & POLICIES FOR BUDGET DEVELOPMENT PROCESS						
6.14.1	Capital Improvement Procedures	—	—				
6.14.2	Capital Budget Development Process	—	—				
6.14.3	Operating Budget Development Process	—	—				
6.14.4	In-service Training for GOE Agencies		—				
6.15	MIS DEVELOPMENT						
6.15.1	Complete Installation of Project Tracking System	—					
6.15.2	Select and Install Capital Budget Development Software	—	—				
6.15.3	Select and Install Operating Budget Development Software	—	—				
6.15.4	Conduct Study of Other Major Operating Departments MIS Needs			—	—	—	
6.16	PREPARE GOVERNORATE 5-YEAR FORECAST						
6.16.1	Complete Forecasting Model	—	—				
6.16.2	Prepare Forecast for 1988-90 Budget Development	—	—				
6.16.3	Update Forecast Quarterly			—	—	—	—
6.17	PREPARE ANNUAL MAINTENANCE PLAN FOR 1989-90 BUDGET DEVELOPMENT	—	—				
6.18	CONDUCT 1989-90 BUDGET DEVELOPMENT PROCESS		—	—	—	—	
6.19	PREPARE FOR 1990-91 BUDGET DEVELOPMENT PROCESS						—
6.20	PREPARE LD II-URBAN FINAL REPORT						—

## Section 4

### OPERATION AND MAINTENANCE

#### 4.1 TASK BACKGROUND

**4.1.1 Task Description:** Considerable effort was focused on operation and maintenance during the NUS Project. Several analyses and plans were conducted and developed. The major constraint was the limited institutional capabilities of governorates and districts in terms of management systems, physical plant and equipment, and technical skills required to operate and maintain public services and facilities. In summary, the following major achievements were recorded in this area in the NUS Project:

- o A comprehensive survey of operation and maintenance needs for the NUS sub-projects was conducted and cost estimates were developed. An operation and maintenance plan was implemented, and a significant portion of the plan was completed.
- o A detailed report of the roads conditions and needs for the Suez Governorate was prepared. The report includes the following data and analysis:

- Conclusions of the inventory survey of the roads network:

Paved roads in good condition	27.08 kms.
moderate condition	66.54 kms.
poor condition	23.16 kms.
	-----
Total	116.78 kms.
unpaved roads:	87.30 kms.
	-----
Total length of the network	204.11 kms.

- Analysis of the existing organization, staff and equipment of road maintenance units and departments.
  - Recommendations on work levels and standards development, preparation of maintenance cost estimates, and the budgeting process.
- o Early in the NUS Project, a comprehensive analysis of the operation and maintenance status of the rolling stock in Greater Cairo and Alexandria was conducted. Based on this analysis, the following actions were taken:

- O & M facilities in both Greater Cairo and Alexandria (4 Governorates and 23 districts) were surveyed and their status was defined. A recommendations report on O & M facilities improvement was developed for each Governorate. On this basis, special maintenance facilities programs were developed and implemented, including renovation of existing facilities, construction of new ones, and the purchase of equipment and tools for the garages and workshops.
- An inventory and status survey of the CIP vehicles and equipment was conducted in Greater Cairo and Alexandria.
- A preventive maintenance manual in Arabic was developed and distributed to each of the units in the four governorates. This manual specifies improvements in maintenance management, parts storage, and overall reporting procedures including distribution of all new logs and reporting forms to accomplish effective preventive maintenance.
- A special program for the rehabilitation of the entire CIP fleet in the Alexandria Governorate was developed. The program includes:

The alteration of space for a new spare parts warehouse and implementation of a Kardex system for inventory control was planned and completed. The warehouse is provided with modern shelves, bins, Kardex files and cards. The warehouse and Kardex system is now in use.

A training workshop program on Kardex use and warehouse management was developed. The workshop was run once in Alexandria with four spare parts engineers and 15 store keepers attending. Trainer and trainee manuals in both Arabic and English were developed.

A list of locally manufactured spare parts to upgrade the fleet is ready for bidding once funds are distributed to the Governorate.

- A one time repair contract, involving the private sector, is ready for bidding. Invitation to bidders to pre-qualify was advertised, and 13 private sector firms responded. The bidding process is proceeding.

Organizations of all garages and workshops in the Alexandria Governorate were reviewed by the TA Contractor. A re-organization proposal for all units, including the Central Workshops, was presented to Governorate officials, approved, and implementation begun in the Ras-El-Soda Garage. Implementation will

proceed on completion of the construction of the other facilities .

A comprehensive incentive pay plan was submitted to the Governorate. H.E. the Secretary General approved the plan and promised to try to find funds for implementing this program.

o The LD II Urban Operations And Maintenance of Infrastructure Action Package will result in several activities that will:

- Integrate the on-going O & M programs to cover all concerned governorates.
- Apply the Alexandria program for upgrading the CIP fleet to other governorates, to cover all vehicles and equipment.
- Develop five year (1988-1993) O & M system plans that emphasize utilization of existing equipment and human resources, and introduce new techniques, operating procedures and management systems.
- Design and implement a maintenance management information system with central and data-base management.

- several options at management level

**4.1.2 Scope and Approach:** The approach of the O & M team is detailed in the work program, Section 4.4. The O & M component of the action package will require, besides review and follow-up of on-going programs, extensive preparatory activities in Phase I. Three major activities are:

- o conducting interviews with local government officials in the 6 Governorates who are involved in O & M to collect specific data and updating available existing data.
- o Analysing data and preparing recommendations for O & M special programs.
- o Preparation of criteria and guidance for the implementation of these special programs.

The completion of the above activities during Phase I will be reflected in the Diagnostic Report and the detailed Phase II work plan. Budgeting requirements will be developed from the data collected.

**4.1.3 Problems, Constraints and Solutions:** The problems and constraints are common to all governorates and districts and generally fall into the following categories:

o The limited capabilities of the projects departments in Governorates and districts in terms of:

- Appointing best qualified consultants and contractors,
- Lack of coordination between the projects departments and the user departments resulting in:
  - a. Many change orders and overruns in the construction stage.
  - b. Delays in completion.
  - c. A long time lag between the completion of construction and start of operation of the facility.
- Poor planning, monitoring and quality control that results in complicated and more expensive maintenance requirements.

o Poor organization and staffing of O & M units at all levels.

o The absence of adequate O & M systems and programs. Adequate preventive maintenance programs, reporting systems and work standards do not exist.

o Budget proposals are not well prepared and justified. This results in lack of adequate funds for O & M.

o The lack of understanding of the importance of proper O & M of the infrastructure, fixed plant and the rolling stock leads to an imbalance between the investment cost and the O & M needs budgets.

o The low productivity of O & M units due to low wages and the lack of reasonable incentives to increase productivity.

In solving the problems and relaxing constraints the procedures and systems that were successful in the NUS Project will be implemented in the Governorates of Suez and Port Said and reinforced in Greater Cairo and in Alexandria. In conjunction with governorate authorities, ways to involve the private sector in operation and maintenance of basic services will be explored and implemented where feasible. The areas feasible for private sector involvement will be identified in the Diagnostic Report after governorate personnel and the Project Implementation Coordinators become familiar with the objectives of the LD II Urban Project. TA Contractor personnel will

Feasibility studies and cost estimates  
to be completed by 1985

emphasize private sector involvement whenever such involvement appears practical and efficient.

#### 4.2 RESOURCE REQUIREMENTS:

##### 4.2.1 Manpower

###### O & M Group

11 person months	Albert McCarty, Assistant Project Director, Engineering
24 person months	Fouad Sultan, Chief O&M
24 person months	Essam El Din, Engineer
24 person months	Gamil Ashmawy, Engineer

**4.2.2 Financial:** Except for training needs which are discussed in the training section of this report, no changes are anticipated during Phase I.

##### 4.2.3 Training:

*o continuous training by providing apprentices.*

o Extensive training is needed for O & M managers, engineers, supervisors and labor. It is desirable to include the following topics in all seminars and meetings with Popular Executive Councils.

- The importance of P.M and repair of the infrastructure, fixed plant and the rolling stock.
- How to remedy the imbalance in budgets between investment and recurrent cost.
- Financing of local services, infrastructure and equipment.
- Effective linking between O & M planning and the budgeting system.
- The importance of improving the incentive wage program to encourage greater productivity in O & M units.

o It is desirable to train a number of engineers in the USA as follows:

- 15 civil engineers in local government maintenance units and/or centers on "Management of O & M for Infrastructure and Fixed Plant". The course duration would be 3 weeks.
- 25 mechanical and <sup>electrical</sup> engineers in local government workshops and garages on "Management of O & M for

*one of them should be*

*the plant coordinator* - 56 -

*and available information*

the Rolling Stock". The duration of the course would be 4 weeks.

- o In-Country, several training workshops and on the job training programs are essential for O & M managers, engineers, spare parts store keepers and workers, involving 491 engineers and store keepers and 1040 workers of various skills.

#### 4.3 Data Collection:

Data collection involves three main tasks: first, updating the available data for both Greater Cairo and Alexandria; second, collecting data for the other two governorates. Primarily this data will include:

- o The detailed organizational charts and staffing for all O & M units and centers.
- o Survey and status of existing infrastructure, fixed plant and rolling stock, and needs.
- o Current procedures; reporting and budgeting.
- o Current status of spare parts inventory control system and future needs.
- o Private sector involvement in O & M activities.

*The third task will be checking the reliability of the collected data on which basis plans will be developed and then implemented.*

The third task will be checking the reliability of the collected data on which basis plans will be developed and then implemented.

4.4 - TASK 7, OPERATIONS AND MAINTENANCE WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	PHASE I		
7.1	INITIATE PROJECT		
7.1.1	Based on contract requirements and TA Contractor's proposal prepare work plan to accomplish required tasks	Inception Report	End of March, 1988
	MILESTONE (1)	INCEPTION REPORT COMPLETED	END OF MARCH, 1988
7.2	BACKGROUND ANALYSIS		
7.2.1	Interview governorate officials and collect data	Needs assessments, organizational charts, staffing charts, equipment inventories and budgeting procedures are received from governorates	End of May, 1988
7.2.2	Analyze data and formulate recommendations	Recommendations are formulated	End of May, 1988
7.3	OPERATION STRATEGY		
7.3.1	Analyze infrastructure data and assist governorates in defining O & M budget estimates for FY 1988/89	Recommendations furnished to governorates	End of May, 1988
7.3.2	Furnish governorates criteria and guidance and assist in preparation of special projects	Special projects are prepared and submitted for funding action	End of June, 1988 and on-going
7.4	MANPOWER/PRODUCTIVITY		
7.4.1	Identify potential areas for private sector involvement	Privatization opportunities and perspective contractors are identified	End of June, 1988 and on-going
7.5	MAINTENANCE MANAGEMENT		
7.5.1	Follow up special garage programs in Greater Cairo and Alexandria	Completion of garage construction	End of January, 1989
7.5.2	Follow-up Alexandria CIP fleet repair	Completion of 1st LD II Urban Special Project	Ongoing to end of April 1989
7.6	PROJECT REVIEW		
7.6.1	Review and analyze data, accomplishments, constraints and problems, and based on conclusions formulate recommendations	Diagnostic Report	End of June, 1988
	MILESTONE (2)	DIAGNOSTIC REPORT COMPLETED - END OF PHASE I	END OF JUNE, 1988

## 4.4 - TASK 7, OPERATIONS AND MAINTENANCE WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	PHASE II		
7.3	OPERATION STRATEGY		
7.3.1	Review existing O & M management systems and prepare proposals defining maintenance levels with appropriate responsibilities and reporting systems	Proposals submitted to governorates for consideration and implementation	End of October, 1988
7.3.2	Analyze infrastructure data and assist governorates in defining O & M budget estimates, FY 1989/90 and subsequent years	Recommendations furnished to governorates	End of May, 1989 and on-going
7.3.3	Furnish governorates criteria and guidance and assist in preparation of special projects	Special projects are prepared and submitted for funding action	On-going to end of August, 1989
	MILESTONE (3)	SYSTEMATIC PREVENTIVE MAINTENANCE PROGRAM ESTABLISHED IN GREATER CAIRO AND ALEXANDRIA GARAGES	END OF DECEMBER, 1989
7.4	HANOVER/PRODUCTIVITY		
7.4.1	Review existing organizations and the staffing of O & M units and centers in districts, CBA's and governorates; analyze for improved efficiency and effectiveness. Begin with Cairo governorate and extend to other governorates	Recommendations for Cairo Governorate submitted to Cairo authorities for consideration and implementation	End of September, 1988 and on-going
7.4.2	Identify training needs for workshop and fixed plant maintenance personnel	Required training scheduled	End of August, 1989 and on-going
7.4.3	Develop work standards and methods of performance measurements with appropriate information systems	Standards and information systems are ready for implementation	End of January, 1989
7.4.4	Develop performance indicators for garages and workshops	Performance indicators are established	End of January, 1989
	MILESTONE (4)	EFFICIENCY AND EFFECTIVENESS OF GARAGES AND WORKSHOPS IMPROVED AS EVIDENCED BY REDUCTION OF DOWNTIME OF VEHICLES AND EQUIPMENT	END OF APRIL, 1989

