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# **LOCAL DEVELOPMENT II URBAN PROJECT**

Submitted to

**USAID / CAIRO**

Submitted by

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in association with

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**PROJECT TRACKING SYSTEM  
IMPLEMENTATION STATUS REPORT**

**JULY, 1989**

## LD II URBAN PROJECT TRACKING SYSTEM

### GOE-PROJECT OFFICE DATA FLOW REVIEW

#### Overview

The Project Management Information Systems (MIS) Technical Assistance (TA) staff Arabized and installed the Project Tracking System (PTS) at Giza Governorate in July, 1988. At this writing, all six governorates are using the PTS. MIS follow-up at the governorates shows that the system operates as designed. However, there are impediments which must be overcome before the monthly Progress Report can directly report data as input by the GOE MIS staff. The Installation Summary report dated October, 1988 contains full details of the installation approach, data responsibilities and a flowchart tracing the data throughout the process. This flowchart is attached.

At present, the automated system functions in parallel with the Project Office system. The Project MIS TA staff input data, as annotated by BSDS, into the consolidated, English, PTS. Correspondingly, the GOE MIS staff enter data into the arabized version. They send reports and a data diskette to the Project Office. See Figure 3 for details of receipt dates. The link between both processes ends here. GOE-submitted data is reviewed in the Project Office. Nothing further occurs. To close the loop, the Project Office MIS Administrative Support staff must load the GOE data, from the GOE diskette, directly into the Project Office system. At this point, the Progress Report will present first-round data as entered by the GOE. BSDS can then edit the data. The needed steps are:

1. GOE Planning and Follow-up Department (PFD) receive Arabic Form 3s from the Districts.
2. The PFD reviews the Form 3s and pencils corrections on the prior month Arabic computer-generated Form 13 and 14. These prior-month reports function as a "turn-around" document for the MIS section.
3. The PFD sends the annotated Arabic Form 13 and 14s to the GOE MIS staff for entry into the Arabized PTS.
4. Data cycles between Planning and Follow-up and MIS to resolve data entry errors.
5. When the data is correct, (that is, it reflects data as determined by the PFD), the Project Implementation Coordinator (PIC) delivers the final Arabic Form 13s and 14s, with a data diskette, to the Project Office.
6. The Project Office inputs the GOE-entered data on diskette into the Project Office English system.
7. BSDS edits the data. The Project Administrative Support staff enter corrections into the Project Office PTS and update the GOE diskettes with the corrected data.
8. When the data is complete and correct, the Project Administrative Support staff produce the Progress Report Tables and Graphs. The Project Office sends the Report to USAID.

The attached flowchart shows these steps in detail. By following them the Project Office will present a Progress Report to USAID based on data compiled and entered by the GOE. This will place responsibility on the GOE for the data accuracy and timeliness.

The analysis of the present data flow, below, indicates where the deficiencies appear and offers recommendations for improvement.

## Data Reviewed

The MIS TA staff reviewed data from five governorates: Cairo Qaliubia, Suez, Giza and Port Said. The data consisted of:

- . the Arabic monthly Project Follow-up Form 3s sent from the Districts to the governorate Planning and Follow-up Department
- . the Arabic computer-generated Form 13 and 14s for January and February
- . the corresponding English computer-generated Form 13 and 14s for January and February

## Approach

A comparison of the data took place at three levels to determine the presence of data entry and data accuracy errors. All linkages among component entities were examined. The first link is the District-to-Planning and Follow-up Department. The second is the Planning and Follow-up Department-to-GOE MIS staff. The third is the Planning and Follow-up Department-to-Project Office.

An examination of the first link began by comparing the District monthly Project Monitoring Form 3 (Arabic) with the prior month, computer-generated, Form 13s and 14s (Arabic) produced by the Arabized PTS. Established procedures require the PFD to pencil corrections onto the reports to serve as a "turn-around" document for data entry. This comparison examined experience in following newly established procedures and the level of data transcription accuracy possessed by the Planning and Follow-up Department.

The second link required a comparison of the final, current month computer-generated Forms 13 and 14 (Arabic) with the annotated, prior month reports (Arabic) to determine data entry accuracy.

The final link compared the current month, computer-generated Form 13 and 14 (Arabic), produced by the GOE MIS Staff with the corresponding, computer-generated Form 13 and 14 (English), as produced in the Project Office for the same month. This review highlighted deficiencies in the project monitoring experience base of the Planning and Follow-up Department relative to the BSDS TA staff skill levels.

The attached chart, Figure 1, graphically depicts the approach followed.

## Data Flow Review

The objective of the analysis was to point out deficiencies in application of procedures, transcription of data and data entry. While the analysis is not exhaustive, it does provide a reasonable representative sample of data. Analysis occurred for each linkage at the five governorates submitting data for review.

### District-PFD Link

#### Cairo

The Zeitoun District was examined using Project code 88110817201. Analysis showed that for the month of February, 1989, the PFD did not enter (that is, annotate) the Contract Cost item on the "turn-around" document. The item did appear, however, on the Form 3 (Arabic) sent by the District to the PFD.

## Qaliubia

Up to January, 1989, the PFD did NOT transcribe data from the Form 3s (Arabic) to the "turn-around" documents. Form 3s were sent directly to the MIS section for data entry.

## Suez

The Form 3 (Arabic) sent by the El Arbacen District when compared to the "turn-around" documents showed that two projects were annotated on the "turn-around" documents which did not appear on the Form 3s

## Giza

No discrepancies appeared in the data examined--Form 3 (Arabic) vs. the "turn-around" document for February, 1989.

## Port Said

Project number (codes) for the El Arab District not recorded on Form 3 (Arabic) and therefore not annotated on the "turn-around" document.

## Observations

For this linkage, analysis shows a potential weakness in procedural discipline and a lack of thorough data review and transcription practices. Some governorates, notably Giza, show more efficiency than the other governorates. These governorates will require more emphasis in technical assistance.

## PFD-GOE MIS Staff Link

### Cairo, Qaliubia, Suez, Giza, Port Said

Analysis of the data from the five governorates did not uncover any data entry errors. The final, current month, Form 13 and 14 (Arabic) generated by the MIS staff correctly matched the data submitted by the PFD.

## Observations

Analysis shows effective data review procedures in the Governorate MIS sections. The MIS staff review the data entered prior to its return to PFD for further review. This double review process insures accurate data entry.

## PFD-Project Office Link

### Cairo

Analysis of the Cairo data shows that project dates are missing or different on the Arabic Form 13 and 14 generated by the Governorate MIS staff vs. the English versions produced in the Project Office.

### Qaliubia

Again the analysis shows a discrepancy in dates on the Arabic Form 13 and 14 vs. the corresponding English reports.

Suez

No discrepancies were found in the comparison of the Arabic reports with the English reports.

Giza

Again, no discrepancies were evident in the data comparison.

Port Said

For project #87-502-1620 the % of funds spend on Form 13 (Arabic) differs from the corresponding month English Form 13.

#### **Observations**

Some weaknesses are again evident in the experience level base of the PFD relative to the Project BSDS TA staff. Project monitoring practices at the Governorate are deficient and require increased TA emphasis.

Additional review by the Project Office BSDS and MIS TA staff showed deficiencies in submitting data in a timely manner. The PTS Installation Summary Report prescribes that the data is due to the Project Office not later than the 15th of the month. Review of data submitted so far has shown a shortcoming in some governorates in meeting these deadlines. Reference Figure 3. It cites that for February, 1989, three governorates made the deadline; the two largest, Cairo and Alexandria, did not. One governorate did not submit any data.

This data analysis leads to the conclusion that the GOE PFD can practice acceptable verification procedures as shown in the PFD-MIS link; however, deficiencies are evident in the other procedural aspects such as data transcription.