4.4 - TASK 7, OPERATIONS AND MAINTENANCE WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
7.5	<b>EQUIPMENT/STORES</b>		
7.5.1	Assist maintenance units in Greater Cairo, Suez and Port Said governorates in developing effective inventory control systems and warehousing similar to Alexandria pilot effort	Spare parts warehouses using Kardex inventory control system are operating in governorates	End of May, 1989
7.5.2	Using data generated in the LD II project, make a cost comparison analysis of in-house versus contracting maintenance services	Cost/benefits of contracting indicated	End of March, 1989
7.5.3	Conduct financial analysis to include P.M. and repair costs, and define a system to calculate "repair or replace" cost justification	Governorates are provided a system on which to base "repair or replace" decisions	End of June, 1989
7.5.4	Using data generated and experience gained in LD II project assist governorates in preparing an equipment replacement schedule	Governorates are provided a system for preparing an equipment replacement schedule	End of July, 1989
	<b>MILESTONE (5)</b>	<b>75% OF FLEET IN GOVERNORATES IS AVAILABLE FOR DISPATCH</b>	<b>END OF AUGUST, 1989</b>
7.6	<b>MAINTENANCE MANAGEMENT</b>		
7.6.1	Provide technical assistance to governorates, CBA's and districts to institute a systematic O & M program	Governorate workshops adopt a system for scheduling and performing O & M work	End of September, 1989 and on-going
7.6.2	Implement priority I investment special projects in all governorates	New projects identified and recommended to governorates	End of August, 1989 and on-going
7.6.3	Implement rolling stock rehabilitation programs in all governorates	Improved equipment availability	End of August, 1989 and on-going
7.6.4	Implement developed organizations and systems. Analyze results and make appropriate changes and improvements	Recommendations for improvements to organizations and systems furnished to governorates	End of August, 1989 and on-going
7.7	<b>PROJECT REVIEW</b>		
7.7.1	Review and analyze progress, accomplishments, problems and limitations, and based on conclusions formulate recommendations	Final report on O & M Action Package	End of September, 1989
	<b>MILESTONE (6)</b>	<b>FINAL REPORT COMPLETED</b>	<b>END OF SEPTEMBER, 1989</b>

4.4 - TASK 7, OPERATION AND MAINTENANCE

Work Activity		Phase I - To June 30, 1988					
Task	Description	January	February	March	April	May	June
7.1	INITIATE PROJECT						
7.1.1	Prepare work plan to accomplish required tasks						
7.2	BACKGROUND ANALYSIS						
7.2.1	Interview governorate officials and collect data						
7.2.2	Analyze data and formulate recommendations						
7.3	OPERATION STRATEGY						
7.3.1	Define O & M budget estimates for FY 1988/89						
7.3.2	Assist in preparation of special projects						
7.4	HANPOVER/PRODUCTIVITY						
7.4.1	Identify potential areas for private sector involvement						
7.5	MAINTENANCE MANAGEMENT						
7.5.1	Follow-up special garage programs in Greater Cairo and Alexandria						
7.5.2	Follow-up Alexandria CIP fleet repair						
7.6	PROJECT REVIEW						
7.6.1	Prepare Diagnostic Report						

4.4 - TASK 7, OPERATION AND MAINTENANCE

Work Activity		Phase II - July 1, 1988 To Dec. 31, 1988					
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
7.3	<b>OPERATION STRATEGY</b>						
7.3.1	Define maintenance levels with appropriate reporting systems	█	█				
7.3.2	Assist in defining O & M budget estimates			█	█		
7.3.3	Assist in preparation of special projects	█	█	█	█	█	
7.4	<b>MANPOWER/PRODUCTIVITY</b>						
7.4.1	Analyze O & M units for effectiveness and efficiency	█			█	█	█
7.4.2	Identify training needs	█	█	█	█	█	
7.4.3	Develop work standards and methods		█	█			
7.4.4	Develop performance indicators		█	█			
7.5	<b>EQUIPMENT/STORES</b>						
7.5.1	Develop inventory control systems in Greater Cairo, Suez and Port Said	█	█	█	█		
7.5.2	Make cost comparison of in-house versus contracting maintenance services		█	█			
7.5.3	Define a system to calculate "repair or replace" cost justification			█	█		
7.5.4	Assist in preparation of an equipment replacement schedule				█	█	
7.6	<b>MAINTENANCE MANAGEMENT</b>						
7.6.1	Institute a systematic O & M program	█				█	
7.6.2	Implement priority I investment special projects	█	█	█	█	█	
7.6.3	Implement rolling stock rehabilitation programs	█	█	█	█	█	
7.6.4	Recommend improvements to organizations and systems				█	█	
7.7	<b>PROJECT REVIEW</b>						
7.7.1	Prepare final report					█	

## Section 5

### LAND MANAGEMENT

#### 5.1 Task Background

**5.1.1 Task Description:** Urban areas of Egypt are confronted with severe problems. Not only are many existing areas overcrowded and deficient in infrastructure and community services, but population growth and urban migration are adding an ever increasing demand on urban services and housing. To meet this demand, especially for inhabitants with limited incomes. A tremendous effort on the part of the GOE, and in particular the six participating governorates, will be required. Government activities to date, while providing subsidized housing and housing credit extensions to existing towns and new towns, have not been anywhere near the scale needed. The financial burden of these programs and the inability to recover the costs of provision have meant that Government resources are severely constrained.

At the same time, the growth of Egypt's major towns continues and without appropriate Government interventions new unplanned or spontaneous" areas are being created daily. These will, in turn, require upgrading in the future at high cost to the Government. In order for the GOE to reverse these trends and gain control of the situation, a concerted effort will be required in the areas of (1) the planning, servicing, and release of large areas of new land, (2) the stimulation of the small private sector (sometime called the informal sector) to participate in the housing process on these lands at standards which are realistic, (3) the practical and low-cost upgrading of deficient urban areas, and (4) the application of mechanisms for cost recovery of these efforts.

The land management task under this contract is intended to address directly this issue in the participating Governorates.

Technical assistance is to be provided to the governorates for the creation of the institutional capacity required to undertake land inventories, land acquisition and protection, and the servicing of these areas for specific development projects. These "land banking" and land development mechanisms will enable the governorates to overcome current land constraints and give them the capacity to develop new urban areas in partnership with private sector actors. In addition they will be given the capacity to manage the on-going upgrading of deficient urban areas. In all these efforts the aim will be to install the principles of efficiency and cost recovery.

5.1.2 Results of Initial Reconnaissance: During the Inception period the Technical Assistance Contractor (TAC) has devoted considerable effort to a rapid, broad reconnaissance of the land management issue in Egypt through (1) preliminary field visits to the participating governorates, (2) the collection and review of relevant documents and reports, and (3) discussions with knowledgeable officials and professionals in the field of urban development and land management in Egypt. This reconnaissance has resulted in certain findings and has raised certain fundamental issues. In this respect, the following very broad comments on land management should be made:

o Existing Institutions, Urban Plans, and Past Experiences in Land Management

In participating governorates there are no lack of urban plans (Master Plans, Structure Plans, Action Plans, etc.) which serve as a framework for guiding urban development. Thus, for example, Cairo, Giza, and Qaliubia have plans prepared by the General Organization for Physical Planning (GOPP) called the Greater Cairo Master Scheme. Suez and Port Said have had master plans prepared by UNDP consultants, and Alexandria has had plans prepared by Alexandria University.

However, although the documentary framework exists, the institutional means of implementation is weak or missing. All participating governorates carry out some land management functions on a day-to-day basis within existing administrative structures, but none have what could be called dedicated land management units which fulfill the functions required for efficient management. In all governorates the need for better and more organized land management efforts is clear, although the most suitable forms of this management will vary considerably from governorate to governorate.

The lack of a suitable land management capacity at the governorate level is a deficiency which has been recognized for some time. In fact several efforts have been made in the past, but their success has been less than encouraging. It is worth briefly mentioning some of these efforts to put the problem in perspective:

- Cairo and Giza Governorates were targets of technical assistance efforts at improving land management under the IBRD-sponsored Extension of Municipal Services project (EMS) which ran through 1984-86. Despite detailed institutional, staffing, administrative proposals submitted to these Governorates, the availability of funds for financing LMUs, and considerable dialogue between the Governorates and the

technical assistance contractors, no concrete steps have yet been initiated to improve existing land management functions.

- Port Said and Suez Governorates were the targets of technical assistance efforts over the period 1978-1983 with British ODA and UNDP sponsored in-house technical assistance teams. A major component of both of these programs was the setting up of land management entities and although in each Governorate there was a continuous contractor presence, at the end of UNDP funding in 1983 all efforts collapsed.

These points to a recognition that LD II Urban Task 8 objectives of setting up LMUs will be based mainly on the political and administrative realities which exist in each governorate. These realities will be carefully assessed by the TAC during the Diagnostic Phase so that Phase II efforts at institution building will have every chance of success.

o Potential for Urban Expansion and Past Experience in Developing New Lands:

All the participating governorates, with the exception of Qaliubia, have non-private, non-agricultural lands which could be exploited for urban expansion. In particular Cairo, Giza, and Suez have significant tracts of State-controlled desert land which have a great potential and which have been identified in urban plans as future urban areas. Port Said, although largely surrounded by water, has the potential for reclaiming shallow lake areas for urban development at acceptable costs.

These publicly-owned desert and waste lands on urban fringes represent an important national resource and offer a great opportunity. However, until now this opportunity has not been fully exploited. Worse, the current unplanned and inefficient occupation of some of these lands by public and quasi-public entities has meant that land availability is becoming rapidly reduced. The problem is made more severe by jurisdictional and land ownership confusion -- in particular the question of how much authority governorates have over these lands vis-a-vis other Government agencies, especially the Ministry of Development and New Communities (MDNC).

The EMS Project found that, in the case of Giza and Cairo, the legal authority of governorates to exploit these lands (and also to transfer ownership to the private sector and individuals after development with cost recovery) was in conflict with certain legislation, among which was the New Communities Law of 1979 which gives first priority for all desert development to MDNC.

The inability to resolve this question was the main reason that proposals for development on the desert fringe by Giza Governorate came to nothing, and the issue also clouded similar efforts to start development east of Cairo.

Past experiences by governorates themselves at initiating development on desert fringes have been almost nil. Most efforts which have actually been achieved or are underway have not been carried out by the governorates but by the MDNC (e.g. 15 May City in Helwan, public housing communities in Port Said and Suez, and Amreya City outside of Alexandria), or by housing cooperatives or public sector housing companies (e.g. Mukattam middle and lower plateaus, Nasr City, Zahra el Maadi, el Maamoura in Alexandria, and Pyramid Gardens in Giza). The only known developments of any size managed and executed by participating governorates are Medinat el Salam by Cairo Governorate and various new housing districts by Alexandria Governorate. In fact, governorate experience in land development has been restricted to this kind of public housing development; where highly subsidized housing is built hurriedly, where significant infrastructure problems arise, and where little cost accounting, let alone cost-recovery, is made.

o Past Experience in Community Upgrading Efforts:

All participating governorates have considerable experience in responding on an ad hoc basis to the demands of inhabitants in deficient urban areas for various infrastructure and social services. This is in fact the standard way that older and informal areas are improved. On the other hand, experiences of the six governorates in managing integrated community upgrading is almost non-existent. Those community upgrading efforts which have been carried out within participating governorates have had little or no governorate involvement (e.g. Helwan Community Upgrading and Manshiet Nasr). The UNDP Technical Assistance Program to Port Said Governorate included a concentrated effort to organize the integrated upgrading of Kabbuti Village (1980-83), but no concrete results have been achieved.

o Experience in Controlling and Rationalizing Spontaneous Settlements

Participating governorates have had, especially in the last few years due to new legislation, considerable success in prohibiting wholesale urban expansion on agricultural lands on the city fringes (especially Giza and Qaliubia). Even so, much growth continues to occur on an incremental/infill basis outside city boundaries, particularly around formerly agricultural villages. And

to-date, no efforts have been made to confront directly the inevitability of some urban expansion on agricultural lands through, for example, subdivision lines, public space reserves, or land readjustment schemes. Thus the unplanned, deficient areas seriously in need of upgrading tomorrow continue to be created today.