#### **Recommendations**

To evolve a fully functional process of project tracking at the GOE, recommendations are:

- a) terminate the parallel, first round data entry process at the Project Office.
- b) use the data supplied by the GOE for input to the Project Office system.

Mechanisms are in place to accomplish this. The process necessitates that Project management, BSDS and USAID accept a lowered accuracy rate and the inherent data submission delays associated with any technology transfer.

The weaknesses cited above can be improved in time by applying increased technical assistance. Both the BSDS TA staff (with Planning and Follow-up) and the MIS TA staff (with the GOE MIS staff) must apply precise procedural and system follow-up assistance. The MIS TA staff use a systematic procedure for TA at all six governorates.

The PFD at the governorate will benefit particularly by increased follow-up by BSDS to improve monitoring skills and impress upon them the necessity to transcribe data accurately for MIS input. The concept of data ownership and accountability is a cornerstone of the Project technology transfer efforts. The Governorate units must clearly understand that they (the GOE) own the data and are responsible for it in the end. The Project Office only monitors the process of reporting to USAID.

By emphasizing that the GOE are to take responsibility for the data and will be held accountable for its accuracy (as reported to USAID), the Governor can begin to rely on it. The database will become the sole repository of governorate project data to aid his decision making process. Anything short of this mires the process in multiple reporting bases steeped in confusion and inaccuracy.

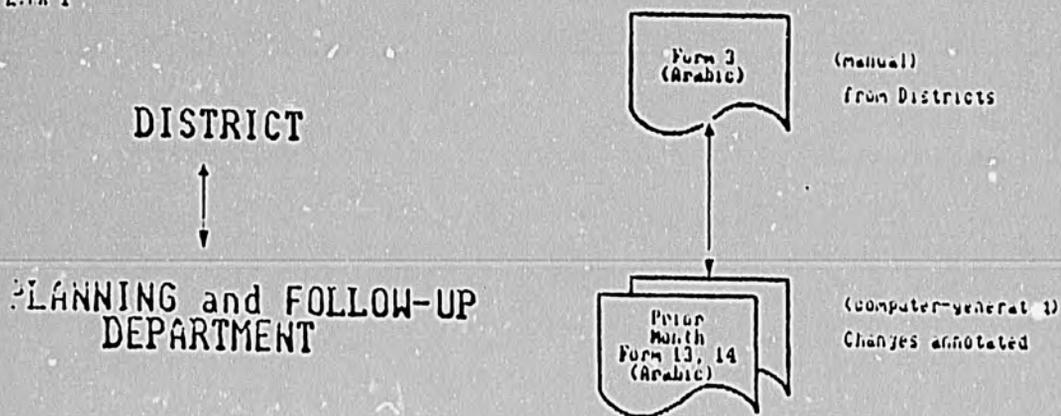
As required by the TOR and cited in the PTS Installation Report, project reporting must use the data as entered by the GOE. With TA applied at the right points in the process, a monthly Progress Report based solely on GOE input will be available within a short period, possibly two months.

To reiterate, this reporting procedure requires the support of Project management and USAID to allow for an expected lower accuracy rate. Lower accuracy will occur until the governorates fully realize the meaning of ownership and accountability for the data submitted. Procedures are available to smooth the transition process and account for missing/delayed data.