**5.1.3 Scope And Approach:** Whereas it should be clear from the above overview of findings from the initial reconnaissance that there is an overwhelming need for better land management in participating governorates, it must also be recognized that the task will be difficult. As shown above, previous efforts at governorate institutional development for land management have had a poor success record. For the current land management effort to succeed where others have failed it will be necessary to overcome considerable administrative inertia and political self-interest, and this must be done with limited TAC resources (see 5.2.1 below). Thus the TAC sees this as the appropriate time to differentiate Task 8 objectives into what is realistically achievable within Phase I and II, and what may be achievable, but which has less assurance of successful implementation.

The pivotal achievement upon which all other objectives of the land management task depend is the formation of effective land management units (LMUs) in the participating governorates. This is the "basic objective of the technical assistance effort" (Technical Proposal, p. 24), and it is what the TAC considers realistically or minimally achievable during Phases I and II. Directly linked to this target are objectives four and five of the Proposal -- developing consensus agreements on land management and development implementation support roles for extra-governorate entities such as GOPP and EAJP, and achieving the transfer of skills and knowledge to improve land management efficiency. In terms of task outputs this means that it is feasible to have in each of the six participating governorates (1) a functioning LMU, (2) an operating system for inter-agency coordination, and (3) a description of TA deliverables for Phase III.

The other main objectives of the Land Management Task are: achieving cost recovery in upgrading and new land development projects, and promoting the adoption of appropriate land planning and development standards in these projects. The work output associated with these objectives is the initiation of trial land development efforts (upgrading and/or new land development) in each participating Governorate. The TAC considers these objectives and work outputs to be less likely to be achieved within the timeframe of Phase I and Phase II. Efforts to achieve these objectives may be successful and the TAC will make every endeavor to do so, but success can only follow, and is dependent upon realization of the basic objective of LMU formation.

The TAC must point out that forming LMUs may not meet with success in all six Governorates, at least within the time schedules set out in 5.4 below. Because of previous efforts directed towards Cairo Governorate (the IBRD EMS Project), the strategy is to push ahead or "fast track" LMU formation in this Governorate (this strategy is reflected in the Work Program described below). Feedback from this effort will be fed into similar institution building efforts for the other governorates.

The TAC would also like to stress that one important ingredient in the successful formation of LMUs will be good support from the ILDC, the AMANA, and other bodies. Governorates will be more likely to accept proposed institutional changes if there is strong political support for the proposals from outside, and if they feel there is a real national trend towards the reform of land management.

**5.1.4 Problems, Constraints, Solutions (Issues to Be Clarified):** The TAC believes that this is the time to have clarified, if possible, certain issues pertinent to the Land Management Action Package. These are:

o The Form of New Land Development Envisioned

The need for significant amounts of new residential areas, especially those appropriate for lower income families, is paramount. The LD II contract states unequivocally that "regardless of assumptions made ..., it is clear that much new land has to be released quickly, serviced, and built upon. "However, a note is added to the Contract which states that government managed "sites and services" projects on public land will not be supported (page 27). The TAC's interpretation of these guidelines is that, then, the only form of new land development to be encouraged under this contract is where vacant State lands are released to private sector companies for development, subdivision and plot sale under regulations which somehow guarantee reaching target population groups. If this interpretation is correct, than it must be pointed out that such a form of land development has not been tried in Egypt (except in certain high-income developments) and that private companies in Egypt of the type which would carry out land development are rare. This concept of land "wholesaling" has been investigated during the EMS project, and many problems have been identified. This is not to say that such an approach couldn't be tried out under LD II on a small, experimental basis, but to base all possibilities for new land expansion to an untried technique seems inappropriate.

o The Introduction of Appropriate Standards for Land Development

This is an issue which is larger than any single governorate, and it is also a subject which has received considerable attention in the past in Egypt. It is still a continuous issue, and the question must be asked to what extent can the LD II Land Management effort, given its basic "institution-building" objective, also achieve a breakthrough in this area. Are only project-specific standards to be developed, or should legislative reform be considered also? The work on standards undertaken in (1) the EMS 1000 feddan project for Cairo and (2) the GTZ technical assistance in planning to GOPP will be reviewed for a clearer idea of the issues involved.

o The Form of Upgrading Projects Envisioned

Is the intent of the LD II Land Management Task to only support integrated community upgrading projects of the kind being carried out in Helwan, or are other forms of upgrading, including single-purpose or "program" upgrading (e.g. a garbage collection system in one area, community services in another, a road improvement program in a third) to be preferred?

## 5.2 Resource Requirements

The specifics of resource requirements needed for the work program of Task 8 can only be defined during the Diagnostics Phase. It is during this time that the detailed institutional, manpower, financial, and training needs of the participating governorates will be identified. Here general issues of resource requirements are discussed.

5.2.1 Institutional and Manpower Requirements The TAC will provide for Task 8 a group of personnel who will form the core land management team. Permanent members will include two counterpart professionals and one foreign expert. Short term expertise will also be called upon. Given the ambitious scope of the work plan and the need to approach six different governorates this TA manpower source will be severely stretched. As discussed above first priority will be put on the formation and operation of LMUs in the participating governorates, with maximum flexibility of what can be achieved in terms of institution building and manpower development. TA Contractor staff resources are:

Nagi Aziz,	Urban Planner	24 mm
Richard Heald,	Urban Planner	12 mm
M. Abdel Mageed,	Market Analyst	24 mm

Manpower needs for LMU staffing will be considerable and will require, as a minimum for each governorate, an average of 4 professionals (one of which will be the LMU director), plus support staff. The TAC is dependent on those positions being in place, oriented and initial training completed by the end of October 1988. After initial orientation, the TAC will continue to stress to governors the importance of immediate recruitment. If delays occur that jeopardize timely implementation of Phase II work activities, this will be so indicated in the Diagnostic Report.

Not only will these positions need to be filled by qualified professionals who can meet the job descriptions, but past experience in local-level institution building in Egypt has shown that successful candidates, especially for LMU directors, must be committed, politically acceptable and dynamic. Finding such persons is not easy. The appointment of LMU directors who are (1) well suited to their jobs and (2) devote themselves fully to it will constitute an important milestone in the Land Management Task.

**5.2.2 Financial Requirements:** In the Diagnostic Phase, the TAC will define in detail financial requirements for LMUs in each governorate. Here it is important to point out the crucial need for financing which is available for (1) LMU purchases and setting up costs such as office furnishings, equipment, vehicles, etc. and (2) LMU recurring costs, in particular salaries and bonuses. To attract and keep personnel of the desired caliber remuneration must be sufficient, whether hiring is to be done by contract or through secondment. And it will be important for the source of running costs to be a permanent one, not one which will dry up upon completion of this or other contracts.

This brings up an important issue that needs to be addressed. What should be the GOE/governorate contribution to financial requirements for LMUs, and what should be USAID's? On the one hand a serious sign of commitment on the part of the GOE is needed, but on the other a generous, easily-disbursed fund at LMU inception would be very welcome. The issue needs to be resolved as soon as possible. One idea might be to have USAID finance initial costs (equipment and other purchases), while the governorates' contribution would be the running costs.

**5.2.3 Training Requirements:** The general approach of the TAC is covered in the section of this report which is devoted to training. The training of LMU staff will follow this program, with an added emphasis on on-the-job problem solving.

### 5.3 Data Collection Requirements

Data collection procedures involve two main tasks: desk work and field work.

The desk work task involves compiling a list of any existing general data, references and/or reports pertaining to land management development, organizational responsibilities of local government units and other GOE agencies, related legal ordinances .. etc. Attached is a list of references which have so far been compiled. (refer to Annex 1). After reviewing the existing documents and in light of the general objectives of the land management task, a list of information still to be acquired has also been prepared

The field work task first entails an inception orientation program by familiarizing personnel of governorates, housing companies (Cairo), General Organization for Physical Planning (GOPP), Executive Agency for Joint Projects (EAJP), New Communities Agency (NCA) and financial Agencies such as the Credit Foncier Egyptien.

The Land Management team has developed a questionnaire for interviewing key people in different positions and at various levels. This questionnaire is to be reviewed and modified regularly during the course of field visits.

At the conclusion of the interview field work task, a preliminary analysis of data received will be conducted in order to grasp and confirm the current process for land management development, implementation and monitoring within each governorate, identify inconsistencies or basic obstacles, and explore options and alternatives. Findings will be developed and, when required, individuals will be re-interviewed to confirm conclusions.

Finally, a binder of the present process, forms, reports, and organization responsibility will be prepared for each governorate.

It is anticipated that the interview process will be completed by May 1, 1988 in all Governorates. We have completed initial interviews as of March 31, 1988 in the following governorates: Cairo, Giza, Qaliubia and Suez.

B.4 - TASK 8, LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
PHASE I -----			
8.1	PROJECT INCEPTION & ORIENTATION		
8.1.1	<p>Conduct orientation meetings and interviews</p> <ul style="list-style-type: none"> <li>- initial interviews with each governorate</li> <li>- prepare interviews questionnaire and briefly booklet on project</li> <li>- arrange/schedule interviews</li> <li>- conduct interviews</li> <li>- orientation interviews with housing companies and GOPP, EAJP, MCA and Credit foncier Bank</li> <li>- establish project contact</li> </ul>	<ul style="list-style-type: none"> <li>- survey of existing situation of land management</li> <li>- evaluation of past experience in establishing LMU Cairo, Giza, P.S, Suez, Alex (see also Task 8.1.1)</li> <li>- list of expected major problems by Governorate</li> <li>- list of alternatives proposals</li> </ul>	Ongoing to April 1988
8.1.2	<p>Gather relevant data</p> <ul style="list-style-type: none"> <li>- prepare list of desired data</li> <li>- request data from specific GOE, central agency of statistics, governorate agencies</li> <li>- follow-up on data receipt &amp; quality</li> <li>- preliminary analysis of data</li> <li>- document present status of project tracking system (MIS)</li> </ul>	Collection of data and documents related to land management in six governorates	Ongoing to May 1988
8.1.3	Utilize early reconnaissance findings to formulate draft inception report	Report draft for Action Package No. 8	Mid March 1988
8.1.4	<p>GOE-ULDC orientation meetings</p> <ul style="list-style-type: none"> <li>- prepare presentation</li> <li>- meetings</li> <li>- obtain ULDC input to project objectives, obtain consensus and enlist support for dialogue with Governorates</li> </ul>	Orientation and approvals	Ongoing
MILESTONE (1)		COMPLETED INCEPTION REPORT (ENGLISH,ARABIC)	END OF MARCH 1988
8.2	INSTALL OFFICE OF LMU - CATRO		
8.2.1	<p>Present Idea of Proposed LMU to Governorate</p> <ul style="list-style-type: none"> <li>- prepare description of aims and role of LMU</li> <li>- propose enabling decrees required for :                             <ol style="list-style-type: none"> <li>1) formation of LMU and,</li> <li>2) appointment of required staff</li> </ol> </li> <li>- prepare organization chart which includes linkages to other Governorate departments and to outside agencies</li> <li>- prepare skeleton list of staffing, spaces and equipment requirements</li> <li>- obtain consensus from Governorate on need and structure of LMU</li> </ul>	<ul style="list-style-type: none"> <li>- determination of aims and role of LMU</li> <li>- organization chart</li> <li>- determination of staff and equipment</li> <li>- organization chart</li> <li>- list of staffing and equipment</li> </ul>	Mid April 1988
8.2.2	<p>FORM LMU</p> <ul style="list-style-type: none"> <li>- prepare detailed organization and staffing structure for LMU</li> <li>- prepare job description and job qualification</li> </ul>	<ul style="list-style-type: none"> <li>- organization structure and job-description of LMU</li> <li>- Central Agency for organization and management approval of LMU</li> </ul>	Mid June 1988

6.4 TASK 8, LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	<ul style="list-style-type: none"> <li>- obtain governorate approval on LMU organization</li> <li>- obtain Central Agency for organization and management approval on organization of LKU</li> <li>- obtain from governorate required enabling decree</li> <li>- appointment LMU Director</li> <li>- obtain approval on other staff positions</li> <li>- reach agreement on LMU space and equipment needs</li> </ul>	<ul style="list-style-type: none"> <li>- governorate decree on establishment of LMU executive committee and appointment of LKU Director</li> </ul>	Mid May 1988
8.2.3	<p>Establish Hiring Schedule</p> <ul style="list-style-type: none"> <li>- prepare draft selection and hiring process time table</li> <li>- obtain Governorate approval on time table</li> <li>- follow up on LKU Director appointment</li> </ul>	<ul style="list-style-type: none"> <li>- preparing for hiring LKU Staff</li> <li>- hiring schedule of LKU staff</li> </ul>	End of May 1988
8.2.4	<p>Assist LKU Director in Staff Selection Process</p> <ul style="list-style-type: none"> <li>- TA staff appointed to selection committee</li> <li>- TA staff attend selection committee interview meetings</li> <li>- follow up on LKU staff appointment</li> </ul>	<ul style="list-style-type: none"> <li>- appointment of LKU Staff</li> <li>- follow up</li> </ul>	End of June 1988
	MILESTONE (2)	- DIAGNOSTIC REPORT ENGLISH/ARABIC - END OF PHASE I	END OF JUNE 1988
	<p>PHASE II -----</p>		
8.2.5	<p>Assess Preliminary Training Needs:</p> <ul style="list-style-type: none"> <li>- assess background and experience of LKU staff and prepare skill inventory</li> <li>- jointly with training group develop OTJ programs</li> <li>- jointly with training group develop formal program</li> <li>- review training group schedule for training</li> </ul>	<ul style="list-style-type: none"> <li>- assessment of training needs</li> <li>- outline of training programs</li> </ul>	End of Sept. 1988
	MILESTONE (3)	- TRAINING SCHEDULE PROGRAM	END OF SEPT. 1988
8.2.6	<p>Governorate Site Specific Coordination of TA Plan</p> <ul style="list-style-type: none"> <li>- develop master work plans and time table by site</li> <li>- assign TA staff co-ordinate each site</li> <li>- develop site visits and LKU meeting schedules</li> <li>- measure effectiveness and revise plans as appropriate</li> </ul>	<p>Implementation of:</p> <ul style="list-style-type: none"> <li>- LKU organization structure, hiring schedule and training programs in 5 Governorates: Suez, Qaliubia, Port Said, Alex and Giza</li> </ul>	End of August 1988

6.4 TASK 8, - LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
8.2.7	Assist LMUS, to collect & analyze Site Selection Data <ul style="list-style-type: none"> <li>- prepare a list of data on potential up-grad-ing and land development sites jointly with LMU staffs</li> <li>- jointly with LMU staff and MIS group develop a system for data analysis</li> <li>- prepare a list of criteria to evaluate potential land development sites</li> <li>- discuss the criteria with LMU staff</li> <li>- follow up on LMU staff evaluation process</li> <li>- prepare a list of upgrading and land develop-ment sites</li> </ul>	<ul style="list-style-type: none"> <li>- Survey potential upgrading and land manage-ment development sites</li> <li>- list of criteria for site selection</li> <li>- list of alternative upgrading and land development sites.</li> </ul>	Ongoing to Dec. 1988
8.2.8	Assistance In Preparation First Annual Land Management Implementation Plans <ul style="list-style-type: none"> <li>- prepare draft first annual land management implementation plan (jointly with LMU staff)</li> <li>- discuss draft annual plan</li> <li>- follow up on implementation of land manage-ment plan.</li> </ul>	<ul style="list-style-type: none"> <li>- preparation of first annual land management implementation plans</li> </ul>	End of March 1989
8.2.9	Assistance In Preparation Of First Annual Finan-cial Plan <ul style="list-style-type: none"> <li>- prepare draft first annual financial plan jointly with LMU Staff</li> <li>- discuss draft annual financial plan</li> <li>- follow up on implementation of financial plan</li> </ul>	Preparation of first annual financial plan	End of March 1989
MILESTONE (4)		FIRST ANNUAL LAND MANAGEMENT IMPLEMENTATION AND FINANCIAL PLANS	END OF MARCH 1989
8.3 INTERAGENCY CO-ORDINATION			
8.3.1	Negotiate Inter-Agency Agreements <ul style="list-style-type: none"> <li>- prepare working paper for inter-agency co-ordination</li> <li>- meeting with governorate agencies:                             <ul style="list-style-type: none"> <li>(i) General Organization for General Planning (GOPP)</li> <li>(ii) Executive Agency for Joint Projects (EAJP)</li> <li>(iii) General Housing Agency Companies                                     <ul style="list-style-type: none"> <li>Misr Gadida Co.</li> <li>Nasr City Co.</li> <li>El Nasr Co.</li> <li>Maadi Co.</li> </ul> </li> <li>(iv) Greater Cairo/Project Implementation Authorities</li> <li>(v) Private Consultants to governorates where applicable</li> </ul> </li> </ul>	An operating system for inter-agency co-ordination	End of June 1988

6.4 TASK 8, LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	<ul style="list-style-type: none"> <li>- prepare final agreements between parties</li> <li>- follow up on agreement implementation</li> </ul>		
	<b>MILESTONE (5)</b>	SIGNED AGREEMENTS BETWEEN GOVERNORATES AND GOE AGENCIES	END OF JULY 1988
8.3.2	<b>Establish Executive Committees</b> <ul style="list-style-type: none"> <li>- prepare activity description of committees</li> <li>- obtain governorate approval on committee members</li> <li>- appointment of committee members</li> <li>- TA staff attend executive committee meetings</li> <li>- follow up on committee activities</li> </ul>	<ul style="list-style-type: none"> <li>- operational Inter-Agency Coordination committees</li> <li>- governorate approval on committees functions</li> <li>- appointment of committee members</li> <li>- first committee meeting</li> </ul>	End of Sept. 1988
<b>8.4</b>	<b>UPGRADING</b>		
8.4.1	<b>Community Development, Assist LMU in:</b> <ul style="list-style-type: none"> <li>- selection of first upgrading site out of list prepared in 8.2.6</li> <li>- assessment of deficiencies in basic services</li> <li>- assessment of financial needs</li> <li>- negotiation for financial support with banks and/or funding agencies</li> </ul>	<ul style="list-style-type: none"> <li>- a reasonably sized upgrading site selected for trial implementation</li> <li>- list of needs completed</li> <li>- funding secured</li> </ul>	Ongoing until June 1989
8.4.2	<b>Protect Open Space, Assist LMU</b> <ul style="list-style-type: none"> <li>- survey existing open space</li> <li>- acquisition and physical protection of spaces</li> </ul>	<ul style="list-style-type: none"> <li>- full list of available open space acquired and protected (to be prepared by LMU with assistance by TA contractor)</li> <li>- acquisition decree issued</li> <li>- funds disbursed for physical protection (i.e. site fences)</li> </ul>	End Feb. 1989
8.4.3	<b>Prepare Upgrading Urban Plan, Assist LMU to:</b> <ul style="list-style-type: none"> <li>- seek financing for upgrading urban plan</li> <li>- prepare RFPs</li> <li>- exist in evaluation and selection of bidders</li> <li>- award contract to selected consultant</li> </ul>	<ul style="list-style-type: none"> <li>- a valid upgrading Urban Plan ready for implementation and properly funded</li> <li>- a working system for preparing RFPs and awarding contracts</li> </ul>	End of August 1989  End of August 1989
8.4.4	<b>Develop Appropriate Standards, Assist LMU to:</b> <ul style="list-style-type: none"> <li>- survey existing standards and recent proposal changes</li> <li>- determine the gap between existing and ideal standards</li> <li>- develop list of changes needed in cooperation with consultant for urban plan</li> </ul>	<ul style="list-style-type: none"> <li>- a new set of Planning Standards (if needed) for community upgrading projects</li> <li>- data bank for existing standards, laws and by-laws</li> <li>- recommendations for changes in standards with appropriate government agencies</li> </ul>	End August 1989
8.4.5	<b>Establish Land Prices:(In Case of Informal Communities):</b> <ul style="list-style-type: none"> <li>- survey existing prices</li> <li>- develop pricing system</li> <li>- discuss pricing system</li> <li>- obtain governorate approval on pricing system</li> </ul>	<ul style="list-style-type: none"> <li>- data bank established</li> <li>- an approved pricing system ready for implementation; system to be updated for following land prices across low-income communities</li> </ul>	Ongoing to Dec. 1989

6.4 TASK 8, LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
8.4.6	Develop Land Transfer Process (in case of informal communities) - resolve land title problems - prepare transfer process time tables - implement land transfer procedures - follow up on land transfer procedures	To be clarified in Diagnostic Report	Ongoing
8.4.7	Initiate Land Sale & Title Transfer (in case of informal communities) - receive applications - contracting and registration	To be clarified in Diagnostic Report	Ongoing
8.5	TRIAL NEW LAND DEVELOPMENT		
8.5.1	Prepare Urban Plan: - pilot area, identified, acquired and protected - seek funding for urban plan - prepare RFP - evaluate proposals and select successful bidders - award contract to selected consultant	- financing secured from bank, funding Agency or governorate - contract signed with selected consultant - urban plan received - a valid comprehensive urban plan ready for implementation and properly funded - a workable system for preparing RFPs and evaluating and awarding contracts	Ongoing to June 1989
	MILESTONE (8)	URBAN PLAN APPROVED	END OF JUNE 1989
8.5.2	Develop Appropriate Standards - survey existing standards - determine the gap between existing and ideal standards - develop list of changes requested in cooperation with consultant for urban plan	- a new set of planning standards (if needed) for Land Development - data bank for existing standards, laws and by-laws - a request filed for change in standards with appropriate government agencies	End of Dec. 1988 End of July 1989 End of Dec. 1988
8.5.3	Establish Land Prices - survey existing prices - develop pricing system - discuss pricing system - obtain governorate approval of system	- an approved pricing system ready for implementation and a mechanism to be used continuously for following land prices in market - data bank established - pricing strategy submitted for approval - pricing strategy approved	Ongoing to June 1989
8.5.4	RFP Preparation, Evaluation & Award - prepare RFP Document for developers - evaluate proposals and select successful bidder(s) - negotiations with developer(s) - award contract to selected developer	- Contract(s) signed with developer(s) - developer(s) selected and awarded	To be identified in Diagnostic Report
8.5.5	Initiate Land Sales to Developers	To be included in Phase III	End of Sept. 1989

6.4 TASK 8, LAND MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
8.6	DEFINE PHASE III DELIVERABLES	<ul style="list-style-type: none"> <li>- Evaluation Report</li> <li>- set of recommendations</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>- evaluate phase I and II progress</li> <li>- define additional deliverables for phase III</li> </ul>		
	MILESTONE (?)	<ul style="list-style-type: none"> <li>- FINAL REPORT</li> <li>- PHASE III DOCUMENT</li> </ul>	END OF SEPT. 1989

TASK 8 - LAND MANAGEMENT

Work Activity		Phase I - To June 30, 1988					
Task	Description	January	February	March	April	May	June
8.1.0	PROJECT INCEPTION & ORIENTATION						
8.1.1	Conduct Orientation Meetings and Interviews		—————				
8.1.2	Gather Relevant Data		—————				
8.1.3	GOE - ULDC Orientation Meetings		—————				
8.2.0	INSTALL OFFICE OF LAND MANAGEMENT UNIT						
8.2.1	Present Idea of Proposed LNU to Pilot Governorate (Cairo)		—————				
8.2.2	Form LNU				—————		
8.2.3	Establish Hiring Schedule (Cairo)					—————	
8.2.4	Assist LNU Director in Staff Selection Process (Cairo)					—————	
8.2.6	Site Specific Co-ordination of TA Plan (Others)					—————	
8.3.0	INTERAGENCY COORDINATION						
8.3.1	Negotiate Participation Agreements					—————	
8.3.2	Establish Executive Committee					—————	