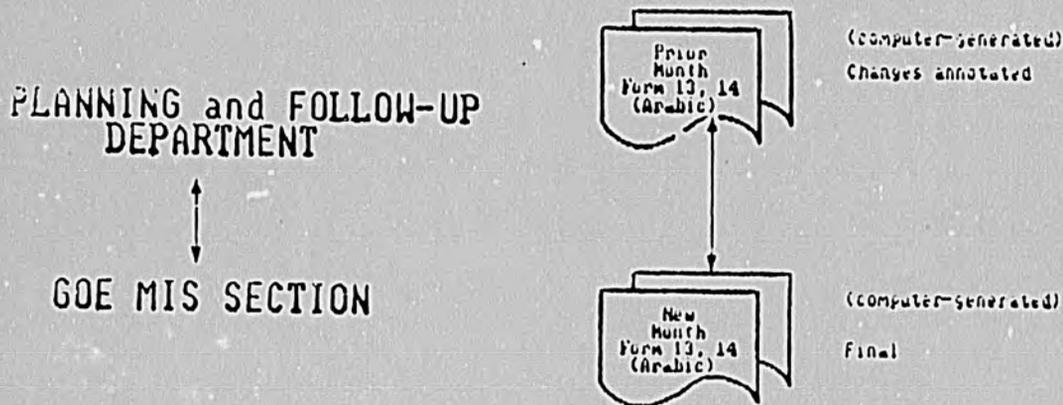
As an interim measure, the MIS TA staff is "Arabizing" the TABLE 1, from the monthly Progress Report for installation at the GOE. Once submitted to USAID, it will permit both USAID and the Project Office to analyze accuracy of data on a common basis. This step will facilitate the joint-decision to activate the complete GOE reporting process at the earliest opportunity.