TASK 8 - LAND MANAGEMENT

Work Activity		Phase II - July 1, 1989 - Dec., 31, 1989					
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
8.2.0	INSTALL OFFICE OF LMU						
8.2.4	Assist LMU Director in Staff Selection Process	■					
8.2.5	Assess Preliminary Training Needs		■				
8.2.6	Site Specific Coordination of TA Plan (5 Governorates)	■					
8.2.7	Collect and Analyze Site(s) Selection Data	■	■				
8.2.8	First Annual Implementation Plan		■	■			
8.2.9	First Annual Financial Plan		■	■			
8.3.0	INTERAGENCY COORDINATION						
8.3.2	Establish Executive Committee (Follow-Up)	■					
8.4.0	TRIAL COMMUNITY UPGRADING						
8.4.1	Community Development			■	■		
8.4.2	Protect Open Space			■			
8.4.3	Prepare Urban Plan		■	■	■		
8.4.4	Develop Appropriate Standards		■	■	■		
8.4.5	Establish Land Prices				■	■	
8.4.6	Develop Land Transfer Process *					■	■
8.4.7	Initiate Land Sale and Title Transfer *						
8.5.0	TRIAL LAND DEVELOPMENT						
8.5.1	Prepare Urban Plan	■	■	■	■		
8.5.2	Develop Appropriate Standards	■	■				
8.5.3	Establish Land Prices		■	■	■		
8.5.4	RFP Preparation, Evaluation & Award (Cairo)			■	■	■	
8.5.5	Initiate Land Sales to Developers.*						
	* to be identified in Diagnostic Report						

TASK 8 - LAND MANAGEMENT

Work Activity

Phase II - July 1, 1989 - Dec., 31, 1989

Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
0.6.0	DEFINE PHASE III DELIVERABLES						
0.6.1	Evaluate Phase I & II Projects						
0.6.2	Define Additional Deliverables for Phase III						

## SECTION 6

### SOLID WASTE MANAGEMENT

#### 6.1 TASK BACKGROUND:

6.1.1 Task Description: Throughout the urban areas of Egypt, government officials are confronted with ever-expanding volumes of solid waste which result in environmental disasters, as from open burning dumps contaminating both the atmosphere and the groundwater, and severe public health hazards from uncollected garbage left rotting on the street. The challenge for the government officials is how, in a cost-effective and socially acceptable manner, to collect, transport, and dispose of these vast quantities of solid wastes.

During the recent past, there has been considerable work accomplished locally in this field:

- o The NUS Project TA Contractor staff conducted a number of comprehensive engineering studies in Cairo, Giza, Alexandria and Shoubra El Kheima. As a direct result of these studies, city officials implemented pilot solid waste cleanup programs in each of Alexandria's six districts, opened plastic bag factories in Cairo, Giza, Alexandria and Qaliubia Governorates, and procured specialized maintenance tools and equipment in addition to 212 tractor carts appropriate for trash collection in narrow streets. The NUS TA Contractor also provided engineering recommendations for sanitary landfills, one of which is now functioning at El Dowayeka, Cairo.
- o The United Nations Development Program (UNDP), working through the Ministry of Housing, Utilities, Reconstruction and New Communities, financed the development of waste management plans for the Canal Cities during the years 1980- 83. To date, none of these plans have been implemented.
- o The International Development Agency (I.D.A.) of the World Bank financed the design and construction of two intermediate - technology composting plants, one in Cairo and one in Alexandria (1980-86). The implementing agency for the project was the Executive Agency for Joint Housing Projects (E.A.J.H.P.). Both plants are currently operating at full capacity.

- o The Japanese International Technical Cooperation and Assistance (J.I.C.A.) program funded the development of a waste management master plan for Alexandria. The implementing organization is the Governorate of Alexandria. Plan development has been completed and a work schedule is currently under preparation.
  
- o The Governorate of Cairo, partially funded by I.D.A., is conducting a program, now underway, for upgrading the traditional zabballeen waste collection and recycling program in Cairo (1980- 86). The intent is to enhance the zabballeen's institutional capacity while introducing reliable trash collection services to a large number of low-income areas. A zabballeen owned and operated waste management company has been created and a pilot project has been established to mechanize waste pickup in Manial and Zamalek. Also, a zabballeen owned and operated composting plant is currently at full capacity.
  
- o The Danish development agency, DANIDA, financed the design and construction of two composting plants (each 5 tons/hour) in Cairo and Giza (1981-87). Both facilities are now in operation.
  
- o The National Institute Center, for a fee of L.E. 15,000 furnished by the Giza Cleaning and Beautification Authority (GCBA), completed in 1985 a one-year study of solid waste management in Giza City. A similar effort, but scheduled to last two years, has commenced in Cairo. In Giza, partially as a result of recommendations of the study, the zabballeen are still actively involved in waste collecting and recycling but the municipality is imposing tighter controls. All zabballeen must be licensed, wear a designated uniform, and mechanize their operation (reportedly, donkey carts will be completely phased out by the end of April of this year). In addition to the zabballeen, the other participants now in the solid waste program in Giza include private contractors and the GCBA. The GCBA people have the responsibility of picking up the previously unserved low income areas for an imposed monthly fee of LE 1. For the private sector, there are 5 companies assigned to 7 areas. The garbage in plastic bags is collected every other day and the monthly fee is LE 2 - 2.5. The employees are uniformed and utilize a variety of trucks.

6.1.2 **Scope and Approach:** The primary objectives of Task 9, Solid Waste Management, are to: 1) utilize existing studies and reports plus data gleaned from on-site analyses and

surveys by project personnel to develop draft master plans and solid waste action plans for each of the 6 governorates; and 2) to select representative areas then, in coordination with the responsible government agencies, implement the master plans in these chosen areas.

The approach is as detailed in the work program. Initially, during Phase I, efforts will be focused on the 3 governorates of Cairo, Giza and Qaliubia, which comprise the Greater Cairo metropolitan area. Then, early in Phase II, work will begin in Alexandria, Port Said, and Suez Governorates. Due to the profusion of existing reports and studies, a number of which have valid recommendations which are being partially implemented at this time, greater reliance will be placed on interpreting these field results than on conducting redundant baseline quantity/constituent waste generation studies. Emphasis will be placed on obtaining an economic mix of private and public sector organizations to handle the urban solid waste responsibilities.

The TA Operations and Maintenance (O&M) Section will have overlapping responsibilities with the Solid Waste Management people in that both groups will be assessing the capabilities of the CCBA/GCBA organizations; the O&M people from the viewpoint of cost-effective vehicle maintenance and the solid waste people from the aspect of efficiency in collecting and disposing of garbage. Coordination will also be effected with the Offices of Management and Economic Development (OMED) so as to provide input for planning/budgeting.

**6.1.3 Problems, Constraints, and Solutions:** In developing the master plans, Project personnel may be under counterpart pressure to comply with recommendations of previous reports even though these old recommendations were made for a different situation or another location and are not necessarily applicable for the new time and place. The solution is for the project personnel to work closely with government officials so that reasons underlying major decisions are discussed openly and thus contractor credibility is established. On the other hand, sharing on-going pilot programs could be beneficial to the LD II Urban Project as, for example, in Cairo where Governorate pilot programs are currently on-going in Manial and Zamalek. Task 9 mandates that the TA Contractor furnish a detailed investigation and system design of one representative area in addition to the central business district in each of the 6 governorates. The study process in Cairo could be accelerated if project personnel select the areas of Manial and Zamalek, thus hopefully gaining access to data already collected and compiled. One obvious constraint is the lack of project personnel assigned to solid waste management. This subject is discussed later in this report under the section on required resources.

## 6.2 RESOURCE REQUIREMENTS

### 6.2.1. Manpower

#### Solid Waste Management T.A. Group

- 12 person months - Albert McCarty -  
Assistant Project Director
- 24 person months - Mohamed Abou Zeid -  
Engineer
- 24 person months - Suzan Mobarak -  
Sociologist

The work requirements for Task 9 are extensive in that the TA Contractor must compare and validate the findings of numerous studies by consultants and government organizations, must investigate in depth and evaluate a number of public and private sector participants in the solid waste collection field, and must develop detailed plans for representative areas in 6 governorates. The TA Contractor staff listed above obviously cannot accomplish these duties by themselves and thus they must make continuous use of GOE solid waste personnel. In addition, governorate and city employees will of necessity be seconded to the Project for varying periods to conduct affordability/preference surveys and to collect other data as required.

6.2.2 Financial: No contract budget changes are anticipated during Phase I (to current contract provisions) except for training needs which are discussed elsewhere in this report.

6.2.3 Training: Beginning in Phase 1, several groups associated with solid waste management have been targeted for training:

- o Mechanical Engineers, Technicians: Operation of composting plants
- o Civil Engineers, Technicians: Operation of sanitary landfills
- o Local Community Leaders: Solid waste practices as related to protection of the public health.

### **6.3 DATA COLLECTION AND REQUIREMENTS**

As described in an earlier section, there is a considerable number of recent relevant studies and reports on solid waste collection procedures in urban Egypt, Project personnel must visit each of the studied areas and determine if any report recommendations have been, in fact, implemented and, if so, what are the results of the implementation. The performance standards noted in these reports should be compared to see if the results appear valid and if there are large differences between areas. Project personnel must develop questionnaires and, in a statistically sound manner, conduct surveys for affordability/ preference. Project personnel must visit industrial work places incorporating recycled materials and devise other methods to assess the strength of the market for recycled goods.

6.4 TASK 9, SOLID WASTE MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	PHASE I -----		
9.1	PROJECT INITIATION  Based on contract requirements and YA contractor proposal, prepare work plan to accomplish required tasks.	Inception Report	
	MILESTONE (1)	COMPLETED INCEPTION REPORT	END OF MARCH 1988
9.2	SOLID WASTE GENERATION AND COMPOSITION ANALYSIS		
9.2.1	Utilizing existing studies, develop representative waste quantities, demand maps, and typical composition data for Greater Cairo area.	Technical memorandum with maps delineating: population distribution and density in the collection area; overall topography or configuration of individual city districts; and characteristics of refuse produced in different sub-sections of the area.	End of April 1988
9.2.2	Utilizing existing studies, supplemented by field investigations, analyze existing and potential markets for recoverable materials.	Technical memorandum assessing economic viability of solid waste recycling	End of April 1988
9.3	CONDUCT AFFORDABILITY AND PREFERENCE SURVEYS		
9.3.1	Select two representative areas for each of the three governorates, Cairo, Giza and Qaliubia. Coordinate with Governors and receive permission to conduct surveys in each of these areas.	Questionnaire developed, then approved by CAPMAS	Mid April 1988
9.3.2	Train data collectors, supervise procedures and validate data from questionnaire compilation. Analyze results	Memorandum with recommendations for acceptable tariffs and levels of service vis-a-vis income levels in selected areas.	End of April 1988
9.4	ANALYSIS OF PUBLIC AND PRIVATE SECTOR CAPABILITIES		
9.4.1	Utilizing existing studies, analyze private sector involvement and capabilities in solid waste collection and disposal in three governorates	Technical memorandum defining current and future utilization of zabbaleen and other private contractors	End of May 1988
9.4.2	Organizational analysis of CCBA and evaluation of resources and productivity. Define roles in solid waste management for government sanitation departments and beautification authorities. Design a management information system (MIS) for both financial and operational purposes in order to maximize efficiency of government efforts in solid waste sector.	Technical memorandum outlining MIS system to provide optimum routing and utilization of collection vehicles.	End of June 1988

6.4 TASK 9, SOLID WASTE MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
9.5	<p><b>PROJECT REVIEW</b></p> <p>Review and analyze data, achievements, projected schedules, constraints and problems. Then, based on conclusions formulate recommendations.</p>	Diagnostic Report	
	MILESTONE (2)	COMPLETED DIAGNOSTIC REPORT - END OF PHASE I	END OF JUNE 1988
	PHASE II -----		
9.6	<p><b>DEVELOP CITY WIDE SOLID WASTE NEEDS</b></p>		
9.6.1	<p><b>Preliminary Program Framework:</b> Utilizing baseline data, retrieved and collected as detailed above, design and develop over all guidelines, criteria, design parameters and public/private organizational arrangements for solid waste management in Greater Cairo area. Submit to USAID and GOE.</p>	Conceptual plan with overall allocation of solid waste operational resources.	
	MILESTONE (3)	COMPLETED CONCEPTUAL PLAN	END OF SEPT. 1988
9.6.2	<p><b>Waste Collection Systems:</b> Establish appropriate service levels and performance standards for the urban areas as a whole but specifically focused on the selected areas.</p>	Technical memorandum will include preliminary design and analysis of technical requirements. Cost comparisons will be provided of a variety of mechanized collection technologies under various institutional arrangements, with emphasis on: affordability; cost effectiveness; ease of cost recovery; demands on maintenance capabilities; demands on supervisory and administrative capabilities; need for specialized training; consumer acceptance and reliability.	End of Oct. 1988
9.6.3	<p><b>Waste Transfer, Treatment and Disposal:</b> Undertake detailed comparative analysis of economic merits and required institutional arrangements for various waste treatment and utilization systems, with special emphasis on composting and landfill programs,</p>	Technical memorandum with major thrust on economics as well as manpower requirements of composting and sanitary landfills to meet demands of Greater Cairo area.	End of Oct. 1988
9.6.4	<p><b>Equipments Needs:</b> Develop lists of required equipment to include all rolling stock (trucks, garbage packers, tractors, small trucks and automobiles), maintenance requirements, staffing and manpower estimates and procedures for all garages, transfer stations, and waste treatment and disposal facilities including sanitary landfill sites and composting plants.</p>	Technical analysis defining equipment needs in order to implement solid waste plan in Greater Cairo	End of Oct. 1988
	MILESTONE (4)	COMPLETED EQUIPMENT REPORT	END OF NOV. 1988

6.4 TASK 9, SOLID WASTE MANAGEMENT WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
9.7	<p>PREPARATION OF PLAN</p> <p>The outputs from above will be consolidated into solid waste management plans and phased programs for the 3 governorates of the Greater Cairo area.</p>	<p>Plan will include:</p> <p>a. overview statement</p> <p>b. detailed plan description for required resources, organizations, productivity and public/private sector participation. Financial and economic analysis. Submit for approval to USAID and ULDC.</p>	
	MILESTONE (5)	COMPLETED SOLID WASTE MASTER PLAN FOR GREATER CAIRO	END OF DEC. 1988
9.8	IMPLEMENT MASTER PLANS IN SELECTED AREAS		
9.8.1	Establish action plans	Tender documents, institutional and contractual arrangements	on-going
9.9	PROJECT REVIEW		
9.9.1	Review and analyze progress, accomplishments, problems and limitations. Based on conclusions, formulate recommendations,	Final Report for Action Package No. 9	
	MILESTONE (6)	COMPLETED FINAL REPORT	END OF SEPT. 1989
9.10 - 9.16	IDENTICAL SUB-TASKS FOR ALEXANDRIA AND CANAL CITIES (3 GOVERNORATES)	Master plans of all 3 governorates to be completed by March 1989. Detailed schedules and implementation plans to be developed in Diagnostic Phase.	On-going

TASK 9 - SOLID WASTE MANAGEMENT

Work Activity		Phase I - To June 30, 1988					
Task	Description	January	February	March	April	May	June
9.1	PROJECT INITIATION INCEPTION REPORT						
9.2	SOLID WASTE GENERATION AND COMPOSITION ANALYSES						
9.2.1	Determine waste quantities and areas where generated						
9.2.2	Analyze markets for recycled goods						
9.3	CONDUCT AFFORDABILITY AND PREFERENCE SURVEYS (PHASE I)						
9.3.1	Select areas. Questionnaire approved						
9.3.2	Conduct survey						
9.4	ANALYSIS PRIVATE/PUBLIC SECTOR CAPABILITIES						
9.4.1	Examine private sector potential in solid waste management						
9.4.2	CCBA organizational analysis; develop MIS to support solid waste management efforts						
9.5	PROJECT REVIEW DIAGNOSTIC REPORT						

TASK 9 - SOLID WASTE MANAGEMENT

Work Activitiy		Phase II - July 1, 1988 - Dec. 31, 1989					
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
9.6	DEVELOP CITY-WIDE SOLID WASTE NEEDS						
9.6.1	Devise conceptual plans	██████████					
9.6.2	Establish standards for waste collection systems	██████████	██████████				
9.6.3	Establish standards for waste transfer, treatment, and disposal	██████████	██████████				
9.6.4	Establish equipment needs	██████████	██████████				
9.7	PREPARATION OF MASTER PLANS	██████████	██████████	██████████			
9.8	IMPLENENT MASTER PLANS IN SELECTED AREAS			██████████	██████████	██████████	██████████
9.9	PROJECT REVIEW FINAL REPORT					██████████	
9.10- 9.16	PLANS FOR ALEXANDRIA AND CANAL GOVERNORATES	██████████	██████████	██████████	██████████	██████████	██████████

## SECTION 7

### TRAINING

#### 7.1 Task Background

7.1.1 Task Description: Manpower development in managerial and technical skills for the six governorates affected by LD II Urban has been identified as an urgent need. Training is one of the best tools available to help district and governorate level personnel understand, absorb and utilize skills in planning, implementation and evaluation.

LD II Urban training is directly linked to technical assistance and is being developed in coordination with all LD II Urban specialists providing that assistance to the six governorates.

Every attempt will be made to build on the experience and investment of NUS training, however, LD II Urban training staff will carefully review old and new delivery systems during the Diagnostic Phase. Particular attention will be paid to the shift in priorities from NUS to LD II Urban, from building to maintenance. Implementing new systems, such as those proposed for OMED and MIS, will be a high priority of training.

Great attention will be given to designing and delivering training programs that will contribute to capacity building by:

- o Upgrading Local Government Popular Council ability to help identify basic service needs in their areas;
- o By upgrading Local Government staff skills to provide basic services;
- o By the incorporation of new procedures, systems and policies to better provide basic services;
- o By the development of local revenues to finance local investments; and
- o By the development of stronger public-private sector linkages to respond to basic service needs.

The Local Government units will develop training programs with LD II Urban training staff for their councils and staff by using LD II grants for local development training. Training provided by TA Contractors will be organized by the LD II Urban training staff. Where possible, the Sakkara Training Center will be used for improving local government manager skills. LD II Urban training will continue to rely on use of the

investment in governorate training centers (DOAAs) developed during NUS.

However, outside private agencies and centers will also be heavily relied upon for upgrading office and computer skills. Successful vocational training sites used under NUS, as well as new sites, will be used where cost effective. Finally a small group will be recommended for training in the United States where that training is more appropriate than in Egypt.

**7.1.2 Scope And Approach:** New training approaches in using the LD II Urban TA staff in Cairo will be attempted and evaluated in Phase I. For example, the Implementation Coordinators will have an intense on-the-job training (OJT) program in Cairo developed by the training staff in conjunction with the Program, Budget and Management Team. Similarly, the Training Team will work with the Management Information (MIS) Group to develop a training implementation strategy for MIS through a catalyst contract. Training Coordinators will also be given On-The-Job in Cairo by our training staff in conjunction with all Action Package teams.

The training group will put great emphasis in Phase I on:

- o Introducing the LD II Urban Program to local government councils and staff through Orientation Seminars in each governorate and district.
- o Conducting interviews and collecting data on training needs directly from the local councils and governorate members and staff in each of the governorates.
- o Selecting appropriate training institutions which will best use and complement LD II training resources.
- o Starting implementation of training courses according to stated needs.

The review and updating of training materials developed by the NUS TA Contractor will help in providing material; particularly for the new governorates of Suez and Port Said. A review of all administrative forms and procedures developed by NUS will be a logical first step for the LD II Urban TA Contractor training staff. New forms and procedures will be developed on an ongoing basis in conjunction with affected Action Package Terms and, where possible, field tested before using.

A Phase I training program based on recommendations of the Action Teams, along with the preliminary feedback from the Needs Assessment, has been developed (see following Table). Any constraints will be clearly stated in the Diagnostic Report when a detailed Phase II work plan will be finalized.

**7.1.3 Problems, Constraints And Solutions:** Delays in approval of the Phase I Budget will be a crucial factor in implementation of the Action Plan.

Selection of the Training Coordinators and the definition of the role of the LALO (Local Administration Liaison Office). This should be completed by the end of March to enable the TA Training Group to accomplish the tasks related to LALO.

Lack of appropriate GOE funding for training at the governorate level. For example DOAAs were not able to continue implementation of NUS courses after the lifetime of the Project due to budget constraints.

## **7.2 Resource Requirements**

### **7.2.1 TA Contractor:**

- o **Ali Fawzi Younis** - Assistant Project Director, Manpower Development, provides overall leadership to the Training Group and is the principle liaison with GOE officials and the Training Team. He chairs the Orientation Seminars and is responsible for identifying Training Coordinators in each governorate.
- o **Richard M. Hailer** - The Training Team Leader is responsible for developing monitoring and evaluating all aspects of the LD II Urban Training Package. He is responsible for the development of procedures and practices of the Team, including a review of LD II Urban courses and non courses.
- o **Sanaa el Aassar,**
- o **Ahmed Sabry,**
- o **Zarif Botros, and**
- o **Gamal Nawara** - are Training Specialists responsible for conducting Orientation Seminars, monitoring LD II Urban training programs, gathering data, conducting interviews, reviewing training sites and reporting on the status of LD II Urban training in the six governorates. They assist with the preparation of plans and reports on specific issues of training. When appropriate, they teach parts of courses, translate materials and provide general assistance to the Project.

**7.2.2 GOE Training Coordinators:** are to be nominated for LD II Urban Training in each of the six governorates (it is recommended that Cairo have assistants for each zone as well).

The following Coordinators have been named to-date by the governorates:

- o **Mustafa Kamal Saad, Port Said**, is presently the Director of the Port Said Governorate Planning Department.
- o **General Salah el Din Megahed, Suez**, is the Director General of the Governor's Office.
- o **Mrs. Fatma Mohamed Abul Khair, Giza**, is the Director of the Training Center (DOAA).
- o **Mr. Ahmed Saber, Cairo**, is the Assistant Secretary General of the Cairo Governorate.

7.2.3 **Financial:** Over one hundred and eighty prospective trainees are scheduled for seventy five days of training in Phase I. A training budget of over L.E. 119,000 is proposed for Phase I.

### 7.3 Data Collection Requirements

Data collection will involve completing a needs assessment survey of the six Action Packages prepared by the Training staff. The structured interviews are underway (see schedule below). The Action Package Teams have been polled for their recommendations on Phase I training and are working closely with the Training Team on the development of Phase II projections.