Figure 1  
DATA ANALYSIS APPROACH

Link 1



Link 2



Link 3

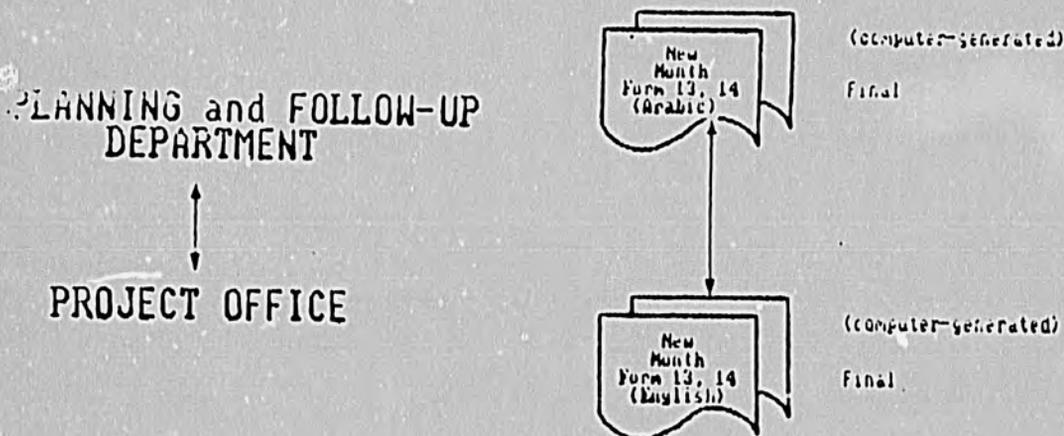
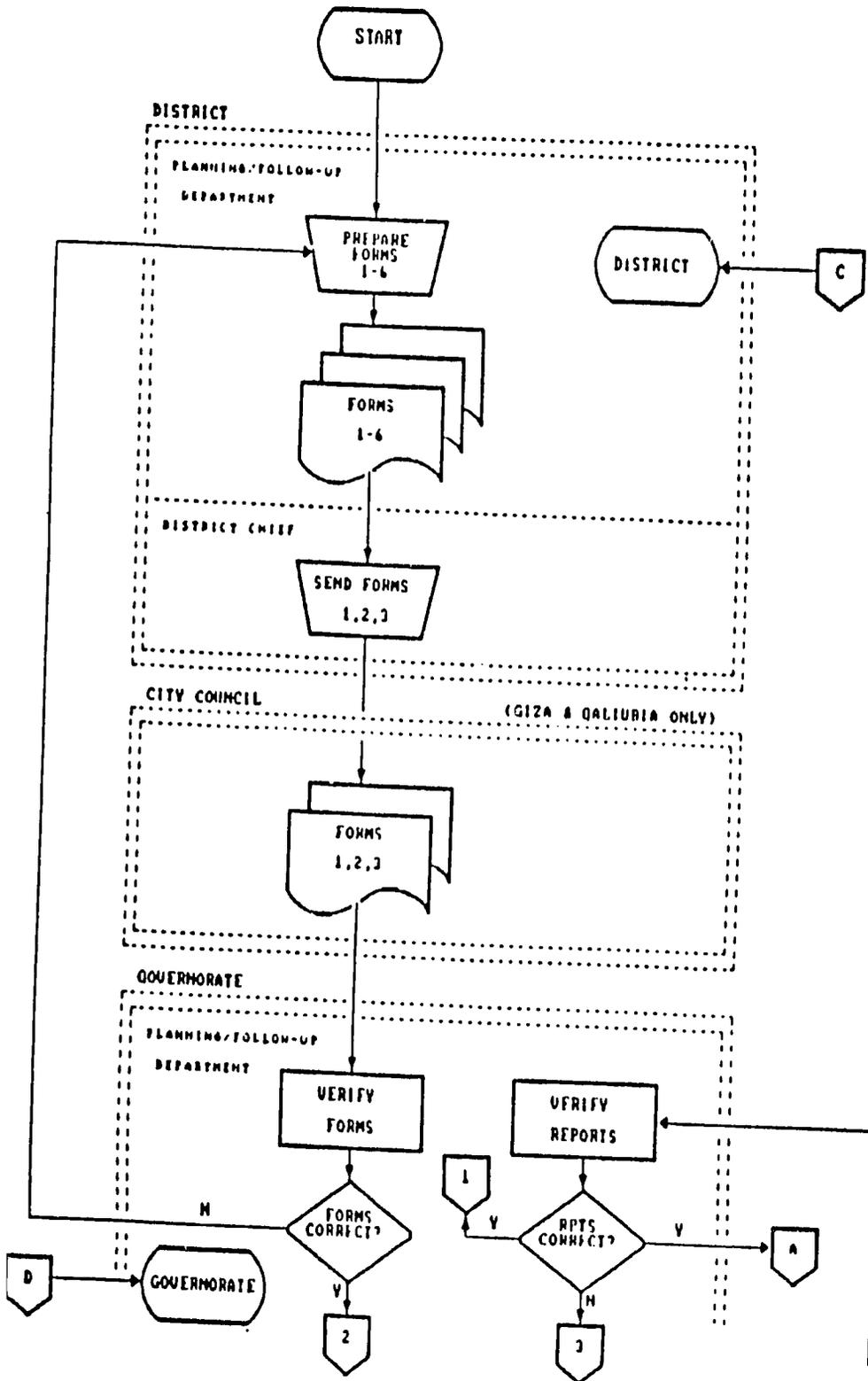