<u>Governorates</u>	<u>Governorate Local Development Committee</u>	<u>Executive Council</u>	<u>Local Popular Council</u>	<u>District Staff</u>	<u>Total</u>
Cairo	5	10	10	35	60
Alexandria	5	10	10	15	40
Suez	2	6	7	20	35
Giza	2	6	7	10	25
Port Said	2	6	7	20	35
Qaliubia	2	6	7	10	25
	18	44	48	110	220

74 - TASK 10, TRAINING WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
	<b>PHASE I</b>		
1.1	<p><b>ORIENTATION SEMINARS</b></p> <p>Meetings of at least 200 selected members of local popular councils, district chiefs, governorate and district technical departments, solid waste and beautification authorities, ONED and land management units will be held in each governorate to familiarize them with the purpose and strategies of LD II BSPs and O&amp;M Systems.</p>	<p>1- Between 300-400 target group members will be briefed on:</p> <p>a. procedures in requesting and attaining LD II funds.</p> <p>b. Procedures for managing project implementation and for preparing all necessary financial reports.</p> <p>c. The financing of infrastructure services and programming.</p> <p>d. Allocation of resources by priority achieve their goals.</p> <p>e. Need for training as a tool to help achieve their goals.</p>	End of March 1988
	<b>MILESTONE (1)</b>	<b>ORIENTATION SEMINARS COMPLETED</b>	<b>END OF MARCH 1988</b>
10.1	<b>NEEDS ASSESSMENT</b>		
10.1.1	Design manpower and functions survey to be administered by the training staff to 220 managers in the six governorates	A Needs Assessment Report including: Completed structured interview questionnaire (220 managers)	End of March 1988
10.1.2	Conduct a manpower and functions needs assessment with other Action Package Managers	Screen data collected from surveys, make recommendations based on greatest need and cost effectiveness	
10.1.3	Early reconnaissance for Inception Report		
	<b>MILESTONE (2)</b>	<b>COMPLETED INCEPTION REPORT</b>	<b>END OF MARCH 1988</b>
10.2	<b>TRAINING COORDINATORS</b>		
10.2.1	Identify Training Coordinators from six governorates	Roster of Training Coordinators	Mid March 1988
10.2.2	Design training program for Training Coordinators on policies and procedures of LD II Urban Training and Action Packages	Training program materials completed	End of May 1988
10.2.3	Conduct OJT Training for Training Coordinators	Complete Training for Training Coordinators	End of June 1988

## 7.4 - TASK 10, TRAINING WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
10.3.	IDENTIFY TRAINING SITES		
10.3.1	Review former MUS Training sites	List of approved former MUS Training sites	End of May 1988
10.3.2	Review of new LD II Training sites	List of approved LD II training sites	End of June 1988
	MILESTONE (3)	TRAINING STAFF REPORT ON RESOURCES AVAILABLE MATCHED TO TRAINING NEEDS FOR LD II TRAINING IN PHASE II	End of June 1988
10.4	NEW GOVERNORATES MANAGEMENT TRAINING		
10.4.1	Conduct management training for Suez using MUS materials	Over 45 trained Local Council members and staff	End of June 1988
10.4.2	Conduct management training for Port Said using MUS materials	Over 45 trained Local Council members and staff	End of June 1988
10.5	MANAGEMENT INFORMATION SYSTEM TRAINING (MIS)		
10.5.1	Design MIS Training for 6 governorates	Over 30 trained MIS functionaries from the governorates using the LD II MIS system	End of May 1988
10.5.2	Monitor and Evaluate MIS Training for 6 governorates	Staff Evaluation of MIS Training	End of June 1988
10.6	ON-THE-JOB (OJT) FOR LD II CDUNTERPARTS		
10.6.1	Design OJT training for 35 counterparts in LD II Action Packages	Complete program design with Program\Budget\ Management, Solid Waste, Basic Services, and Training Coordinators	End of April 1988
10.6.2	Conduct and monitor OJT training for 35 counterparts	Complete OJT Training	End of June 1988
	MILESTONE (4)	DIAGNOSTIC REPORT - END OF PHASE I	END OF JUNE 1988
	PHASE II		
10.7	TRAINING OF TRAINERS (TOT)		
10.7.1	Design a Training of Trainers program for LD II Urban Training	Complete the (TOT) materials	End of October 1988
10.7.2	Recruit and Select Trainers for LD II Trainer of Trainers Course	A roster of Trainers	End of October 1988
10.7.3	Conduct Trainer of Trainers Courses (TOT)	Complete Inhouse (TOT)	On-going

**TASK 10, TRAINING WORK PLAN**

<b>TASK No</b>	<b>WORK ACTIVITY</b>	<b>OUT PUT/ DELIVERABLES</b>	<b>TARGET COMPLETION DATE</b>
<b>10.8</b>	<b>TRAINING ADMINISTRATION MANUAL FOR LD II</b>		
10.8.1	Develop Procedures for reviewing Contractors and Government Agencies conducting Catalyst Training for LD II Urban	Manual for contracting with outside firms and government agencies	End of September 1988
10.8.2	Develop Procedures for US Training	Process for contracting with US firms and institutions and for selecting participants	End of November 1988
	<b>MILESTONE (S)</b>	<b>ADMINISTRATION MANUAL FOR LD II TRAINING</b>	<b>END OF NOVEMBER 1988</b>
<b>10.9</b>	<b>OJT LD II PHASE II TRAINING</b>		
10.9.1	Design LD II Phase II OJT with Action Package Teams	Complete OJT materials and program	End of September 1988
10.9.2	Conduct Inhouse training OJT for OMED, Land Management and other Action Package Counterparts	Conduct OJT as needed	Ongoing
<b>10.10</b>	<b>PHASE II LD II TRAINING</b>		
10.10.1	Design training plans which will include but not be limited to the following:-  a. Basic cost/benefit analysis for public infrastructure projects  b. Recurrent cost analysis  c. Municipal equipment selection  d. Environmental impact, with emphasis on sanitation and water problems  e. Procurement, planning of sub-projects  f. Planning and managing feasibility studies over LE 220,000  e. Other appropriate topics (i.e. maintenance systems)	Complete LD II Urban Training Plan	End of November 1988
10.10.2	Conduct seminars for 300-400 appropriate government officials	Certificate of attendance for each course for GOE participants	Ongoing
<b>10.11</b>	<b>MONITOR AND EVALUATE LD II URBAN TRAINING</b>		
10.11.1	Develop a simple system to monitor and evaluate the impact of LD II Urban Training on participants	A follow up survey of a sample of participants concerning on-the-job application of LD II Training	End of September 1988

TASK 10, TRAINING WORK PLAN

TASK No	WORK ACTIVITY	OUTPUT/ DELIVERABLES	TARGET COMPLETION DATE
10.11.2	Administer follow up survey of participants	Analysis of impact of LD II Training	End of September 1989
10.11.3	Prepare a roster of all participants completing LD II Urban Training	A roster of all LD Training participants by course date, location and position	End of September 1989
10.11.4	To prepare an Institutionalization Plan focusing on the implementation of LD II training (at the Sakkara Local Development Training center when feasible)	Recommendations as to which GOE institutions will benefit from the use of LD II training materials and plans	End of September 1989
	MILESTONE (6)	REPORT ON THE STATUS OF LD II TRAINING	End of September 1989

TASK 10 - TRAINING ACTION PACKAGE

Work Activitiy		Phase I - To June 30, 1988					
Task	Description	January	February	March	April	May	June
1.1	ORIENTATION SEMINARS	██████████					
10.1	NEEDS ASSESSMENT						
10.1.1	Design Needs Assessment Instrument		██████████				
10.1.2	Conduct Interviews/Analyze Data Needs Assessment		██████████	██████████			
10.2	TRAINING COORDINATORS						
10.2.1	Identify Training Coordinators		██████████	██████████			
10.2.2	Train Training Coordinators					██████████	
10.3	IDENTIFY TRAINING SITES						
10.3.1	Review MUS Training Sites		██████████	██████████	██████████	██████████	
10.3.2	Review LD II Training Sites				██████████	██████████	██████████
10.4	NEW GOVERNORATES MANAGEMENT TRAINING						
10.4.1	Conduct Suez Training					██████████	██████████
10.4.2	Conduct Port Said Training				██████████	██████████	██████████
10.5	MIS TRAINING						
10.5.1	Design MIS Training		██████████	██████████			
10.5.2	Monitor and Evaluate MIS			██████████	██████████	██████████	██████████
10.6	OJT LD II COUNTERPART TRAINING						
10.6.1	Design OJT for Action Packages			██████████			
10.6.2	Conduct OJT/Counterparts				██████████	██████████	██████████

TASK 10 - TRAINING ACTION PACKAGE

Work Activity		Phase II - July 1, 1988 To December 31, 1989					
Task	Description	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	5th Qtr	6th Qtr
10.7	TRAINING OF TRAINERS (TOT)						
10.7.1	Design TOT		■				
10.7.2	Recruit for TOT		■				
10.7.3	Conduct TOT			■	■	■	■
10.8	TRAINING ADMINISTRATION MANUAL						
10.8.1	Develop Procedures Core & Catalyst Training	■	■	■	■	■	
10.8.2	Develop Procedures for US Training	■	■	■	■	■	
10.9	OJT LD II PHASE II TRAINING						
10.9.1	Design Phase II Counterpart OJT	■	■				
10.9.2	Conduct Inhouse OJT		■	■	■	■	■
10.10	PHASE II LD II PARTICIPANTS TRAINING						
10.10.1	Complete Training Plan	■	■				
10.10.2	Conduct Phase II Participants Training	■	■	■	■	■	■
10.11	MONITOR AND EVALUATE LD II TRAINING						
10.11.1	Design Monitor and Evaluation Survey	■	■				
10.11.2	Administer Follow up Survey		■	■	■	■	■
10.11.3	Prepare Roster of Training			■	■	■	
10.11.4	Prepare Final Training Report				■	■	

ANNEX 1  
BIBLIOGRAPHY

## ANNEX 1

### BIBLIOGRAPHY

#### Section 2: Basic Services Delivery System (BSDS)

Education And Youth Needs Assessment For Port Said, (completed forms), coordinated for the LD II (Urban) Project by Wilbur Smith Associates, Feb. 1988.

Health, Education, And Youth Needs Assessment Reports For Greater Cairo and Alexandria, prepared for the Neighborhood Urban Services Project by Wilbur Smith & Associates, 1983.

Health, Education, And Youth Needs Assessment For Suez (completed forms), coordinated for the LD II (Urban) Project by Wilbur Smith Associates, July 1987.

Road Needs Assessment Report For Suez (with supplementary memo), coordinated for the LD II (Urban) Project by Wilbur Smith Associates, October 1987.

Survey Of FY 81/82 Sub-Project Facilities (District Sub-Projects) prepared for USAID/Cairo and IAC Steering Committee (Neighborhood Urban Services Project) by Wilbur Smith & Associates, May 1984.

#### Section 3: Programming, Budgeting and Management Information Systems (M.I.S.)

Ahmed, Sadiq, Public Finance in Egypt, Its Structure and Trends, "World Bank Staff Working Papers," No. 639.

Analysis of 26 Governorate Budgets for Previous 5-year Plan, prepared by Environmental Quality International, 1987.

"Approved Budget for Giza Governorate," 1986/87.

Budget and Finance in Local Government Units, Trainees' Manual, Neighborhood Urban Services Project, prepared by Wilbur Smith and Associates, 1984.

"Capital Budgets - BAB 3 for Cairo Governorate," 1982/83 - 1986/87.

"Draft and Approved Budgets for Giza Governorate, "1987-88.

"Draft Budget for Giza Governorate", 1987-89

Fernandes, Peter P., Budgeting and Performance Measurement Systems.

Finance and Budgeting, Interim Report of Neighborhood Urban Services Project, prepared by Wilbur Smith and Associates, 1986.

"Forms for Current Budget Estimates, "prepared by Giza Governorate.

"General and Specific Directives, "prepared by the Ministry of Finance, 1986-87.

Government Finance Review, Volume 3, No.5, October 1987.

Harty, P. Harry, Guide to Selecting Maintenance Strategies for Capital Facilities, Volume 4, the Urban Institute Press, Washington, D.C.

Harty, P. Harry, Guide to Setting Priorities for Capital Investment, Volume 5, the Urban Institute Press, Washington, D.C.

Howard, L.R., Managerial Accounting and Finance, 4th edition, Macdonald and Evans Ltd., London.

Internal Legislative Memoranda Regulating Special Funds at Cairo Governorate.

Local Development II, Urban Basic Services Delivery System, prepared by Wilbur Smith and Associates, 1986.

"Manshour No. (1) - Directives for Budget Preparation," prepared by the Ministry of Finance, 1988/89.

Mikhael, Zarif B., Local Government in Egypt, Background Report No. (1).

Miller, Girard, Capital Budgeting: Blueprints for Change, Chicago, Illinois, 1984.

Mohamed, Kotb Ibrahim, National Budget, the General Egyptian Book Organization, 1978.

Moneim, Ahmed Hussein, Modern Developments For The National Budget, prepared for the Training Center for Supervisory Management, Cairo, Egypt.

"Organization Chart for Cairo Governorate".

"Organization Chart for General Secretariat of Port Said Governorate".

"Organization Chart for General Secretariat of Suez Governorate".

"Organization Chart of District/Town Level".

"Organization Chart of Village Level".

"Periodic Circular Book No. (2)," prepared by Financial Directorate, Cairo Governorate, 1988/89.

Peterson, George E., Guide to Benchmarks of Urban Capital Condition, Volume 3, Urban Institute Press, Washington, D.C.

"Recommendations of the General Conference for Coordinating Programs of the Second 5-year Plan, Cairo Governorate," 1988.

"Summary of Revenues and Expenditures for Cairo Governorate," 1980/81 - 1983/84.

Survey of FY 81/82 Sub-Project Facilities, report prepared for USAID/Cairo and IAC Steering Committee by Wilbur Smith and Associates, 1984.

World Bank Paper on Local Government Units, prepared for the Secondary Cities Mission to Egypt by Environmental Quality International, 1985.

#### **Section 4, Operation And Maintenance (O & M)**

Alexandria CIP Vehicle Repair, prepared for LD II (Urban) Project by Wilbur Smith Associates, October, 1987.

Egyptian Maintenance Study, prepared for Neighborhood Urban Services Project by Wilbur Smith And Associates, July 1986.

Egyptian Maintenance Study Assessment Of DSF Spare Parts, prepared for Neighborhood Urban Services Project by Wilbur Smith And Associates, July 1986.

Evaluation And Recommendations On Equipment Maintenance In Alexandria Governorate, prepared for Neighborhood Urban Services Project by Wilbur Smith and Associates, January 1983.

Kardex System, Spare Parts Warehousing, Trainee Manual (Arabic and English), prepared for LD II (Urban) Project by Wilbur Smith Associates, September 1987.

Kardex System, Spare Parts Warehousing, Trainer's Manual (Arabic and English), prepared for LD II (Urban) Project by Wilbur Smith Associates, September 1987.

Maintenance of Buildings and Structures, Trainee Manual (Arabic and English), prepared for Neighborhood Urban Services Project by Wilbur Smith And Associates, February 1985.

Maintenance of Buildings and Structures, Trainer's Manual, prepared for Neighborhood Urban Services Project by Wilbur Smith and Associates, February 1985.

Preventive Maintenance Manual for District Service Vehicles and Equipment (Arabic and English), prepared for Neighborhood Urban Services Project by Wilbur Smith and Associates, December 1983.

Recommended Equipment Maintenance Program Improvement for Districts in the Alexandria Governorate, prepared for Neighborhood Urban Services Project by Wilbur Smith and Associates, March 1984.

Recommended Equipment Maintenance Program Improvement for City of Giza, prepared for Neighborhood Urban Services Project by Wilbur Smith And Associates, December 1983.

Recommended Equipment Maintenance Program Improvement for Shoubra El Kheima, prepared for Neighborhood Urban Services Project by Wilbur Smith And Associates, December 1983.

Road and Street Maintenance (Suez Governorate), prepared for LD II (Urban) Project by Wilbur Smith Associates, October 1987.

Special Program for Equipment Maintenance-Implementation, Recommendations and Cost Estimates, Cairo Governorate, prepared for Neighborhood Urban Services Project by Wilbur Smith and Associates, February 1984.

## **Section 5 - Land Management**

Arab Republic of Egypt, Urban Sector Report, prepared for IBRD by B. Verdier et al, October 1980.

Extension of Municipal Services in Cairo Governorate (Interim Report), prepared for IBRD Loan 2176 EGT by Arab Consultant Engineers (ACE) et al, October 1984.

Extension of Municipal Services in Cairo Governorate (Draft Final Report), prepared for IBRD by ACE et al May 1985.

Extension of Municipal Services in Cairo Governorate (Final Report), Volume I & II, prepared for IBRD by ACE et al, May 1987.

Extension of Municipal Services in Cairo Governorate (Working Papers) Volume I & II, prepared for IBRD by ACE et al, October 1984.

Extension of Municipal Services in Giza Governorate (Interim Report), prepared for IBRD by ACE et al, December 1984.

Extension of Municipal Services in Giza Governorate, (Final Report), prepared for IBRD by ACE et al, July 1985.

Helwan New Community Urbanization Plan, prepared for USAID by BASIL-WBTL-NASSAR et al, 1985.

Land Assembly Program, Phase I Report, prepared for CAIRO Governorate by ACE and EQI, December 1982.

## **Section 6 - Solid Waste Management**

Clean-Up Project In Alexandria, Final Report, prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1983.

Feasibility Study For Waste Collection And Resource Recovery In Five Governorates, Final Report, E.Q.I., 1985.

Feasibility Study For A Waste Collection And Utilization Project In Cairo, prepared by E.Q.I., 1983.

Feasibility Study On Refuse Collection, Treatment, And Disposal In Alexandria, prepared by Japan International Cooperation Agency (J.I.C.A.), 1986.

Mechanization Of Solid Waste Collection In Cairo Governorate, E.Q.I., 1986.

Recommended Solid Waste Management Improvement Program For Cairo Governorate, prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1983.

Recommended Solid Waste Management Improvement Program For Giza City, prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1983.

Recommended Solid Waste Management Improvement Program For Shoubra El Kheima, prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1983.

Shoubra Composting Plant, Final Evaluation Report, E.Q.I., 1986.

Solid Waste Collection And Recycling In Cairo, A System In Transition, E.Q.I.

Study Of Solid Waste Management In Giza City, prepared for G.C.B.A. by the National Research Center, 1985.

Summary Report On Solid Waste In Cairo And Alexandria, prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1982.

## Section 7 - Training

Arab Organization Of Administrative Sciences, League of Arab States, 1977.

Budget and Finance for Local Government, (Trainee and Trainer Manuals), prepared for the Neighborhood Urban Services Project by Wilbur Smith And Associates, July 1984.

Building Capacity For Decentralization in Egypt: The Pilot Project And Beyond; IRD Field Report by Development Alternatives Inc., 1982.

BVS Case Studies of Locally Initiated Projects, (Arabic), prepared for BVS Project by Chemonics, 1982.

BVS Financial Training Manual, (Arabic) prepared for BVS, Chemonics, 1982.

BVS Guidelines For Problem Analyses and the Design of Training, (Arabic), Chemonics, 1982.

BVS Manual and Trainers Guide For BVS Orientation and Planning Workshops, (Arabic), Chemonics, 1982.

BVS Review of Training Programs, Chemonics, 1984.

BVS Training of Trainers (TOT) Course Notebook, (Arabic), Chemonics, 1983.

BVS Village Orientation Training Kit, (Arabic), Chemonics, 1982.

Characteristics and Utility of USAID Participation Training Programs For Egyptians; Final Report on Evaluation of Participants Returning Between 1975 and 1983, AMIDEAST, 1984.

Construction Management: Planning & Design, (Trainee and Trainer Manuals), prepared for Neighborhood Urban Services, by Wilbur Smith And Associates, 1983.

Construction Management: Project Monitoring & Evaluation, (Trainee and Trainer Manuals), prepared for Neighborhood Urban Services by Wilbur Smith And Associates, December, 1983.

First Cumulative Annual Report 1980-83, prepared by A.R.E. ORDEV Local Development Fund, 1983.

From Pyramids To People; A Success Story in Egypt, Marquardt, Michael, 1985.

History of the Local Development Fund, prepared by A.R.E. ORDEV Local Development Fund (LDF), 1984.

History of the Local Development Fund (Arabic), prepared by A.R.E. ORDEV Local Development Fund, 1984.

Integration of Women in Development within WFP-Assisted Project "Land Development and Settlement"; Interim Evaluation Report prepared by the World Food Programme, 1983.

Local Development Fund Newsletter, (Arabic), prepared by A.R.E. ORDEV Local Development Fund, 1984.

Local Development Fund (LDF) Factbook I prepared by A.R.E. ORDEV Local Development Fund, 1983.

Local Development Fund (LDF) Factbook II prepared by A.R.E. ORDEV Local Development Fund, 1984.

Maintenance of Buildings and Structures in Local Districts, (Trainee and Trainer Manuals), prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1985.

Management for Local Government, (Trainee and Trainer Manuals), prepared for the Neighborhood Urban Services Project by Wilbur Smith Associates, 1984.

Management Self-Development; A Guide For Managers, Organizations and Institutions, prepared by Internat'l Labour Office, 1985.

Middle East Regional Cooperation and Development; Regional Cooperation in Manpower Planning, prepared by U.S. Dept. of Labor, 1978.

Monitoring for Local Government Projects, (Trainee and Trainer Manuals), prepared for Neighborhood Urban Services, by Wilbur Smith & Associates, 1984.

Multi-Sector Science and Technology Project; Project Paper, prepared by AID/ANE/USAID/EGYPT, 1981.

Planning for Local Government, (Trainee and Trainer Manuals), prepared for the Neighborhood Urban Services Project by Wilbur Smith and Associates, April 1984.

Popular Council Members Workshop, (Trainee and Trainer Manuals), prepared for the Neighborhood Urban Services Project by Wilbur Smith and Associates, April 1984.

Singleton, J. Allen, Training of Local Development Fund Officials and the Decentralization Process in Egypt, 1983.

Staff Appraisal Report; A.R.E. Fourth Education Project (Vocational Training For Industry and Construction), prepared by World Bank, 1983.

U.S.- Egypt Joint Working Group: Technology, Research and Development; Report on Building Materials and Technology, prepared by U.S.- Egypt Joint Working Group, 1975.

U.S.- Egypt Joint Working Groups: Technology, Research and Development; Report on Standards and Applied Technology, prepared by U.S.- Egypt Joint Working Group, 1976.

ANNEX II  
NUS TRAINING COURSES

## ANNEX II

### NUS TRAINING COURSES

#### Courses For Engineers

- 1. Course Title** : Construction Management: Planning And Design

Date Manuals Issued: December 1983

Duration of Course : 6 days

Target Group : District engineers and technicians

Contents : Analyzes stages of project construction; preliminary planning; preparation of recommendations; design, construction, and delivery; discusses methods of procurement of appropriate resources at each stage.
- 2. Course Title** : Construction Management: Project Monitoring, Scheduling & Evaluation

Date Manuals Issued: December 1983

Duration of Course : 6 days

Target Group : District engineers and technicians

Content : Analyzes steps in planning and scheduling each part of the construction phase, introduces monitoring as a process for assessing progress, identifying problems and proposing changes in construction scheduling and/or scope of the project.
- 3. Course Title** : Maintenance of Buildings & Structures in Local Districts

Date Manuals Issued: May 1984

Duration of Course : 3 days

Target Group : District engineers and technicians

Content : It includes the following topics: introduction to maintenance; explaining the importance of effective maintenance; development of a maintenance management program; outline of roles and respons-

ibilities of district officials and staff involved in maintenance; and guidance for maintenance inspection.

**N.B.** All workshops for engineers include a site visit geared to the topic of each workshop.

### Courses For Local Government Officials

**1. Course Title : Planning For Local Government**

Date Manuals Issued: July 1984

Duration of Course : 8 days

Target Group : Middle management staff at governorate, districts and service directorates

Content : Introduces management techniques and illustrates their applicability to planning, programming, budgeting, decision-making, problem-solving and human resources organization and development.

**2. Course Title : Planning For Local Government**

Date Manuals Issued: April 1984

Course Duration : 8 days

Target Group : Heads and Deputy Heads of Planning and Follow-up Departments of governorate and district units.

Content : Lists specific steps to be undertaken as part of the planning process and introduces methodologies for each, emphasizing necessity of inter-departmental coordination; identifies factors to be considered in determining feasibility of a plan and outlines steps to be taken in developing a plan.

**3. Course Title : Monitoring For Local Government Projects**

Date Manuals Issued: May 1984

Duration : 4 days

- Target Group : Heads and Deputy Heads of Operations Office, Planning and Follow-up at govern-  
orate/districts and service directorates.
- Content : Introduces monitoring as a management  
tool for periodically assessing progress  
of a project and identifying problems,  
and as a basis for proposing solutions to  
problems and suggesting changes in  
scheduling.
- 4. Course Title : Budget And Finance For Local Government**
- Date Manual Issued : July 1984
- Duration : 8 days
- Target Group : Financial and accounting staff in govern-  
orate/districts and service departments.
- Contents : Examines the budget of the GOE and the  
local districts; identifies sources of  
revenues for local districts; discusses  
requirements for bids and tenders and  
methodologies for project cost schedul-  
ing, financial control, final accounting.

**Course For Popular Council Members**

- Course Title : Popular Council Workshop
- Date Manual Issued : May 1985
- Duration of Course : 4 days
- Target Group : Chairmen of Local Popular Council Commit-  
tees.
- Content : It includes an overview of NUS Project  
and analyses the role of the popular  
council in the sub-project selection  
process. It emphasizes the importance of  
coordination and cooperation at the  
popular and executive councils.