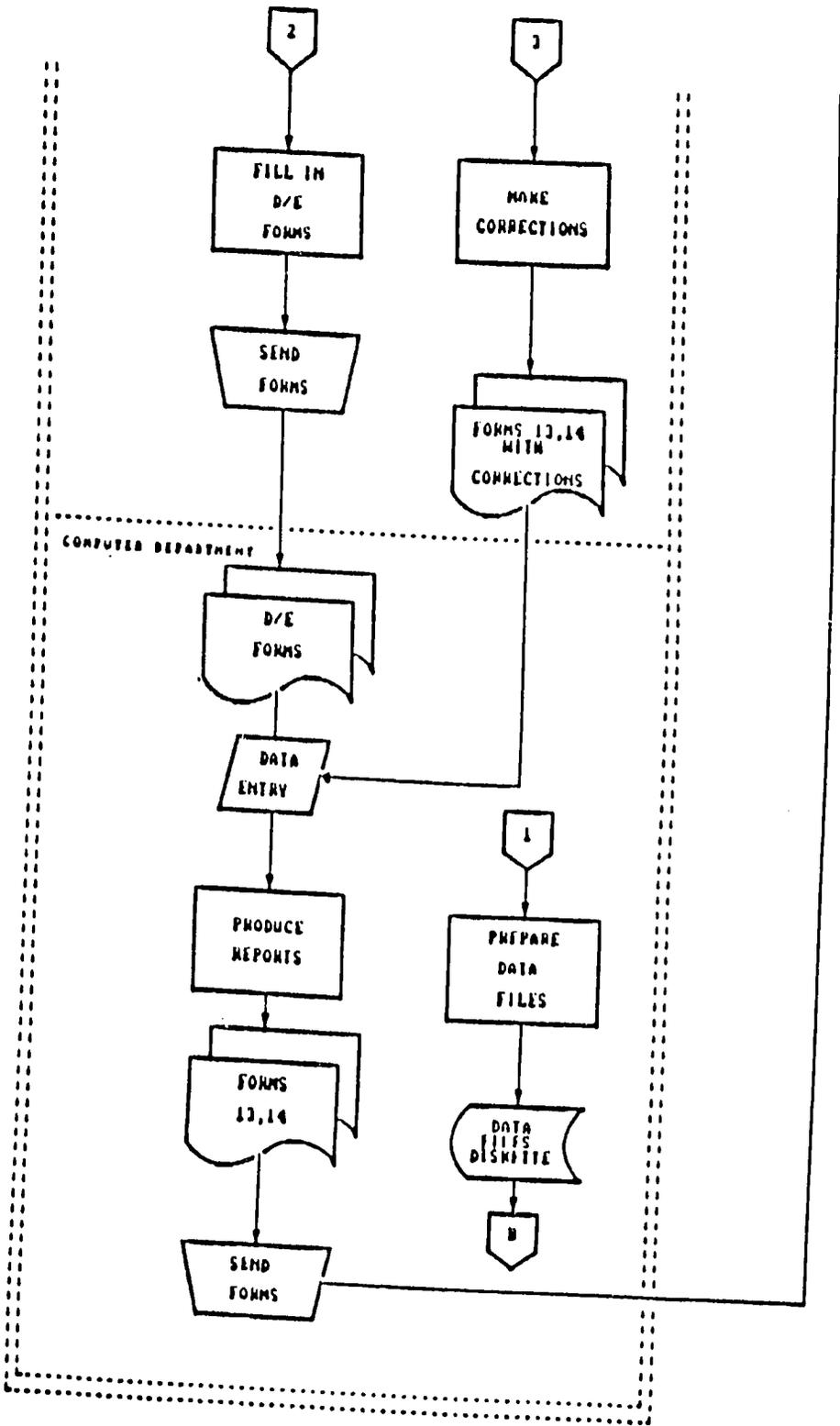
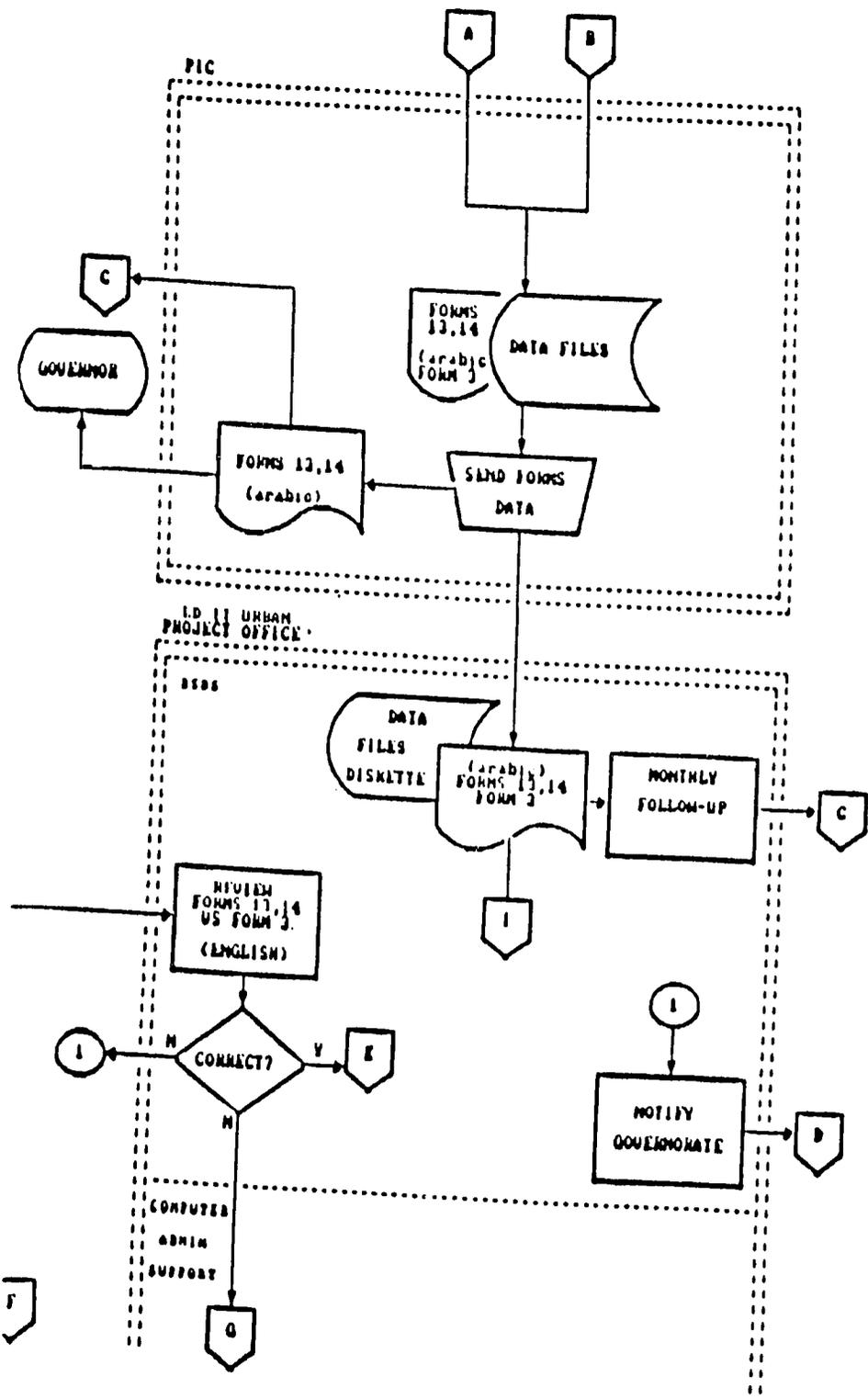


Figure 2







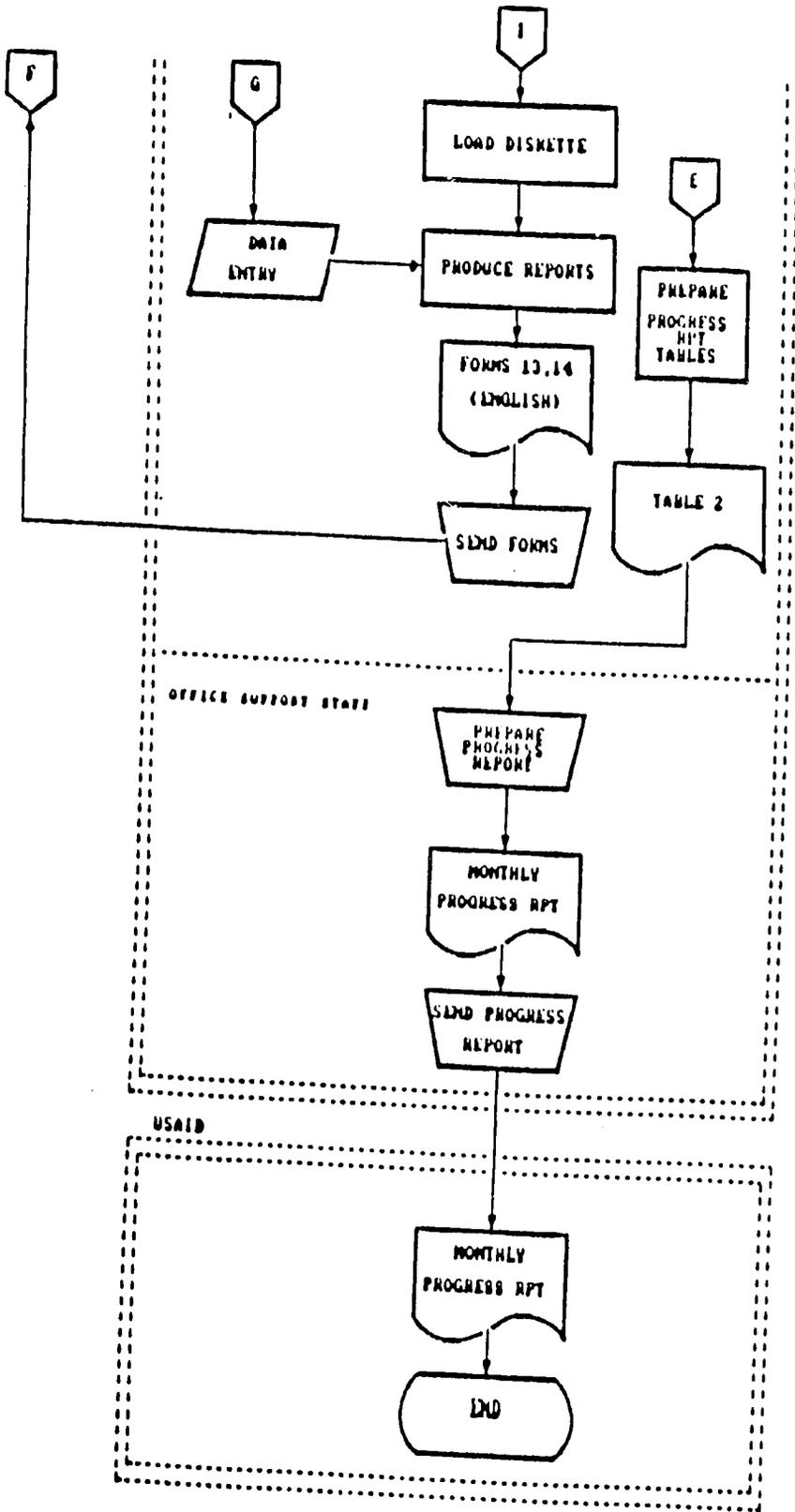


Figure 3

DATE RECEIVED BY BSDS

GOVERNORATE REPORTED AS OF	12-31-88	1-31-89	2-28-89	3-31-89
Cairo	1-23-89	2-21-89	4-02-89	4-24-89
Alexandria	No	3-01-89	3-19-89	4-24-89
Giza	1-18-89	2-13-89	3-14-89	4-17-89
Qaliubia	1-17-89	No	3-20-89	4-16-89
Port Said	No	2-09-89	No	4-26-89
Suez	1-12-89	2-07-89	3-08-89	4-11-89 (only Form 13)

GOVERNORATE REPORTED AS OF	4-30-89	5-31-89	6-30-89	7-31-89
Cairo	6-06-89	No		
Alexandria	5-22-89	6-19-89		
Giza	5-19-89	6-20-89		
Qaliubia	No	6-09-89 only Form 13		
Port Said	5-15-89	No		
Suez	5-15-89	6-08-89	7-6-89	